

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

The final performance report summarizes the outcome of your FMPP award objectives. 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 your assigned grant specialist to avoid delays. Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions: FMPP Phone: 202-720-4152; Fax: 202-720-0300

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014-March 30, 2016
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<b>Recipient Organization Name:</b>	Just Food
<b>Project Title as Stated on Grant Agreement:</b>	To Market!: Promoting Healthy Eating and Local Produce at Farmers' Markets in NYC's Low Income Communities
<b>Grant Agreement Number:</b> <i>(e.g. 15-FMPPX-XX-XXXX)</i>	12-25-G-0126 or 14-FMPPZ-NY-0126
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	New York, New York
<b>Total Awarded Budget:</b>	\$88,298

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: Increase the capacity of food pantries to educate clients about farmers’ markets resources

a. Progress Made:

Just Food’s *To Market!* project provided training and support to food pantries by offering a series of market walks for food pantry clients to increase their knowledge of farmers’ markets within their community and to increase their access to fresh fruits and vegetables. Each market walk incorporated a walk from a pantry to a local farmers’ market; information about seasonal eating, cooking techniques, and government benefits that are available at the market; and recipes and a cooking demonstration to support their use of fresh produce.

During the first six months of the project, Just Food staff developed a curriculum for the market walks as well as a curriculum for the market walk leader training. We recruited market walk leaders from our cadre of current Community Chefs. These Community Chefs have completed Just Food’s Training of Trainers intensive, which provides a foundation in participatory education skills, and have experience facilitating within a pantry setting. In June 2015, Just Food’s Community Food Education Manager and the Community Food Education Program Assistant facilitated the training for the market walk leaders. Ten people completed the three and a half hour training.

Just Food initially identified 11 potential food pantry-farmers’ market matches for participation in the program. After assessing a variety of factors including distance from the pantry to the market, the capacity of individual markets to host a walk, the fit between pantry and market hours, and pantry staff capacity to help recruit their clients to attend market walks, Just Food selected seven pantries that were a good fit and were interested in participating. Because we did not have as many pantries as we had initially anticipated, we were able to offer four walks to each of the participating pantries throughout the season instead of the three that were originally planned.

Information provided during each walk included market facts (days and hours of operation, history, and where the produce is grown), why buying and eating seasonally is important, government benefits that can be used at farmers’ markets, how to prepare fresh produce, and a list of farmers’ markets around the city that accept government benefits. In addition, reusable shopping bags and Health Bucks (farmers’ market incentive coupons funded by the New York City Department of Health) were distributed as incentives to market walk participants.

In May 2015, Just Food hired a seasonal Community Food Education Assistant. The Community Food Education Assistant provided invaluable support to the pantry staff by creating materials to help them promote and organize the walks, including flyers and sign-in sheets. For three of the pantries that needed additional support, the Community Food Education Assistant went to the pantry prior to the scheduled walk to promote the walk and recruit pantry clients. In addition, if the

pantry coordinator sent their sign-up sheet to her the day before the walk, Community Food Education Assistant would call everyone on the list to remind them about the event. The Community Food Education Program Assistant also managed Just Food's application for and distribution of Health Bucks and provided information and support so that pantries could apply for their own supply to use on the walks from their pantry.

b. Impact on Community:

Ten people from our Community Chef network were trained as market walk leaders. The market walk leaders worked with seven food pantries to facilitate 24 Market Walks throughout the season. In total, 177 people (an average of 7-8 people per walk) participated in the Market Walks. Just Food distributed a total of \$400 in Health Bucks as incentives to purchase food at the market. In our post-walk survey, 92% of the 177 market walk participants said that they had learned that the farmers' market is a source of healthy food in their neighborhood and 82% stated they would shop at the same market again.

- ii. Goal/Objective 2: Provide food education at farmers' markets serving low income communities in New York City to promote local produce sales

a. Progress Made:

Just Food Community Chefs provided cooking demonstrations at farmers' markets to teach market shoppers to create simple, healthy, and delicious meals with produce found at the market.

In the spring of 2015, ten people completed Just Food's training to become new Community Chefs at our farmers' markets. The first two days of the training covered Just Food's Training of Trainers curriculum, which includes how to design and facilitate a workshop, how to give and receive feedback, and how to engage adult learners. The Community Chefs then completed an additional two days of training focusing on knife skills, recipe selection and conducting a mock cooking demonstration. This year we also required that our 14 returning Community Chefs attend a refresher Training of Trainers to reinforce their facilitation skills.

In addition, all of the Community Chefs, new and returning, were required to attend one two-hour training on food safety requirements and best practices for cooking demonstrations in pantry and farmers' market settings. Thirty-seven Community Chefs attended these trainings. The Community Food Education Manager and the Community Food Education Program Assistant offered three additional training opportunities for Community Chefs throughout the season on seasonal cooking techniques, fermentation, and healthy fats. Twenty-one of the Community Chefs attended these continuing education workshops.

Just Food developed a one-page handout, *A Simple Guide to Vegetables*, with basic strategies to prepare fresh produce, which was distributed to each market walk participant and to farmers' market shoppers at cooking demonstrations. Beyond the scope of this grant, we were able to leverage this resource with additional funding from our partner United Way of New York City to print more copies of the guide to distribute to our broader network of 48 food pantries.

b. Impact on Community:

Just Food Community Chefs facilitated 187 cooking demonstrations at 20 farmers' markets across the city. These cooking demonstrations reached approximately 3,957 shoppers. At their demonstrations, Community Chefs prepared a simple dish made with produce that could be found at the market that day. They discussed eating seasonally and buying from local farms, and distributed Just Food materials and recipes. A total of 177 market walk participants received educational resources and attended cooking demonstrations. In the post-walk surveys, 80% of participants said that they would make the dish that they saw demonstrated; 91% agreed or strongly agreed that, after the market walk, they would eat more local and seasonal fruits and vegetables; and 92% said that they learned about the benefits of eating local and seasonal fruits and vegetables.

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, 2014). Include further explanation if necessary.

- i. Number of direct jobs created: Over the course of the grant, 18 Community Chefs earned \$18,700 to provide 187 cooking demonstrations. Additionally, 8 Market Walk Leaders earned \$2,400 for facilitating 24 Market Walks.
- ii. Number of jobs retained: NA
- iii. Number of indirect jobs created:
- iv. Number of markets expanded: Six farmers' markets participated in our market walk program and 20 farmers' markets received cooking demonstrations.
- v. Number of new markets established: Just Food launched four new markets in 2015 as unfunded related activity.
- vi. Market sales increased by \$insert dollars and increased by insert percentage%. Because many of our farmers and market managers struggle to keep detailed records of their exact sales each day at the markets, it is very hard to know the exact dollar amount of sales and the percentage increase.
- vii. Number of farmers/producers that have benefited from the project: Approximately 25 farmers benefited from the support provided to farmers' markets as a result of this project.
  - a. Percent Increase: It is extremely difficult to measure the exact percentage change in sales at the farmers' markets. One hundred percent of market managers reported an increase in sales after the market walks.

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?  
As a result of offering market walks to clients of food pantries within our network, Just Food was able to introduce 177 low-income individuals to a farmers' market located in their community. More than half of the market walk participants reported never having been to their

neighborhood market before the walk. In the post-walk survey, 82% of participants stated that they would return to this market and 90% reported that they would shop at other farmers' markets.

4. Discuss your community partnerships.

i. Who are your community partners?

To implement this project, Just Food leveraged relationships with a number of current partners including many of the farmers' markets and food pantries within our network.

Pantries included: St. John's Bread and Life Program, Trinity Human Services Center, New Hope Family Worship Center, Child Development Support Corporation, CAMBA, Bushwick Salvation Army, and North East Brooklyn Housing Development Corp (NEBHDCo).

Farmers' market partners included: Bushwick Farmers' Market (Thursday and Saturday), East New York Farmers Market, Hattie Carthan Community Market, The Youth Farmers Market, Taqwa Community Farmers Market, Kingsbridge-Riverdale Farmers Market, South Bronx Farmers Market, The Market at Bissel Gardens, PS11 Farm Market, Chenchita's Community Farmers Market, Grassroots Farmers Market, Project Harmony People's Market, Far Rock Urban Agro-Educational Center, Pomonok Community Farmers Market, Marcy Plaza Community Farmers Market, Malcom X Blvd Community Farmers Market, Saratoga Urban Agro-Educational Center, Urban Oasis Farmers Market, PS 295 Farmers Market, and Red Hook Farmers Market

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

Six of the food pantries in Just Food's network partnered with us on the market walk project. Their contribution included promoting the walks to their clients. Some pantry staff attended the market walks to support and encourage their clients. Two of our market walk leaders, in addition to being Community Chefs, were also pantry staff and led walks for clients of their pantry as well as for other pantries.

The market managers at the participating markets educated market walk participants about the history of their markets and shared information about the government benefits that can be used at the market and the farmers that were selling produce. Additionally, market managers worked closely with Just Food's Community Food Education Manager and the Community Chefs to schedule and coordinate cooking demonstrations throughout the season.

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

Just Food will continue to partner with our market managers to provide cooking demonstrations facilitated by our Community Chefs for the 2016 season.

Just Food will continue to dialogue with our pantry and farmers' market community partners about how to adapt the Market Walk program model to their needs and explore other ways to foster connections between our community partners to promote farmers' markets to low-income New Yorkers.

Did you use contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

Just Food contracted with a graphic designer and an illustrator to develop a one-page resource, a *Simple Guide to Vegetables*, with basic strategies to prepare fresh produce. This resource was distributed to the food pantries in our network, to each Market Walk participant, and to cooking demonstration attendees. The guide was often laminated by the pantry staff and displayed for their clients. Pantry staff reported that, "I love that the veggies are colorful, look like an exact vegetable and it's so simple to follow." Also, "Very colorful and easy to read. Draws attention and easy springboard for discussion. Clients have said they hang on their fridge. Kids love it."

In April, an evaluation consultant from the Laurie M. Tisch Center for Food, Education & Policy at Teachers College, Columbia University, facilitated a training for eight Just Food staff members on creating an evaluation plan. At a follow up meeting in June, the consultant worked with the *To Market!* project staff to finalize our evaluation plan and tools.

5. Have you publicized any results yet?\*

i. If yes, how did you publicize the results?

Just Food highlighted the work of our Community Chef program through a profile of Sia Pickett, one of our Community Chefs, in our September newsletter. In addition, we featured the Market Walk project through a profile of Marcia Denson, one of our market walk leaders, published in the December newsletter.

ii. To whom did you publicize the results?

The articles in the newsletter were sent to Just Food's community. The articles were also highlighted via social media and added to our website.

iii. How many stakeholders (i.e. people, entities) did you reach?

Our newsletter reaches more than 16,000 people. We have more than 10,000 Facebook followers and approximately 48,000 Twitter followers.

\*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).

6. Have you collected any feedback from your community and additional stakeholders about your work?

i. If so, how did you collect the information?

As a result of our work with our evaluation consultant, Just Food implemented several strategies to gather feedback on this project. These strategies included written surveys that were filled out at the

completion of the Community Chef training; written surveys that were filled out at the completion of the market walk leader training; written surveys that were completed by participants at the end of each market walk; in-person interviews with the market managers and/or market farmers conducted by Just Food staff at the completion of the walks; written self-evaluations completed by Community Chefs at the end of each market cooking demonstration and by market walk leaders after each walk; an in-person end-of-season evaluation meeting with the market walk leaders facilitated by Just Food's Community Food Education Manager; and an in-person end-of-season evaluation meeting with the Community Chefs facilitated by Just Food's Community Food Education Manager.

ii. What feedback was relayed (specific comments)?

The market walks had a positive impact on the participants' knowledge of the farmers markets as a health food resource and what fruits and vegetables are available in which season. Of the 177 participants, 92% said that they had learned that the farmers' market is a source of healthy food in their neighborhood and 92% said that they learned about seasonality. The market walks also seemed to have an impact on participants' intention to shop at a farmers' market, with 82% of participants stating that they would return to the market that they visited and 90% stating that they would shop at other farmers' markets. More than half of the market walk participants reported receiving government benefits and 88% said that, after the walk, they would use their benefits at a farmers' market.

One anecdotal report reflects the importance of providing educational support to pantry clients who are receiving or purchasing fresh produce. Robert, a client at Salvation Army Bushwick, joined us for a market walk because he wanted to learn how to use the different vegetables that he had been receiving from the pantry. He stated that he had been giving them away to friends because he did not know how to prepare them. While at the farmers' market, he had an in-depth discussion with other participants about the different ways to prepare vegetables, including sautéing, steaming and roasting. He also watched the cooking demonstration at the market and stated that he now felt much more prepared to cook the food he was getting.

At their end-of-season evaluation meeting, Community Chefs said: "The training at the beginning was extremely useful. I was able to overcome many barriers because of certain techniques learned in the training." "[The training] was extremely helpful and insightful." "The training was excellent, even though I have cooked for people in the past, it's nothing compared to doing the demonstration the way I was taught by Just Food. Thank you!"

7. Budget Summary:

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income? No
  - a. If yes, how much was generated and how was it used to further the objectives of the award?

## 8. Lessons Learned:

- i. Summarize any lessons learned. Draw from 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).

Just Food exceeded our goal for the number of pantry clients who participated in the market walks. There was a lot of interest on the part of the pantry clients and we received consistently positive feedback from the post-walk surveys and participant comments. Two women from NEBHDCo who joined us on a Market Walk to Hattie Carthan Farmers' Market were very excited to learn that there was a market in their neighborhood. One of them stated, "I've lived in this neighborhood my whole life and had no idea that this was here. I can't wait to come back."

Health Bucks proved to be an important incentive for the market walks. Distributing Health Bucks provided participants with added buying power so that they could take food home from the market on the day of the walk. They also had a significant impact on the markets and farmers because of the increased revenue they provided. In the post-walk survey of market managers and vendors, 70% reported seeing an increase in the number of Health Bucks used at the market.

Drawing from our existing group of Community Chefs to recruit market walk leaders was very successful. We were able to focus our training on skill specific to the market walks since they had prior facilitation experience and were familiar with the pantry and/or market settings. Participants reported that the training helped them gain new skills and that they were excited to have additional opportunities for paid work.

The Community Food Education Assistant, who was hired specifically for the project, was an integral part of its success. She was able to provide significant support to the pantry staff, the market walk leaders, the Community Chefs and the market managers. As excited as the staff at the food pantries were about being able to offer this program to their clients, it became clear that some were already so overstretched with their responsibilities that they were not able to do as much recruitment for and coordination of the walks as initially anticipated. As a result, the Community Food Education Assistant was essential to promoting and recruiting participants for the walks.

Although we surpassed our goal for the number of pantry clients participating in the market walks, the level of participation in the walks was highly influenced by a number of factors such as weather, whether the walk was on the same day as the pantry, and the number of Health Bucks that participants would receive to be able to shop at the markets. There were a number of walks in which 30-40 clients signed up, but only 5-10 people actually attended.

Prior to the market walk leader training, Just Food had developed a detailed curriculum for the walks. Throughout the season, however, we learned that, in order to be successful, each walk needed to be highly tailored to the logistics of the specific pantry and market. For example, with some pantry/market pairings it was better to do the informational dialogue at the pantry before leaving for the market because the markets were crowded, noisy or didn't have places for people to sit. However, with other pantry/market pairings, the market was a much better location for people to talk and listen. Flexibility in the format of the market walk was critical for its success. To facilitate this flexibility in the future, we would focus more on this in the market walk leader training.

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

Just Food sought to partner with 10-14 pantries. Ultimately, only seven pantries participated in the market walk program. Finding pantries that were a good fit for markets and that had the capacity to manage additional programming was more challenging than we had anticipated. Successful pairings relied on variety of factors including distance from the pantry to the market, the capacity of individual markets to host a walk, the fit between pantry and market hours, and the pantry staff's capacity to help recruit their clients to attend market walks. We were, however, able to increase the number of market walks that we did at each of the seven pantries from three to four. This turned out to be an advantage because each market walk leader was able to gain more experience at the individual pantries/markets.

Just Food sought to reach 6,300-9,000 market shoppers with cooking demonstrations. Throughout the course of the season, 3,957 people participated in cooking demonstrations at our farmers' markets. Although we made our goal for the number of demonstrations, we were below our target for the number of people attending. Because the farmers' markets in our network are primarily run by volunteers, without the support of paid staff and on shoestring budgets, outreach and marketing can be a challenge. While the cooking demonstrations themselves can be an outreach and marketing opportunity for the market, results are often mixed. Addressing this difficulty in promotion and outreach for the markets by introducing a new group of community members to the markets was one of the goals of the *To Market!* project.

- 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:

As mentioned above, one lesson we learned over the course of the season was the importance of Just Food staff support to the pantries, the markets, the Community Chefs and the market walk leaders. Both food pantry staff and market managers are already overstretched in the work that they are doing. It is difficult for them to take on new programming, even if they are enthusiastic about bringing the program to their clients. Additionally, market walk leaders needed staff support on the market walks to help them with last-minute curriculum modifications, pantry participants who needed more support on the walk, and implementation of the evaluation tools. When asked on the end of season survey if they would have felt comfortable doing the walks without Just Food staff support, 100% of market walk leaders said no.

Also previously mentioned is the need for additional support to our farmers' markets to promote their markets and the cooking demonstrations that we provide more broadly throughout their communities. With extremely limited budgets and a reliance on volunteers to manage the markets, only the most basic outreach and marketing strategies are utilized to promote the farmers' markets. Planning for financial and staff support for the markets would have increased the reach and impact of the cooking demonstrations that Just Food provided to the markets.

9. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

Just Food will continue to do cooking demonstrations at the markets in 2016. Building on the lessons learned, we will look to secure additional funding to provide marketing and promotion support to our farmers' markets to ensure the greatest impact for the communities where they are located.

Thirteen Community Chefs from last season will be returning to facilitate cooking demonstrations at the farmers markets in our network during the 2016 season.

While Just Food will not be doing the market walks during the 2016 season, we are continuing to talk with our community partners about what was most successful and what was most challenging about the market walks. Keeping in mind the lessons learned throughout the 2015 season, Just Food will continue to explore ways that we can adapt the market walks model to better support the needs of our pantry and market partners.

- 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?

Just Food staff has been discussing the viability of replicating this project with new audiences and partner organizations, including health centers, WIC centers, and other organizations that broadly serve low-income communities.