

**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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014 – September 29, 2016
Authorized Representative Name:	DAVE KOCH
Authorized Representative Phone:	(919) 250-0043
Authorized Representative Email:	dave@foodshuttle.org
Recipient Organization Name:	Inter-Faith Food Shuttle
Project Title as Stated on Grant Agreement:	Farmers Markets for Healthy Food Access in Southeast Raleigh
Grant Agreement Number: <i>(e.g. 15-FMPPX-XX-XXXX)</i>	14-FMPPX-0109
Year Grant was Awarded:	2014
Project City/State:	Raleigh, NC
Total Awarded Budget:	\$90,300.00

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

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

- i. Goal/Objective 1: To increase access to fresh produce among low-income residents of Raleigh, NC.

- a. Progress Made: There were two markets served during the scope of this project in order to reach the project objectives. One market was held at WakeMed Health & Hospital’s Raleigh campus, and one was held at Inter-Faith Food Shuttle’s Teaching Farm. These will be the two markets referenced throughout this report.

In preparation for the 2015 market season, a full-time market manager was put in place at WakeMed Farmers Market which was only previously supported through part-time attention by WakeMed’s public relations staff. One AmeriCorps VISTA Summer Associate and two volunteer interns were recruited for market support and education activities. Messaging and signage was created to advertise the market and SNAP acceptance on the hospital campus, nearby billboard, and public transportation lines. Information for both markets was broadcast via Inter-Faith Food Shuttle and WakeMed’s websites and social media accounts as well as posted on national and local market listings, including USDA and NC Cooperative Extension databases. Marketing materials were translated into Spanish to increase the degree of outreach to the community. Promotional materials were also sent to two local newspapers and a communication strategy was created to reach community health organizations and local faith communities.

A new EBT acceptance program was created at the WakeMed Farmers Market that gave SNAP recipients access to fresh, local produce in a community where 26% of residents received federal SNAP benefits over the course of a year (US Census Bureau 2012). Protocols and tracking systems were also designed to evaluate the WakeMed EBT acceptance program. Additional volunteers and staff were recruited to help facilitate EBT acceptance, educational outreach, and market evaluation reporting at both markets. Management and protocol systems were fleshed-out and strengthened for both markets as well.

The WakeMed Farmers Market specifically provided weekly access to healthy, local produce in a community where the last two major supermarkets closed in 2013, and a county where 3 out of 4 residents do not eat enough fruits and vegetables (NC State Center for Health Statistics, Behavioral Risk Factor Surveillance Survey 2012). Additionally, weekly schedules of educational topics and recipe demos were created and implemented to educate farmers market shoppers about incorporating healthy, local food into their diets. The schedules were structured to coincide with seasonal produce selection to encourage customers to buy and utilize local products with their gained knowledge and skills.

At the WakeMed Farmers Market, an EBT “doubling dollars” program was made available specifically for this market site, which doubled the amount of fresh foods SNAP market customers could receive for their money at the market. This “doubling dollar” program was

made possible in partnership and collaboration between the Inter-Faith Food Shuttle's ability to access EBT transaction method and WakeMed Health and Hospitals ability to financially support the matching funds for said program. Each of the farmer's market vendors selling edible products accepted SNAP benefits, catering to the low-income resident population of Southeast Raleigh. Additionally, the IFFS Teaching Farm market sold local, seasonal produce grown directly at the IFFS teaching farm in Raleigh. This market also accepted SNAP benefits as a form of payment, increasing the access to the farm's fresh produce for low-income community members of the Southeast Raleigh area.

In preparation for the 2016 market season, additional efforts were made to increase the scope of the WakeMed Hospital's Farmer's Market reach to the targeted population within the Southeast Raleigh region. The primary strategy implemented for this goal was increased outreach within the 27610 zip code area, in which the Farmers Market and our target population and food desert are located. These strategic efforts included increased outreach to key stakeholders within the target community, who then rallied with the market management to organize community meetings of a collaboration of other key community stakeholders. These connections lead to increased awareness in the community to promote the market's SNAP availability and matching program to their fellow members of the low-income community in this area. In order to support the increased outreach to the target population, market promotion tools were reassessed and revised to increase the clarity and visibility of the market SNAP matching system advertised on all promotional materials. This enhanced system aided in maximizing our marketing to low-income individuals by creating increased accessibility through improved user-friendly marketing.

The market management also on-boarded interns to increase the reach of market promotion within the targeted community. As the WakeMed Hospital is located directly on the bus lines in Southeast Raleigh, the market management also worked in collaboration with the City Council board to offer the option of donated free bus passes for interested community members in order to combat the continual barrier of transportation within this community. This is an extension of the solution already in place to diminish transportation barriers by way of validated parking for market customers at the WakeMed Hospital location, which is not currently provided to the public. Market management addressed this challenge of parking that was mitigated in year one of this project with validated parking vouchers for market customers. Market management also included additional and improved advertising of this parking system for market customers on promotional materials as well as directional signage located on the WakeMed campus. Market outreach continued throughout the market season, as community members were designated as outreach ambassadors as they came through the market each week, and promotional flyers were sent with them to their respective community areas.

For the 2016 market season, WakeMed's SNAP matching system again offered "doubling dollars" to all SNAP customers with no amount limitations, in order to maximize the amount of fresh produce available to low-income market customers. The 2016 market schedule also included more produce-specific vendors, which increased the degree of access to local, fresh produce by offering larger quantities and varieties of produce to market customers and by broadening the range of the types of produce available to reach a more diverse population of customers. Specifically, the market added a local vendor specializing in peaches, which it had not been able to offer in the past to market customers.

b. Impact on Community: Both the WakeMed Farmers Market and the Inter-Faith Food Shuttle Teaching Farm market serve Southeast Raleigh, an area rich in racial and cultural diversity, yet limited in economic resources. Sixty-six percent of Southeast Raleigh residents are African American compared to 20% at the county level in this community where 34% of households have incomes below the poverty line (US Census Bureau 2012). The WakeMed Farmers Market is located on the Raleigh campus of WakeMed Health & Hospital, the largest employer in the largest and poorest zip code of Wake County. SNAP recipients, in particular, benefitted by gaining two new markets where they could utilize their federal benefits to access fresh produce. With the dollar-for-dollar EBT matching program, their purchasing power was doubled, and barriers of cost and stigma were alleviated.

The combined impact on the community from the combined efforts of both the WakeMed Farmers Market and the IFFS Teaching Farm Market resulted in increased amounts of local, fresh produce being made available and accessible to the residents of the coinciding area of Southeast Raleigh. This increased access aids in the efforts to bridge the gap of inaccessibility to fresh foods within the food desert of Southeast Raleigh.

The impact on the community as seen from the WakeMed Farmers Market resulted in increasing the amount of local, fresh produce made available and accessible to the residents of the coinciding area of Southeast Raleigh, and increased the amount purchased by the market customers. As a result of the EBT program offered, SNAP beneficiaries were able to spend a total of \$2,112.00 on local foods at the market in 2016. This number is a 140% increase from the previous season. These figures show that the efforts to bridge the gap of inaccessibility to fresh foods within the food desert of Southeast Raleigh were successful in providing an outlet for this to take place.

ii. Goal/Objective 2: To provide limited resource, socially disadvantaged, and/or urban farmers in the Central Piedmont region with accessible markets and marketing education.

a. Progress Made: In 2015, expert instructors were recruited to teach the first of our monthly farmer education workshops. Pre-training surveys were created to measure baseline knowledge on the topics and help instructors target farmer needs. Survey contents were drafted for existing and joining vendors of the WakeMed Farmers Market to collect information about baseline demographics and determine areas of potential growth in achieving grant goals. The Inter-Faith Food Shuttle (IFFS) Teaching Farm Market supported and sold locally grown produce by incubator farmers from the IFFS's Incubator Farmers Program, which supports new, emerging small market farmers with mentoring, access to tools, and small plots of land on the IFFS Tryon Road Teaching Farm, in exchange for volunteer work on the farm. The incubator farmers also received a monetary compensation from the Farm Market share with IFFS which amounts to 70% of profit from sales of their individually produced market items. The IFFS Teaching Farm also supports and maintains connections with local restaurants who are patrons of incubator-produced items. Combined, the markets were able to provide 35 farmers and vendors local to the Central Piedmont region access to a new direct sales outlet without requiring fees to participate in the markets.

In 2016, market vendors scheduled for the WakeMed Farmers market season included limited resource farmers and ranchers from the North Carolina counties of Wake, Harnett, and Sampson, according to the definition of a “limited resource farmer and rancher” set by the USDA. All limited resource vendors were given scheduling priority for the market space. The nature of the market also provided vendors with flexibility to only attend when they are able. This removed the weekly commitment that other local markets often require for participation within their market parameters and provided accommodation for the fluctuating production volume of small market farmers.

During the preparation period for the 2016 market, the market management worked to reach out to local vendors falling within the limited resources, socially disadvantaged, and urban farmer definitions within the Central Piedmont region. The market management also dedicated extra time and effort to give priority to vendors matching this description. Due to this outreach and scheduling management, the market was able to provide five new farmers with access to this market across the course of this market season. The market also continued to serve 16 returning vendors from the previous season.

- b. Impact on Community: Our markets gave 35 farmers and vendors access to new direct sales outlets without requiring vendor fees to participate in the markets and also provided the outlet for sales going back into the local food system to support agriculture and farmers local to the Central Piedmont region. This model has a positive impact on the local economy as well as provides local farmers who are directly impacted with support to their individual businesses.
- iii. Goal/Objective 3: To support economic and social connections between low-income consumers and limited resource and socially disadvantaged farmers, particularly farmers and consumers of color.
- a. Progress Made: All vendors were educated one-on-one about the process and requirements of the WakeMed EBT acceptance program, and signed a Vendor Agreement stating they understood and would comply with program guidelines. The WakeMed Farmers Market provided the opportunity and space for the local vendors represented to interact with the low-income consumers of the market over the course of two seasons in 2015 and 2016. The grant funding indirectly allowed for vendors to freely represent themselves without having to pay market fees, as well as for SNAP beneficiaries to have greater access to the market due to WakeMed’s ability to offer the “doubling dollar” program for EBT customers. These combined factors increased the rate of connection between the two beneficiaries at this market location. At the Inter-Faith Food Shuttle (IFFS) Teaching Farm Market, a similar environment was provided for fostering economic and social connections between customers of the market with the incubator farmers and IFFS farm staff that managed the market and engaged with customers from the local community.
 - b. Impact on Community: Eleven WakeMed vendors received one-on-one training on the EBT acceptance system. Nine vendors signed Vendor Agreements stating they would participate in the program and comply with program protocol (remaining 2 were non-food vendors). Training was also conducted by the EBT program coordinator to reach vendors who do not attend the market each week. As of 2015, local producers had access to a new farmers market at WakeMed which connected them to community members in an area

with no major supermarkets. This provided the opportunity to foster mutually beneficial relationships as community members gained access to fresh, healthy food and vendors tapped into an underserved market. The interaction of low-income consumers with the local producers and vendors represented at each market facilitated awareness in both directions as well as created connection via the economic transactions occurring and the discourse surrounding each transaction simultaneously. Each respective market location facilitated an environment where social exchange between producers and consumers was prevalent throughout.

Feedback from participating vendors was overwhelmingly positive in terms of the impact the market provided for them, economically as well as socially. Of additional note, community relationships with the Inter-Faith Food Shuttle Teaching Farm were fostered and maintained with local restaurants who are advocates for the local food system and continue to purchase the Teaching Farm's local produce on a regular basis to be used in their respective menus.

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: 1 & 1 AmeriCorps position
 - ii. Number of jobs retained: Not applicable
 - iii. Number of indirect jobs created: 1
 - iv. Number of markets expanded: 2
 - v. Number of new markets established: Not applicable
 - vi. Market sales increased by \$14,249.83 and increased by 44% from the 2015 WakeMed Farmers Market season to the 2016 season.
 - vii. Number of farmers/producers that have benefited from the project: 40
 - a. Percent Increase: 82%
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?
 - i. The amount and recurrence of SNAP customers at the WakeMed Farmers Market were tracked continuously. Both quantity and recurrence increased since 2014. Additionally, the SNAP customer base reached during the 2016 market season expanded exponentially in quantity from previous seasons. During the 2016 season, 67 unique SNAP customers shopped at the market. Of those 67, twelve were returning customers throughout the season, and two customers returned a total of eight times or more. The quantity of 67 unique SNAP customers as compared to the 27 unique SNAP customers from the 2015 season is a 148% increase. The market data collected does not provide specific locational or demographic results pertaining to the customer base.
4. Discuss your community partnerships.
 - i. Who are your community partners?
 - a. WakeMed Health and Hospital
 - ii. How have they contributed to the overall results of the FMPP project?
 - a. WakeMed contributed heavily to the successful results of the WakeMed Farmers Market by providing the facilities for the market location, as well as supplies for the market setup. The team at WakeMed is also responsible for the

majority of promotion for the market, as well as for financially supporting the “doubling dollars” promotion that was made available to SNAP customers.

- iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant?
 - a. WakeMed will continue to be a valued partner of IFFS, collaborating to reach the low-income community at need in the Southeast Raleigh region that we both serve. WakeMed will continue to host the WakeMed Farmers Market each season with continued support from IFFS staffing in terms of EBT management.

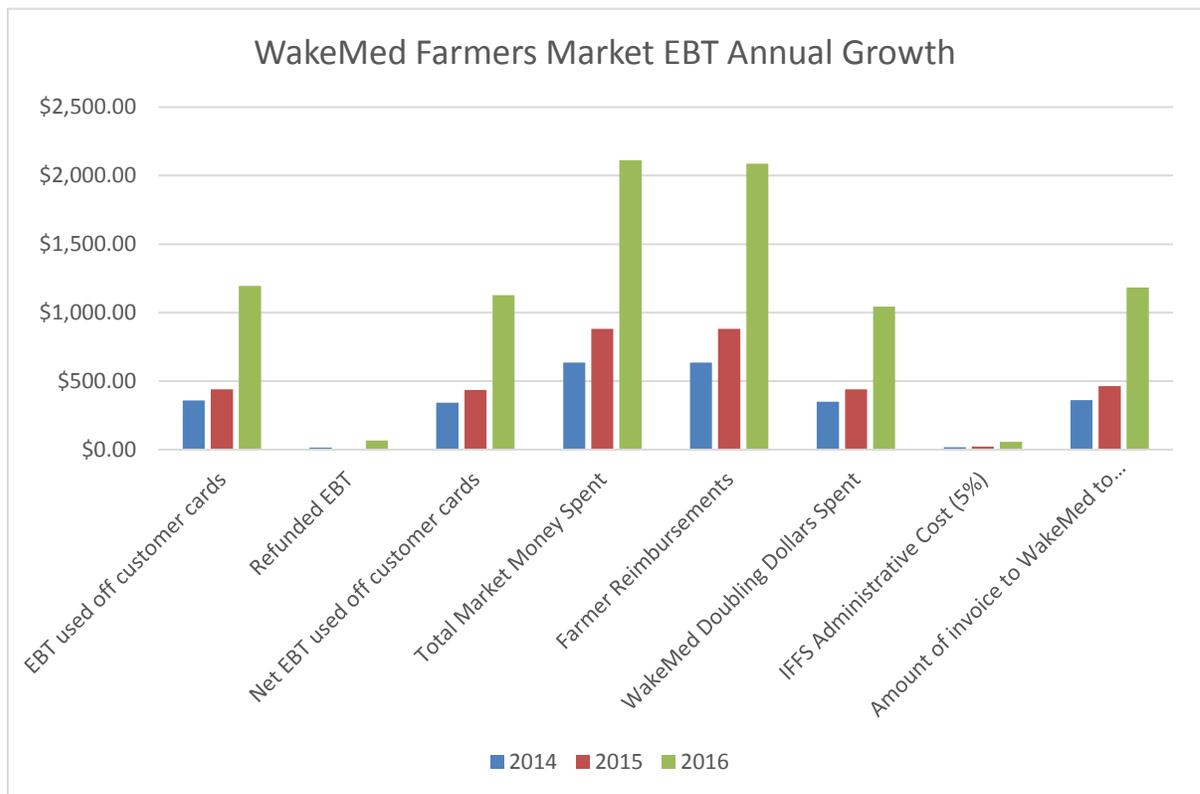
5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? Not applicable

6. Have you publicized any results yet?

Yes. Data for further and future publications has also been prepared.

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

The 2016 market results were publicized in an excel and graph form, comparing with the previous two market seasons to determine annual growth. The publicized graph is inserted below.



- ii. To whom did you publicize the results?

The above results were publicized within the internal market management group and organizational entities managing the grant.

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

Two – Inter-Faith Food Shuttle and WakeMed Health & Hospitals. The subsequent reach from both entities sharing this information with third parties and external individuals has not yet been identified.

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

Yes

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

Feedback collection thus far has been qualitative and stemming from the managing organizations. Feedback was collected throughout the market seasons as customers and vendors repeatedly expressed opinions and thoughts to market management, verbally and in writing.

ii. What feedback was relayed (specific comments)?

The overwhelming feedback collected from market customers and vendors alike was their gratitude and appreciation for the market. Many market SNAP customers receiving the market matching money expressed amazement and excitement at the unlimited dollar matching system. Many vendors and customers also expressed and advocated for an extension of the market past the scheduled 2016 season dates. However, due to the limitations in place due to the grant deadline and limited staff capacity and time, market management was not able to extend the market past the scheduled end date of August 23, 2016.

8. Budget Summary:

i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:

ii. Did the project generate any income?

Yes, The project indirectly generated monetary donations for Inter-Faith Food Shuttle by means of a donation event the WakeMed Farmers Market supported and coordinated for Inter-Faith Food Shuttle at the market on August 9, 2016 from 10:30am-1:30pm.

a. If yes, how much was generated and how was it used to further the objectives of the award?

1. The WakeMed Farmers Market generated \$140.00 in monetary revenue for IFFS, along with 161 pounds of donated food.
2. The IFFS Teaching Farm Market generated \$7196.59 revenue for IFFS in 2015. Sales data from the 2016 season was not recorded at this market.
3. Income received was used to offset the costs associated with growing food to supply at the IFFS Teaching Farm Market, and as part of the overall mission delivery.

9. 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).

1. At the beginning of the grant project, neither vendors nor community members were familiar with EBT programs at farmers markets. Our original EBT acceptance protocol was greatly improved by clearly summarizing its steps and training each vendor individually in its implementation. Vendor Agreements were necessary to ensure all

parties are on the same page with the program. A one page summary handout of EBT acceptance steps and helpful talking points also proved to be a valuable resource to support each vendor as they conducted sales. Community members needed a similar clear explanation of the EBT acceptance steps to feel confident in using the system. Once all parties were educated, less conflict between vendors, customers, and market staff resulted.

2. In the beginning of the EBT doubling dollar program in the 2015 season, SNAP customers did not think to seek out EBT acceptance services at the market and were often unaware such a program existed. After a few slow weeks, we realized the need for better signage and the potential growth area of reaching out to community health organizations and churches to recruit additional SNAP customers.
 3. We found that it would be helpful to put evaluation measures into our vendor application. We supplemented our existing application with demographic measures to gather this data on new vendors, but we also had to create an additional survey to capture the same data for pre-existing vendors.
 4. In terms of market promotion, a past campaign of direct-mailing community members information about EBT acceptance at the WakeMed Farmers Market was helpful in getting the word out, but we switched tactics to recruiting local organization members to champion our program in hopes of increasing awareness and utilization of the program. We predicted that messaging coming from trusted community members would be better received and result in increased EBT utilization at the WakeMed Farmers Market. EBT utilization absolutely did increase, however, there were no systems in place to track the effectiveness of our EBT awareness strategies within the community. A lesson learned from this would be to prepare and implement a quick, one-question survey for EBT customers to answer when they visit the market, even if the market staff verbally administers the question so as not to infringe upon the customer's time.
 5. One barrier that was faced at the WakeMed Farmers Market is that the market operating hours of 10am-2pm miss both morning and afternoon shift changes, leaving many employees unable to access the market. We researched the logistics of changing the hours, but found that our vendors were not willing to lengthen or delay hours to cover these shift changes.
 6. As the markets were open for the duration of May-October, typical seasonal changes and weather patterns proved to be an issue. During the mid-summer season, high heat indexes affected the usual presence of customers at the markets. Rain and storms also affected the presence of customers at the markets. We noticed a pattern of fewer customers on days when the WakeMed Farmers Market was held indoors due to rain, and also fewer customers when rain coincided with the IFFS Teaching Farm Market schedule. Protocols were put in place to modify market schedules or locations appropriately due to weather-related events. For example, to counteract weather deterring customers from the WakeMed Farmers Market, the market was held indoors on heavily rainy or extremely hot days.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
- a. The hopeful goal of serving two markets was not accomplishable for the entire grant period. Though two markets were created and promoted throughout the project, only one of the markets remained steady and grew for the entire grant period. Due to limitations stemming from new parameters affecting the Inter-

Faith Food Shuttle Teaching Farm for the 2016 season, the Inter-Faith Food Shuttle Teaching Farm Market operated on a reduced scale and was not able to notably promote the market for SNAP acceptance within the Southeast Raleigh area. In year two of the grant period, the second market was no longer functioning as a proponent of this grant, and as such, efforts surrounding this project were able to be amplified and refocused solely on the WakeMed Farmers Market, which is believed to play largely into its success in meeting the grant objectives for this location.

- 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:
 - a. In regards to the WakeMed Farmers Market, there is a particular balance required in terms of vendor selection and scheduling that goes along with any market, but particularly one of this scale. This balance is critical in order for the market to be successful for both the vendors and the customers, and indirectly, for the market as a whole. It is important to have a variety of vendor types represented at the market in order not to saturate the market with one type of product. It is also important to have enough variety of one type of product that product-similar vendors are not in heavy competition with each other. For example, when there are too many produce vendors, and not much variety between vendor products, competition is bred. In these cases, typically one vendor will have more success than the others. This leads to vendor dissatisfaction for those vendors who are not successful, and results in a market that is not worth their time to prepare for and attend. In terms of vendor satisfaction and retention along with customer satisfaction, it is important to allot a significant amount of time to achieve market balance in the planning phase prior to each season. One of the main goals of this project is to increase access to produce, which also contrasts the project goal of serving limited resource/socially disadvantaged farmers and ranchers when it comes to this topic of balance. Market management constantly evaluated vendor schedules to ensure adequate and unique access to produce would be optimized at the same time as making sure vendors were given access to a fair market environment.

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.

The lessons learned during the scope of this project are immeasurably valuable to the successful future implementation of either market, or similar market systems. All the lessons learned will be recorded and consulted in the event of future market coordination.
- 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? Not applicable