

**FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM (FMLFPP)**  
**Final Performance Report**

The final performance report summarizes the outcome and activities of your FMLFPP award objectives. Failure to submit acceptable closeout reports for an existing grant within 90 calendar days following the grant end date may result in exclusion from future AMS grant opportunities.

This final report will be made available to the public once it is approved by FMLFPP 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 **due within 90 days** of the project's performance period end date (as noted in box 15 of your grant agreement (AMS-33), or sooner if the project is complete. The report must be typed single-spaced in 11-point font, not to exceed fifteen (15) 8.5 x 11 pages (excluding existing Final Performance Report form content). For example, if the Final Performance Report form is six (6) pages before you begin entering your project information into the form, your report may be up to 21 pages (6 pages + 15 pages).

Provide answers to **each question** and all applicable outcome and indicators as it applies to your project. If you are unable to provide a response explain why. It is preferred that you email your completed performance report to your assigned FMLFPP Grants Management Specialist to avoid delays. In case of any extraordinary reason a faxed report can be accepted; please notify your assigned Grants Management Specialist to inform about your submission.

<b>Report Date Range:</b> <i>(e.g. October 1, 2016 -September 30, 2017)</i>	October 1, 2016-September 29, 2019
<b>Date Report Submitted</b>	11/26/2019
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	16FMPPIA0045
<b>Recipient Organization Name:</b>	Lutheran Services in Iowa
<b>Project Title as Stated on Grant Agreement:</b>	Increasing Market Opportunities for Refugee Producers in Central Iowa
<b>Authorized Representative Name:</b>	John Twardos
<b>Authorized Representative Phone:</b>	515-633-3062
<b>Authorized Representative Email:</b>	John.twardos@lsiowa.org
<b>Year Grant was Awarded:</b>	2016
<b>Amount of Award:</b>	\$250,000

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

Same Authorized Representative listed above (check if applicable).

X Different individual: Name: Andrea Vaage\_\_\_\_; Email: [andrea.vaage@lsiowa.org](mailto:andrea.vaage@lsiowa.org); Phone: 515-271-7315

1. Executive Summary—In 200 words or less, describe the project's need, purpose, goals, and quantifiable outcomes:

In order to address the language and cultural barriers refugee growers in Central Iowa face in accessing markets successfully, Lutheran Services in Iowa's (LSI) Global Greens program worked to expand its market supports. Through this project, Global Greens expanded a program-run farmers' market and Community Supported Agriculture (CSA). Sales at the farmers' market grew 72% due in large part to a focus on increasing the purchasing power of customers through the Double Up Food Bucks (DUF) program. The CSA expanded to four drop sites and delivered over 115.5 weekly shares in the 2019 season, increasing sales by 712% from the baseline year in 2016. Several new types of marketing efforts were tested during this project, including radio ads, Facebook boosts, merchandise, flyers and newsletters. In addition to

developing more successful market models, Global Greens supported growers through assistance in developing business plans, connection to farmer-specific English classes, and access to classroom and in-field training in the areas of food safety, marketing, and business planning.

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, audiotope, 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.

2. Please provide the approved project's objectives:

Objectives		Completed	
		Yes	No*
1	Increase attendance and sales at the LSI Global Greens (GG) Farmer's market, including increased sales and usage of SNAP.	X	
2	Increased training and technical assistance to Global greens growers on CSA models, marketing, food safety practices and business development.	X	
3	Expand upon Global Greens CSA pilot by developing viable, aggregated CSA model and increasing membership each year.	X	

*\*If no is selected for any of the listed objectives, you must expand upon this in the challenges section.*

3. List your accomplishments for the project's performance period and indicate how these accomplishments assisted in the fulfillment of your project's objectives. Please include additional objectives approved by FMLFPP during the grant performance period, and highlight the impact that activities had on the project's beneficiaries.

Accomplishments	Relevance to Objective, Outcome, and/or Indicator
Increased Sales Annually and Maintained Attendance at Global Greens Farmers' Market	<p><b>Objective 1, Outcome 2.1, 2.2, Outcome 3.2.1</b></p> <p><u>Attendance</u> Global Greens staff strived to grow attendance to an average of 250 customers in 2016 to 385 in 2019. The actuals averages are listed in the outcomes section. To support attendance, Global Greens held 20-21 markets each year. 2017 likely accounted for the highest average attendance because that year we both advertised and offered more special events. To demonstrate, the average attendance on regular market days in 2017 was 130 customers, but on special days grew to 178 customers. However, as we evaluated sales and our outreach strategy, the team determined greater customer count did not necessarily translate to higher sales, so marketing changes were made to encourage attendance by customers that made the most purchases.</p> <p><u>Sales</u> Expected \$22,312 sales in 2016 to \$36,222 (current count) in total sales in 2019. This area is where the market grew the most. Our most accurate measurement of sales is from credit cards and EBT/Double Up Food Buck sales, since Global Greens processed those sales for all vendors. Farmers must independently report WIC and cash sales. From EBT sales alone total sales grew from \$5,343 in 2016 to \$30,722 in 2019.</p>
Farmer vendor participation increased slightly during project period due to increased supports.	<p><b>Objective 1, Outcome 3.3</b></p> <p>Another goal was to increase the number of farmers' participating in the market. The average vendor count did not change that much throughout the project period. There was an average of 9.6 vendors per market in 2016 and 9.8 in 2019. We did have more farmers participate overall in this specific market, with 17 farmers participating in 2019. 6 new farmers participated in the market during this project and three farmers went on to sell full-time independently at the Downtown Des Moines farmers' market. To encourage farmers to sell at this market or others, staff met 1-on-1 with farmers in the winter and spring to set goals and help connect to new markets.</p>

<p>Conducted outreach presentations to promote market. In Y1 and 2 focused on events, Y3 focused on EBT customers.</p>	<p><b>Objective 1</b> LSI Global Greens conducted 5 presentations to local churches and a botanical non-profit in 2017; 6 presentations to partners, including churches and environmental non-profits in 2018; and 10 presentations and information booth hours specifically tailored to the Global Greens Farmers' Market Double Up Food Bucks Program at Drake Food Pantry, Broadlawns, WIC clinics, and supportive housing programs in 2019.</p>
<p>Distributed Media and Marketing Promotions for Global Greens Farmers' Market</p>	<p><b>Objective 1</b> Global Greens staff and marketing developed and utilized a variety of marketing tools, both print and digital. Posters and postcards were created and delivered to businesses and homes each year. Over 2,000 postcards delivered, and 100 posters put up. We put new posters up at the same businesses and apartments each year but changed postcard distribution sites. Recipe cards were offered at market. For year one and two, we paid for Iowa Public Radio ads. In all years, Facebook posts and boosted Facebook ads promoted the market in general or special events. LSI also created a new website page for the market (<a href="http://www.lsiowa.org/market">www.lsiowa.org/market</a>). Word-of-mouth was still the most often cited reason people visited market, but posters and social media were 2<sup>nd</sup> and 3<sup>rd</sup> most cited reason. Another method to stay in consistent contact with Global Greens customers was through a weekly newsletter. <i>The Dirt</i> Mailchimp list has more than doubled in size since 2016, going from 243 subscribers to 588 at last count. (That number is active subscribers, not people who have been added but have since unsubscribed, bounced off the list, etc.). Customers are engaged with this newsletter, demonstrated by a consistently high open rate between <b>28%</b> and <b>35%</b> over the past three years. Typical non-profit open rates are around 21.8%.</p>
<p>Market surveys were conducted at the market annually to assess improvements needed.</p>	<p><b>Objective 1</b> The team administered surveys annually: a general survey about the Global Greens market experience and a Double Up Food Bucks survey distributed by the Iowa Healthiest State Initiative. The general market survey was usually administered by AmeriCorps Summer VISTA members through Survey Monkey. Typical response numbers ranged from 24-29 respondents.</p>
<p>Special events were hosted in Years 1 and 2 to assess if it resulted in increased customer count.</p>	<p><b>Objective 1</b> Special events that were advertised in flyers, <i>The Dirt</i>, and through Facebook posts were as follows: 8 special events in 2017 (World Refugee Day, Kids Day, Eid Celebration, Pop-up Yoga, Tomato Tasting, Pepper tasting, Harvest Festival, and 2 cooking demos) 5 special events in 2018 (Kids' Day, World Refugee Day, Pollinator Day, Back to School Day, Harvest Festival) No special events offered in 2019 due to focus on Double Up Food Bucks administration. To build capacity for these events, the 2018 Global Greens VISTA developed a guidebook on how to set-up events and a guide on what activities and themes were successful and should be replicated. A new process for volunteer-led events will be implemented in future seasons.</p>

<p>Continue Double Up Food Bucks : Sales and Participation</p>	<p><b>Objective 1, Outcome 5.1, Outcome 5.2</b>  Global Greens team expected \$8,907 coming from SNAP sales in 2019. As shared above, sales were over \$30,000 in 2019. This was a huge success, but also required a lot more administrative support and oversight since Global Greens staff was responsible for processing payments.  In 2019, a Farmers' Market Associate position was created to help manage EBT sales at market. This allowed other staff and volunteers to support vendors and manage the information booth. We will continue to fund this position after this project period due to the growth of Double Up Food Bucks.  In 2019, Global Greens piloted an increased match at a 60:40 ratio. The previous match was up to \$10 total for \$10 spent. Many customers were spending over \$100 and the match was not very valuable to them. Our growth in 2019 is entirely attributed to this increase match, as the number of EBT transactions did not grow. EBT customers spent an average of \$78 in 2019 per market, compared to \$27 in 2017.</p>
<p>Purchased supplies and made improvements to market infrastructure</p>	<p><b>Objective 1</b>  One aspect of this project that will have long-term impact was improvements to market supplies and management processes. Each year, the Business Development Specialist made purchases to increase number and quality of common tents and tables. Tent weights, chairs, and branded signs and banners were additional improvements. LSI received a permit to add permanent market signs at two street entrances. Every market, we also displayed a banner flag sign at both entrances which greatly improved visibility of the market. The Global Greens information booth was upgraded with a branded table cloth and banner. Volunteers and customers noted the more professional look of the market and ease of set-up. Processes for all market activities were created and tested each season as part of this project. All volunteers and staff involved with the market met at the end of each year to discuss changes and necessary improvements.</p>
<p>Farmer English classes offered, and new tutoring program developed</p>	<p><b>Objective 2</b>  7 farmers participated in Farmer English classes in winter 2017. Three then continued in an ESL classes as part of LSI's Community-Based ESL program through early 2018. In winter of 2018, two farmers participated in ESL classes.  6 farmers participated in a 1-on-1 tutoring program in 2019. Lesson plans and conversations were crafted specifically for Global Greens farmers. Each farmer had at least an 8 to 10-week session with a volunteer tutor.</p>
<p>SKAs (Skills and Knowledge Assessment) or annual evaluation completed with each farmer</p>	<p><b>Objective 2, Outcome 4.2</b>  Every November-January, Global Greens Land and Production Specialist and Food Hub Specialist completed a Skills and Knowledge Assessment (SKA) with our advanced farmers and a general qualitative assessment with all farmers. The SKA helped provide quantitative information on farmer improvements; however, the qualitative assessment was better for understanding each farmer's background and identifying new goals.</p>

<p>Completed SIP Participant Financials and Business Plans</p>	<p><b>Objective 2, Outcome 3.3.5</b>  3 farmers completed business plans in 2017.  1 farmer completed a business plan in 2018.  1 farmer will complete a business plan at the end of 2019.  2 farmers are pending completion of their business plans and should have them finalized in early 2020.  In addition to business plan completion, all these farmers are saving monthly to make an asset purchase for their farm. Practical Farmers’ of Iowa matches up to \$2,400 of savings. This allows our farmers to network with other participants, learn from a mentor, attend financial and farming classes, and ultimately save for a defined goal listed in their business plan.</p>
<p>Coordinated attendance at PFI and Emerging Farmers Conference</p>	<p><b>Objective 2</b>  Every year, LSI Land and Production Specialist registered and provided transportation for farmers to attend two conferences: Emerging Farmers Conference in Minneapolis, MN and Practical Farmers’ of Iowa Annual Conference in Ames, IA. Attendance to each are as follows:  <u>Emerging Farmers:</u>  4 farmers in 2017  5 farmers in 2018  8 farmers in 2019  <u>Practical Farmers’ of Iowa:</u>  5 farmers in 2018  5 farmers in 2019  No farmers were able to attend in 2017 due to a scheduling conflict.</p>
<p>Provided Market Classes/TA (Seed Orders) resulting in higher CSA participation throughout the project period</p>	<p><b>Objective 2, Outcome 1.1, Outcome 3.2.2, Outcome 4.1; Objective 3, Outcome 3.3</b>  Farmer participation in seed orders increased over the project period. 10 farmers attended the December 2016 crop bid meeting. This increased to 20 in the 2017 meeting and to 26 in the 2018 meeting. This increase corresponds with the increase in number of farmers who were eligible to sell to the CSA. Farmers who participated in the CSA were required to attend the seed ordering class but were also given technical assistance at the farm and delivery location in assessing the quality of produce, storage methods, and training farmers on how to complete an invoice.  In addition to 1-on-1 technical assistance, Global Greens staff offered 4 classes each year in areas of food safety, marketing, CSA orientation and feedback, and farmers’ market orientation.</p>
<p>Attended NIFTI conference for networking and TA</p>	<p><b>Objective 2</b>  The National Incubator Farm Training Initiative conference is a useful opportunity for staff to network with other incubator programs that also operate CSAs and similar markets for their participants/vendors. Staff attended this conference in both 2017 and 2018. A conference session proposal was approved for this conference in 2019 that details results, and lessons learned from this FMPP project.</p>
<p>Conducted Food Safety Training/Certification</p>	<p><b>Objective 2</b>  Three farmers participated in a Produce Safety Alliance training with Iowa State University and completed food audits on their independent farm sites in 2018.</p>

CSA Customers and Sales increased over project period	<p><b>Objective 3, Outcome 2.3, 2.4, Outcome 3.2.1</b></p> <p>We were very successful in meeting our goal for CSA customers and sales (see Outcomes section). Two major goals for the CSA was to offer a full and half share by 2017 and to extend the season to offer a fall share in 2019. Both of these improvements were implemented in 2017 and offered through the 2019 season. We did not add an egg add-on since survey results indicated it would not increase customer retention or interest. However, one of our farmers started selling eggs at the Global Greens Farmers’ Market and was able to diversify their product offerings at that venue.</p>
CSA Drop-Sites were expanded	<p><b>Objective 3, Outcome 3.1.2</b></p> <p>In 2018, we added two new drop-sites: Ankeny Lutheran Church of Hope and Wellmark Blue Cross Blue Shield (employees only).</p>
CSA Marketing and Media plans and outputs developed	<p><b>Objective 3</b></p> <p>Videos-“What is a CSA” video produced in 2017 now has 161 views. “LSI CSA 2018” currently has 462 views.  <a href="https://www.youtube.com/watch?v=VsR5gkIJS9M">https://www.youtube.com/watch?v=VsR5gkIJS9M</a>;  <a href="https://www.youtube.com/watch?v=8hW_cJ2Yvkg">https://www.youtube.com/watch?v=8hW_cJ2Yvkg</a>) The increase in views for the second video is likely attributed to the fact that this was embedded into a new web page specifically designed for the Global Greens CSA (<a href="http://www.lsiowa.org/csa">www.lsiowa.org/csa</a>). Once online in 2019, the CSA page steadily climbed from 542-page views in February, 840 in March, to 1,132 in April. The CSA page is in LSI’s Top 25 most visited pages, even though it is only relevant a few times per year. These digital marketing statistics show the cumulative effects of other pieces: posters, flyers, social media, <i>The Dirt</i>, and Google ads. In addition to these marketing pieces, LSI Marketing team developed banner stands that could be placed at the two drop sites that didn’t have staff there to interact with customers. Most social media outreach was accomplished through Facebook posts and boosted ads. In 2019, we also tried Google ads. These ads had an extremely high “Click-to-Open” (CTR) rate of 5% (above average is 2%), which means the terms we targeted (“organic vegetables”, “csa des moines”) were effective. We also had a lot of people googling “global greens” and “LSI” who were then served the ads.</p> <p>To keep customer engagement high during the winter, the Food Hub Specialist and AmeriCorps VISTA offered cooking classes in 2017 and 2018. Classes held in 2017 were specifically for existing CSA members who won a random prize drawing. In 2018, we expanded to offer cooking classes to the public as a general recruitment strategy. Overall, 4 classes were offered: 2 as a prize and 2 for recruitment. Three of the classes featured Nepali cuisine and one featured Burundi items. Farmers were the chefs in each class.</p>
CSA outreach conducted to various groups each year	<p><b>Objective 3</b></p> <p>Outreach presentations for the CSA were often the same presentations for the farmers’ market, listed above. The most effective presentations were at churches, especially those that also hosted a drop-site. In 2019, presentations to churches primarily focused on CSA customers, since most farmers’ market outreach was conducted at sites where clients may use EBT benefits. Staff had booths at Vegan Fest in 2018 and 2019. Meetings were conducted in 2019 with 2 prospective employers that may be new drop sites in the future.</p>

Designed and sold Merchandise: Bags, T-shirts	<p><b>Objective 3</b></p> <p>In 2017, Global Greens offered a t-shirt to the first customers to sign up for the CSA. A similar incentive was offered at the farmers' market: on one market day, customers who spent over \$25 were entered to win a half CSA share or a t-shirt. Two t-shirt designs were created: one had the Global Greens logo on the back of the shirt and the slogan "<b>Iowa Stands with Refugees</b>" on the front. The second shirt, printed in 2019, had a new design of vegetables surrounded by a Globe. This shirt better represented the market, but customers like the first shirt as well for the refugee-specific message.</p>
Conducted CSA Surveys to inform planning efforts	<p><b>Objective 3</b></p> <p>The Food Hub Specialist sent a survey out using Survey Monkey at the end of each season. Survey reminders were sent via email. The average response rate per year was around 52%. For the final year, 72% of customers said they plan to return for 2020. In past years, we've received about a 41% return rate. This rate was higher for those at the LSI and Valley Community Center drop sites, which could be attributed to the greater personalization, staff and farmer interactions at those locations.</p>

4. Please list any challenges experienced during the project's period of performance. Provide the corrective actions taken to address these issues.

Challenges (Issues)	Corrective Actions and/or Project Changes (s)
Capacity of staff at market	As mentioned in "accomplishments" section, we shifted focus in farmers' market strategy in 2019 to be less events-based in order to build the Double Up Food Bucks customer base. This increased sales, but decreased customer count in final season.
CSA Member Retention	In 2018, much of the growth in the CSA was due to adding Wellmark as a drop site. The feedback from Wellmark employees on the end of year survey was the worst of any drop site. We increased promotion at other locations knowing that participation was going to be smaller at Wellmark. Just because a company has a lot of employees doesn't mean it is a good fit for a CSA drop. Community based drop sites with organizations that have a similar mission have a better retention rate.

Marketing staff changes	We had personnel changes with a new position created for this project. The Marketing and Outreach Specialist was responsible for market events, newsletter creation and promoting both CSA and farmers' market. We developed a Farmers' Market Associate position just for market administration and had to shift other duties onto existing staff.
Advisory board structure changed during project	We held an advisory board meeting in 2017. After that, board meetings shifted to be issue-specific since feedback from members was that most time was spent sharing general updates and not planning for specific projects.

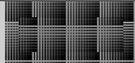
5. Quantify the overall progress on the outcomes and indicators of your project. Include further explanation if necessary.

**Outcome 1: To Increase Consumption of and Access to Locally and Regionally Produced Agricultural Products.**

Indicator	Description	Number
<b>1.</b>	<b>Total number of consumers, farm and ranch operations, or wholesale buyers reached</b>	<b>31</b>
<b>1.a.</b>	The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	31
<b>1.b.</b>	The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	30
<b>1.c.</b>	The number that reported buying, selling, consuming more or supporting the consumption of local/regional food that they aggregate, store, produce, and/or distribute	30
<b>2.</b>	<b>Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached</b>	<b>N/A</b>
<b>2.a.</b>	The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	N/A
<b>2.b.</b>	The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	N/A
<b>2.c.</b>	The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained	N/A

2. This outcome indicator does not apply because our project does not involve culinary professionals, institutional kitchens, or entrepreneurs such as kitchen incubators/shared use kitchens, etc.

**Outcome 2: Increase Customers and sales of local and regional agricultural products.**

Indicator	Description	Number
<b>1.</b>	<b>Sales increased as a result of marketing and/or promotion activities during the project performance period.</b>	
	Original Sales Amount (in dollars)	

Resulted Sales Amount (in dollars)

Percent Change  $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$

**2. Customer counts increased during the project performance period.**

Original Customer Count

Resulted Customer Count

Percent Change  $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$

Sales					
Market Name	Baseline Y (2016)	Year 1 (Oct 2016-Sep 2017)	Year 2 (Oct 2017-Sep 2018)	Year 3 (Oct 2018-Sep 2019)	% change
CSA	\$8,748	\$29,609.42	\$56,480.00	\$70,995.43	712%
Farmers Market	\$21,088.00	\$27,029.10	\$28,669.69	\$36,222*	72%
Attendance					
Market Name	Baseline Yr (2016)	Year 1 (Oct 2016-Sep 2017)	Year 2 (Oct 2017-Sep 2018)	Year 3 (Oct 2018-Sep 2019)	% change
CSA Regular Season Share	18	47	93	115.5	542%
CSA Fall Season Share	-	44 (baseline)	79	83	87%
Farmers Market (avg.)	124	146	125	118	-5%

Sales: Sales data are gross revenue to Global Greens. Income to farmers is reported in Outcome Indicator 3.2. \*2019 sales data includes EBT, DUF, WIC and credit card sales only. Does not include cash sales from market, so will likely be 10-12k higher when we are able to collect that data in late December. Even without that data, sales grew from previous years.

Attendance: Global Greens did not offer a fall share in 2016. This was the first year and only offered an 18 week “regular” share. The 2017 season is treated as baseline since this was the first year of data. Shares are not equivalent to total number of CSA members. Global Greens offered both a half and full share. Shares listed above are equal to number of full share equivalents.

**Outcome 3: Develop new market opportunities for farm and ranch operations serving local markets.**

Indicator	Description	Number
<b>1.</b>	<b>Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of</b>	
<b>1.a.</b>	Farmers markets	1
<b>1.b.</b>	Roadside stands	N/A
<b>1.c.</b>	Community supported agriculture programs	1
<b>1.d.</b>	Agritourism activities	N/A
<b>1.e.</b>	Other direct producer-to-consumer market opportunities	N/A

<b>1.f.</b>	Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products	N/A
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<b>Indicator</b>	<b>Description</b>	<b>Number</b>
<b>2.</b>	<b>Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported</b>	
<b>2.a.</b>	An increase in revenue expressed in dollars	30
<b>2.b.</b>	A gained knowledge about new market opportunities through technical assistance and education programs	31
<b>3.</b>	<b>Number of</b>	
<b>3.a.</b>	New rural/urban careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers)	30
<b>3.b.</b>	Jobs maintained/created	0
<b>3.c.</b>	New beginning farmers who went into local/regional food production	31
<b>3.d.</b>	Socially disadvantaged famers who went into local/regional food production	31
<b>3.e.</b>	Business plans developed	5, with 2 additional pending review

**Outcome 4: Improve the food safety of locally and regionally produced agricultural products.**  
*Only applicable to projects focused on food safety!*

Indicator	Description	Number
1.	Number of individuals who learned about prevention, detection, control, and intervention food safety practices	29
2.	Number of those individuals who reported increasing their food safety skills and knowledge	29
3.	Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices)	3

Three farmers attended an Iowa State University PSA Food Safety Class that included an audit of each farm. This class was not as rigorous as formal GAP certification but could be a precursor to formal certification and meets the scale and needs of current farmer food safety planning.

**Outcome 5: Quantify the overall progress on this outcome indicator based on relevant project activities not covered above.**

*This indicator must reflect the project narrative's required additional outcome indicator.*

Indicator	Description	Year	Expected (in narrative)	Actual SNAP	DUFB	Total
1. Total SNAP /DUFB Sales		2017	\$4,573	\$9,704	\$2,373	\$12,077
		2018	\$6,438	\$12,495	\$2,345	\$14,840
		2019	\$8,907	\$18,726	\$11,996	\$30,722
		<b>Total Change</b>	94.8%	93%	405.5%	154.4%

2. Average SNAP /DUFB users per market

Year	Expected (in narrative)	Actual
2017	38	11
2018	47	13
2019	58	15
<b>Total Change</b>	52.6%	36.4%

*\*note: sales is transaction Global Greens took in, farmer redemption may be lower since customers can keep tokens and cards to use in future years. Previous years only reported redeemed SNAP, this reports SNAP and DUFB.*

Clearly, while overall SNAP and Double Up Food Buck (DUFB) sales increased dramatically, the number of SNAP users at each market did not increase as significantly. Initially we thought that the best way to increase SNAP sales at the farmers' market was to increase the number of customers and the number of transactions that happen at the market. We quickly realized that the better strategy to increase farmers' income was to instead target people who would spend a lot of money on vegetables. By developing a close relationship with the Iowa Healthiest State Initiative, we were able to incentivize people who spent more money at the market, thus increasing farmer income through SNAP sales without a large increase in the number for market customers.

**6. Discuss your community partnerships (include applicant staff and external partners).**  
**i. Who were your community partners?**

Internal partners included LSI Marketing and Communications Team, Community-Based ESL program staff, the Global Greens Advisory Board, and volunteers. External partners include Practical Farmers of Iowa (PFI), Iowa State University Extension, and World Peas Food Hub. Additionally, several new partners served as drop sites, including Valley Community Center, Ankeny Lutheran Church of Hope, and Wellmark Blue Cross Blue Shield. Partners who offered booths or activities at the farmers' market included the Des Moines Art Center, Iowa FoodCorps, and several church groups

or small businesses.

ii. How did they contribute to the overall results of the FMLFPP project?

**LSI Marketing and Communications Team** assisted in the development of an annual marketing plan and provided graphic design services to create videos, social media posts, flyers, and other marketing materials. This team also posted newsletter content through their MailChimp account and reported on metrics for success of each marketing effort.

**LSI's Community Based ESL program** helped to develop farmer English. In 2018 and 2019, the ESL program expanded to offer one-on-one tutoring services to clients. As part of this programming, an AmeriCorps VISTA developed a guide for farm conversations that included money exchange conversations, tool and produce vocabulary, and practice in navigating community resources.

**Practical Farmers of Iowa (PFI)** offers the beginning Farmer Savings Incentive Program (SIP) and in-field workshops on a variety of topics. Farmers also had the opportunity to attend an annual conference that PFI hosts in the winter. PFI assisted in developing new business planning materials that were suitable for English language learners.

**Iowa State University Extension (ISU)** provided food safety trainings that farmers could attend. As part of this training, ISU also offered in-person food safety audits at the Global Greens farm and at graduated farmers' sites. ISU Extension also provided nutritional information every year at the market. In 2017 and 2018, a dietitian visited the market 2-4 times to provide activities and share nutrition information with customers.

**Leopold Center for Sustainable Agriculture** was to be part of the advisory board in this project. Sadly, funding for this center was all but eliminated in 2017. This center now only focuses on nutrient-reduction research and could not be a continued part of this project.

**World Peas Food Hub, (now New Entry Food Hub):** This organization was a useful contact for our Food Hub Specialist (FHS) in establishing the CSA, especially during the start-up phase in 2017 and 2018. The FHS conducted a phone call with the CSA manager annually to discuss program structure, pricing, and troubleshoot specific delivery, packing, and storage issues.

**Global Greens Advisory Board.** The Global Greens advisory board met annually in 2017 and 2018 to discuss overall program progress and troubleshoot barriers to program growth. A focus of 2019 was to find and develop new land sites, so members of the Board and outside partners did not discuss market-related activities during the 2019 meeting. We have continued to bring in individual members to assist with specific discussions; two board members from the Iowa Food Coop and Iowa State University Local Foods team were particularly valuable in discussing the viability of our CSA model.

**Iowa Healthiest State Initiative** became a partner to help administer the Double Up Food Bucks program. This organization provided marketing materials, resources, and surveys at the market. In 2019, the program administrator set up a booth at the market for 2 markets to help administer surveys. Global Greens provided interpretation in Kirundi, Nepali, and Swahili to help complete surveys. The Iowa Healthiest State Initiative also translated surveys into several languages, including Nepali, Burmese and Swahili. Global Greens reported monthly EBT/DUFB sales to the Initiative.

**CSA Drop-Site Partners.** During the course of this project, Global Greens added several new drop-sites for customers to pick up their produce every Tuesday. In 2017, Valley Community Center (VCC) was added to serve customers in West Des Moines. This site is also the location of the Global Greens farm and allowed for our relationship with the Community Center to grow stronger. Volunteers with VCC assisted at the farm during their "Love you Des Moines" days and we were

able to market the CSA at both VCC and the associated church community. In addition, LSI held a market at the church on Sundays and during occasional pickle ball tournaments in the Community Center to build greater program awareness. VCC members, CSA members, and other partners celebrated program success during an annual potluck at VCC. In 2018, LSI expanded to include a site in Ankeny at Lutheran Church of Hope and a corporate site at Wellmark. Volunteers at both these locations helped to set up the drop site and communicate any issues.

***Farmers' Market Partners.*** LSI Global Greens team developed new relationships with organizations and businesses as part of the special event planning process at the farmers' market. Partners that attended the market at least once a season in 2017 and 2018 included the Des Moines Art Center, Iowa FoodCorps, and Iowa State University Extension. Other partners that offered a craft or activity include a local beekeeping organization, churches, Grandview University student groups, and a local Somali restaurant. We plan to continue fostering these relationships, as most groups offer activities free to non-profits. In 2019, we also connected with WIC clinics, food banks, temporary housing organizations, and other social service agencies to present on the Double Up Food Bucks program and provide marketing materials.

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

The primary outcome we will gain from this project is to continue relationships with drop-site partners for the CSA. These partners recruit an internal volunteer to assist with set up, marketing to their organization, and occasionally greeting customers. In addition, our partners at the farmers' market now consider staffing a booth once or twice a year to be part of their normal activities and maintaining relationships with these groups should continue to be relatively seamless.

PFI and ISU have both agreed to continue inviting our farmers to relevant trainings. ISU recently applied for a food safety grant to continue work with our farmers in ensuring best practices are understood and followed.

The Global Greens team has also been very successful in working with the LSI Marketing department to understand the need for a unique Global Greens brand. LSI historically does not allow specific programs to have their own social media accounts, but with our engagement over this project period they have agreed to explore creating a separate website and social media accounts for Global Greens that they will assist in managing.

The Economic Development Supervisor will continue to work closely with Iowa Healthiest State Initiative on marketing the Double Up Food Bucks Program and advocating for increasing match limits.

iv. **What feedback have the partners provided (specific comments) about the results of the project?**

Partners have provided feedback around the transition of the farmers' market focus from events to EBT administration. All are interested in continuing the success of EBT sales but would like to continue providing events. We are responding to this feedback for our 2020 season by developing new event planning processes utilizing volunteers.

LSI's Marketing department has noted they are "extremely pleased" with the development of Global Greens marketing efforts and branding through this project.

7. **How do you plan to publicize the results?**

i. **To whom (i.e. people, entities) do you plan to publicize the project results?**

ii. **When do you plan to publicize the results?**

**\*If you have publicized the results, please 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).**

The main press has been around the use of EBT and Double Up Food Bucks at the CSA and Farmers' Market. Processes for marketing, risk management, and vendor relations developed as part of this project were shared with Iowa Valley RC&D. Global Greens participated in several activities related to Iowa Valley RC&D's development of a Farmers' Market Manager Toolkit (another FMPP grant project). The Economic Development Supervisor participated as a panelist in the "Lettuce Grow Training Series: Market Insurance and Liabilities" webinar. The Supervisor also shared market information on the Global Greens farmers' market to assist the Iowa Valley RC&D in toolkit development. This toolkit should be published January 2020 (<https://iowavalleyrcd.org/food-systems/>).

Results have already been shared through our partnership with the Iowa Healthiest State Initiative. The Economic Development Supervisor and Initiative's Double Up Food Bucks Coordinator shared project results on a podcast with the Child and Family Policy Center. (<https://soundcloud.com/user-551783414/episode-26-a-fresh-take-on-making-local-food-affordable>, Published November 7, 2019).

The Food Hub Specialist, Land and Production Specialist, and Business Development Specialist also recently presented on farmers' market and CSA development at the Farmers' Market Nutrition Program Annual Conference held in Des Moines, Iowa and at the National Incubator Farm Training Initiative (NIFTI) conference in Ithaca, New York.

Global Greens staff will publish overall farmer income and market sales results to LSI funders, other incubator programs, and local Iowa organizations involved in food hub and farmers' market work. The team also plans to publicize these results to organizations interested in improving health outcomes through food. Iowa ranks 49 out of 50 in terms of fruit and vegetable consumption, so increased sales in this area is also a win in that more people are accessing healthy produce. An annual report outlining these accomplishments will be published in December 2019.

**8. 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)?**

Global Greens staff collected feedback through surveys and conversations with stakeholders.

**CSA**

According to our combined annual CSA surveys, people continue to join our CSA for a few reasons (multiple choices were allowed):

- 88% of respondents say that buying locally grown produce was either very important or extremely important in their decision to join the CSA.
- 86% of respondents report that supporting refugee farmers was either very important or extremely important in their decision to join the CSA.

The second reason, that supporting refugee farmers is important, was integral to developing branding and marketing efforts. The CSA market in Des Moines is considered saturated by some, so the fact that we have a unique selling point helps boost membership.

*A few customer quotes:*

"I loved Global Greens and am sad it is over for the season. I really enjoyed the variety of food, specifically the introduction to new and different produce."

"As a repeat customer, this year (2019) was far and away the best year overall. I really appreciate the newsletter and information on a weekly basis. The swap box is important. The variety of produce this year was outstanding."

*Paraphrased from farmer statements at the 2019 year-end meeting:*

"Thanks to LSI for finding more CSA customers. It's why our incomes are higher this year."  
"The CSA was good because it bought large quantities of produce at the same time."

The primary ways that people “heard about us” are as follows:

1. CSA member last year
2. Friend or family (word of mouth)
3. Church presentation/bulletin
4. Social media
5. IPR Ads
6. Through Employer (Wellmark and Drake both sent out information)

#### Farmers’ Market

According to the combined Farmers’ Market survey results, people enjoy visiting the market for the following reasons. (Note: most respondents were American-born, so these results only reflect the preferences of that customer group. Many of the customers are from refugee communities and likely prefer the market for different reasons). Only one choice was allowed in this survey

- The plurality (17.39%) liked the diverse cultures represented at the market
- 15.22% came to the market for the variety and quality of produce offered

Regarding improvements, most customers wanted prepared food to be offered (28%) and more information about the farmers (24%).

The primary ways the people heard about the market include:

- Friend or family (word of mouth)
- Lived in the neighborhood
- Posters and flyers

*Farmer Feedback from the market (paraphrased from 2019 year end meeting):*

“We are very happy with sales from our community. What happened to the American-born customers? We would like more of them to come back next year.”

#### 9. **Budget Summary:**

- i. **As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:**  Yes
- ii. **Did the project generate any income?**  Yes  No
  - a. If yes, \$ \_\_\_\_\_ generated and how was it used to further the objectives of this project?
    - Gross sales totaled \$157,084. Funds generated during the project were used to cover costs of salary time and purchase of produce necessary to manage CSA operations. Gross sales just covered costs each year and no additional funds remain from income generated for future years of CSA operation. We are using information gained from this project to develop a CSA-specific budget and operation plan moving forward and plan to continue growing the CSA.
    - \$813 was received from t-shirt sales produced as part of this project. Shirts are still remaining and will be used to resupply merchandise. Sales received so far were also placed in a refundable account to be used only for future purchase of Global Greens merchandise.
- iii. In the table below include the total amount of **federal funds spent** during the grant performance period (**Do not** include matching or in-kind contributions):

Categories	Amount Approved in Budget	Actual Federal Expenditures (Federal Funds ONLY)
Personnel:	144,775	144,014.04
Fringe:	28,964	26,389.46
Contractual:	620	0
Equipment:	0	0
Travel:	5,068	4,806.90
Supplies:	6,061	3,040.74
Other:	34,195	24,870.26
Indirect Costs:	30,317	34,584.25
<b>TOTAL:</b>	<b>250,000</b>	<b>237,705.65</b>

- iv. **ONLY for LFPP recipients:** Provide the amount of matching funds/in-kind contributions used during the grant performance period.

Categories	Match Approved in Budget	Actual Match Expenditures
Personnel:		
Fringe:		
Contractual:		
Equipment:		
Travel:		
Supplies:		
Other:		
Indirect Costs:		
<b>TOTAL:</b>		

10. **Lessons Learned:**

- i. **Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).**

CSA

During the grant period, we paid for digital advertising through Facebook, Google and public radio. Facebook and public radio were the most effective means of getting CSA members and Facebook cost less than 10% of what advertising on public radio costs. Moving forward, we will be able to focus our advertising efforts and save significant amounts of money by only using Facebook to advertise.

We spent a significant amount of time improving our record-keeping processes over the grant period. At the beginning of the grant period, our record keeping processes were not efficient enough to manage the growth that we have experienced. Using a combination of QuickBooks and spreadsheets, staff was able to streamline the accuracy and efficiency of the record keeping process for paying farmers for both the CSA and for SNAP purchases processed on our machine. This has become increasingly important as sales in both areas have grown so much.

Things that did not go well included the corporate drop-site at Wellmark. The first year this site was offered (2018) Global Greens delivered 15 shares per week. In 2019, only 6 shares a week were delivered. Based on observations and customer feedback, it seemed this site failed because customer engagement was not high, and customers said they were too busy to cook using fresh produce each week. Engagement lagged because marketing could only go through internal communication process so our Food Hub Specialist could not directly market to potential customers;

delivery was in a parking garage outside of the building due to security issues; and there were no signs or volunteers that could connect customers to the program.

### Farmers' Market

Most farmers' market lessons learned are detailed below. The positive experiences include the trial-and-error methods used to determine our strongest customer base and market niche. The Global Greens team was very successful at implementing the Double Up Food Bucks program at our market and using this to increase sales for vendors.

The largest negative for us was the loss of a Marketing and Development Specialist that was hired explicitly to support new marketing efforts of the CSA and farmers' market. While we lost some of the marketing support internal to the Global Greens team, we were better able to leverage LSI's Marketing staff and to build marketing skills into the work of other program staff. This also allowed us to focus on the Double Up Food Bucks effort and to invest in a staff person to manage that program. The lesson here is that "failures" can be translated into "successes" by viewing program capacity from a broader lens. Instead of replacing a position, we were able to build skills of the remaining team and strengthen partnerships within the organization.

For both markets, Iowa Public Radio ads were both least cost effective of all advertising methods. In 2018, 10 people said that they heard about the CSA through IPR, while 15 people joined in 2019. Advertising through IPR hit our demographic well but did not have a sufficient return on investment to justify using it in the future. It was useful to see what types of advertising worked and what didn't, but we will not use this method moving forward.

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

The primary outcome that was not met was customer count at the Global Greens Farmers' Market. The average attendance decreased slightly over the project period (-5% change). This outcome wasn't necessarily negative, although it was unexpected. As demonstrated, sales actually increased at the market due to the focus on improving the Double Up Food Bucks program for our target audience of refugee community members. Through this project, staff learned that more customers didn't necessarily translate to increased sales. It took the first two years to understand that targeting American-born customers was not the right primary strategy. This group desired events, prepared food, music, and the trappings of larger markets. Global Greens could not compete with these markets. One of the largest farmers' markets in the country, the Des Moines Downtown Market, is held on the same day and time as the Global Greens farmers' market.

The team determined it was not possible to draw customers that desired more of an "experience" at the market instead of simply being there to buy produce. The ultimate goal of the Global Greens program is to increase market opportunities and sales for our farmer vendors. Shifting to a focus on EBT and Double Up Food Bucks met this need and served as a market that was welcoming and friendly to EBT users. The Des Moines Downtown Market stopped participating in the Double Up Food Bucks program in 2018, so our market became a niche for customers using this payment method.

Other programs should test multiple strategies to determine the following questions:

- Who is our target population?
- Can our market fill a niche need or showcase a unique selling proposition (products, payment type, and atmosphere)?
- What types of activities or improvements would serve this population or niche?

After reviewing these questions on an annual basis, the market manager should consider what administrative capacity or cost will be needed to develop new activities or processes.

In our project's case, the Global Greens team determined most administrative costs will need to be used to maintain the EBT and Double Up Food Bucks staffing. However, continuing to offer occasional activities is possible if we maintain partnerships with churches and other organizations to provide crafts and activities with little management needed on our part.

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:**

Special Events

Special events, at first required a lot of admin time. Global Greens was not able to collect information on cash sales during these markets, but know they help to build program awareness and engagement. Our plan is to move to volunteer based activities in future years; however, the experience of hosting these events using staff first was crucial to learn what type of events work for our market. Our most successful market included a church group that brought their own crafts and helped to set up the market. LSI has volunteer resources through AmeriCorps VISTA and Volunteer Coordinator. Using these resources is a low-cost way to add value to market.

Providing any interaction with CSA customers was valuable as well. We staffed our drop-sites using volunteers and staff. Additional incentives were CSA recipe samples, weekly newsletters with recipes and photos, an event to meet farmers during drop-sites, and an annual potluck and farm tour for CSA customers. All of these required increasing administrative time, but each served as a good touch point to encourage customers to sign up the following season.

DUFB

Refining the EBT and Double Up Food Bucks transaction process was a large focus of our market and CSA each year. Implementing a token system also made sales more equally distributed across all farmers. In 2018, staff trialed creating vouchers for large purchases over \$100 that went to only one farmer. This made administrative work easier, but sales were skewed to only one or two farmers making several thousand dollars, while the rest made \$300 or less. The median sales in 2017 per farmer were \$330. In 2019, we changed this method to use wood tokens for each dollar of EBT sales. We bagged these tokens with Double Up Food Bucks at a 60:40 rate (60 tokens, 40 DUFB) to easily distribute for each \$100 purchase. This took a lot of time to prepare before market, count out during market, and collect and count tokens and cards from farmers at the end of market. However, this work paid off in that customers would shop around at more stalls using this fake currency. The median income of each farmer from this sales method was \$891 in 2019. Farmers were a lot happier and tensions during market were eased due to less perceived competition for DUFB customers. The lesson learned here is to give different solutions a try and to keep good records of what results. In this case, the easiest solution, to provide vouchers for individual farmers, resulted in fewer sales for all farmers on average. The investment in a staff person was worth making at our market in order to ensure fairness in administering the Double Up Food Bucks program.

iv. **Discuss if and how the result of this project can be adapted to other regions, communities, and/or agricultural systems.**

This project was a good example of how a small farmers' market can leverage available capacity to increase awareness of the market and encourage greater sales for vendors. There were several downsides to our market: vendors only sold produce, market held same time as a popular market less than 2 miles away, difficult to navigate parking lot, and not very pedestrian or bike-friendly. Despite these limitations, the Global Greens team was able to increase sales for participants by utilizing strengths, including ability to access benefits programs and availability of culturally-specific produce. A large customer base was not an outcome of the project; instead, existing customers bought more over the years due to incentives from programs like Double Up Food Bucks. Other communities should assess what benefit programs are available that might increase attendance and/or sales at their markets.

Markets that include vendors or customers from refugee and immigrant communities should consider focusing marketing efforts on those populations and highlighting any culturally-specific produce that is available.

The aggregated CSA is another model that other organizations could consider adopting. In our case, one full-time staff person was needed seasonally to coordinate purchasing from multiple

farmers. The Food Hub Specialist ordered produce from 8-13 farmers each week and from up to a total of 25 different farmers per season. Other programs or farmers could consider working together to coordinate crop plans, produce list and quantity for each week, and to pack and deliver shares. This model could work well in areas where CSA's are already abundant so that farmers don't have to compete with one another or alternately in rural locations where multiple farmers could have different delivery routes to locations that might be too far for one person to deliver.

Future Work:

- v. **How will you continue the work of this project beyond this grant? In other words, how will you implement 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.**

LSI Global Greens staff will continue to operate both the Global Greens farmers' market and CSA. The Global Greens team feels the most valuable lessons learned in this project are the types of marketing and communication strategies that work for each market. For the farmers' market, staff expects to continue expanding the Double Up Food Bucks program. The Economic Development Supervisor is working with the Iowa Healthiest State Initiative to change the incentive to a 50:50 limit-once a total of \$50 is spent, a customer receives \$50 DUF. The communities that mostly use this incentive are from Democratic Republic of Congo and Burundi. American-born customers only infrequently used the incentive, even after extensive outreach. We will focus on outreach to newly arrived communities from Eritrea and the DRC, and provide education on food preservation so that customers understand the value of buying in bulk. Our future farmers' market sales are expected to grow by about 20% annually if we continue to target this group.

The Global Greens team will continue to put an emphasis on CSA growth over the next few years. Although staff does expect CSA growth to start plateauing in the next 3 years, the program has a great base of support within the CSA. The CSA provides an important amount of consistency and stability to farmers.

- vi. **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?**

CSA promotion strategy for future years will be:

1. Find new drop sites that have large employee or customer bases that would have an interest in supporting former refugees and buying local food. These are the two primary reasons people join the Global Greens CSA.
2. Continue to "email blast" partner churches and businesses. Global Greens has a lot of partners as a program, and LSI has a ton of church partners organizationally. This costs nothing and is very effective for the amount of time it takes to reach out to these partners.
3. Advertise on social media. This is much more cost-effective than IPR ads and has a better rate of converting interested people into actual customers.
4. Leverage organizational presentations. Making sure that the CSA is front and center when any LSI employee gives a presentation at a church is important. Global Greens staff will educate LSI employees on this.
5. Table and present at churches/events that will clearly hit our target demographic. This is the most costly in terms of time, so Global Greens staff will limit this to only the best opportunities.

Farmers' Market promotion strategy for future years will be:

1. Educate staff of WIC clinics and other agencies that help with benefit enrollment on the Double Up Food Bucks program. These staff can explain the program in addition to providing brochures and fliers.
2. Promote volunteer opportunity to provide activities and crafts at market. This allows events to be held without requiring too much administrative time.
3. Advertise Double Up Food Bucks program to other refugee communities. LSI classes and resettlement agency orientations both present opportunities to share about availability of produce and this incentive program.