

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

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014- September 29, 2016
Authorized Representative Name:	Dennis L. Morrow
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Recipient Organization Name:	Janus Youth Programs, Inc.
Project Title as Stated on Grant Agreement:	Village Gardens Farmers Market in New Columbia
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-OR-0144
Year Grant was Awarded:	2014
Project City/State:	Portland, OR
Total Awarded Budget:	\$93,985

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.

Goal 1: Increase access to locally produced agricultural products in a primarily low-food access community by improving and expanding the Village Gardens Farmers Market in New Columbia and developing sustainable market management infrastructure.

Objectives:

1. Hire and train a Farmers Market Manager to oversee expansion, outreach, community engagement, and vendor-recruitment efforts.
2. Create a Farmers Market business plan/vendor-fee model to ensure long-term sustainability.
3. Develop a community based oversight and engagement committee to assist with management of the Farmers Market
4. Increase physical infrastructure and marketing resources at the Farmers Market such as tables, tents, and signage, to improve the experience of customers and reduce potential barriers to participation of newly emerging food producers.

Progress Made:

Village Gardens hired a Farmers Market Manager who oversaw expansion (total market revenue increased from \$1,113 in 2014 to \$11,975 in 2016), outreach (door-to-door outreach was conducted to 477 homes), community engagement (12 food tastings and 2 community art projects took place at the Farmers Market), and vendor recruitment (the market grew from 4 vendors in 2014 to 17 vendors in 2016). Because this Farmers Market is an incubator market for new and emerging vendors and farmers, vendor fees were on a sliding scale based on the number of hours vendors volunteered to help with outreach. Keeping the vendor fee accessible is the top priority for the market. To ensure long-term sustainability, without relying on vendor fees, the market is building a partnership with a medium-sized market to co-hire a Farmers Market Coordinator and develop outreach and messaging materials that bridge both markets. In 2016, 22 neighbors attended 3 Farmers Market Advisory Group meetings. The neighborhood Advisory Group worked alongside vendors to have a voice in the operation of the primary economic center in their community. This team implemented outreach and marketing strategies with the support of focus groups that reflected the cultural/language/age groups of the local customer base. The farmers market purchased and provided 18 tents and 22 tables to market vendors. Two sign making days were provided to support vendors with branding and marketing for their market booths.

Impact on Community:

Overall, the New Columbia Farmers Market (NCFM) had more impact as a result of community engagement and vendor development. The market kicked off 2016 recruitment with focus groups and surveys to identify barriers to participation by limited resource vendors. NCFM targeted small business owners with limited-resources who experience prohibitive barriers to entry in a traditional market model. A work trade arrangement was implemented, with vendors paying a tiered-fee rate based on their ability to contribute volunteer hours to market management. In return for much needed outreach support and expertise on the market advisory committee, vendors received a discount on stall fees, trainings, access to tents, tables, and signage as needed. This mutually beneficial strategy increased the retention rate to 100% of 17 vendors, while offering vendors experience they could leverage to build skills and seek new market opportunities. In addition, having community vendors on the advisory board

ensured market sustainability, as stakeholders invested in the project. Addressing barriers for first-time vendors, such as high vendor fees and market infrastructure supplies (tents and tables), directly supported the willingness of vendors to try the Farmers Market and to stay committed.

Goal 2: Expanding the customer base of the Village Market Farmers Market through improved outreach and marketing.

Objectives:

1. Conduct 3-5 focus groups each year with various cultural/language/age groups in the community and develop recommendations for market improvements.
2. Develop and implement marketing strategy, including marketing and outreach materials.

Progress Made:

In 2015, the market relied heavily on volunteer support with 8 volunteers providing over 300 hours of work. In 2016, improved market management structure lightened the load for volunteer support, and 13 volunteers provided 199 volunteer hours. Volunteers participated as part of the Advisory Board (22 neighbors attended 3 focus group meetings) and through a door-to-door outreach campaign (door-to-door outreach was conducted to 477 homes). 8 partner sites collaborated with the market to distribute \$680 in Farmers Market vouchers directly to families in need. In 2016, 50 shoppers were engaged in surveys at the market, and kids participated in creative activities each week. The market prioritized improving the buying power of residents receiving EBT and WIC benefits by offering a \$5 match to each EBT shopper. All 2016 farm vendors were required to accept Farm Direct Nutrition Program coupons for families receiving WIC benefits and seniors. These families and seniors were targeted in tabling, and 136 \$5 coupons were distributed. An increase in shoppers receiving food benefits was reflected in sales, as 20% of revenue came from EBT and WIC redemption in 2016. Activities for all ages, languages, and abilities in the market space contributed to community vibe, and allowed people to engage critically with the food system and provide solutions. Outreach sites included Charles Jordan Community Center, Rosa Parks Elementary, Regence Boys and Girls Club, Trenton Terrace senior living, a food pantry at Cesar Chavez Elementary, St Johns Food Share, and Green Zebra grocery. In 2016, the market prioritized compensating community volunteers for their work. Each community demonstration chef made \$50 for their involvement with 1,100 healthy meal samples distributed during 12 demonstrations, an improvement on the 5 demonstrations that took place in 2015. These strategies resulted in the 2016 market attendance rising to 300 shoppers daily, a 50% increase from attendance in 2015.

Impact on Community:

Visibility of the market and vendors was increased through door to door outreach, participation at community events, lawn signs, postcards, posters, and tabling. The increased visibility resulted in increased market attendance and more low-income neighbors accessing the Farmers Market and supporting their neighborhood food system. Engagement continued throughout the season, including food demonstrations and community art projects designed to generate ideas about social change for a more just food system. Neighbors were encouraged to contribute their skills to the marketplace, and youth stepped up to design a tee shirt for the 2016 season. Community chefs also joined us to distribute healthy meal samples and recipes. The neighborhood investment and ownership of the market resulted in a weekly community celebration that was attended by 300 people a day. Revenue generated from families receiving food benefits increased, with the offering of a SNAP match and the expansion of FDNP acceptance. In 2016, total SNAP sales amounted to \$1,938, and \$672 in WIC coupons was redeemed.

Additionally, \$860 in SNAP match funds were allocated. Increasing affordability through vouchers and a SNAP match increased the buying power of customers to purchase locally grown fruits and vegetables.

Goal 3: Develop market opportunities for limited-resource farmers and expand the diversity of vendors participating in the Farmers Market.

Objectives:

1. Identify and reduce barriers for participation by limited-resource farmers and other vendors.
2. Use outreach focus group information to identify desired product mix.
3. Set targets for vendor recruitment and secure additional vendor participants.
4. Conduct producer survey and/or focus groups to improve market experience for vendors.

Progress Made:

25 hours of training and one-on-one support was provided to vendors prior to the market season covering topics such as commercial kitchen regulations, licensure and permitting, application support, customer service, sales tracking, and general business counseling. The market also connected vendors to local resources to strengthen their businesses. Small business support organization Microenterprise Services of Oregon (MESO), partnered with the market to provide business counseling and an IDA loan matching opportunity. Commercial kitchen space adjacent to the marketplace was available to vendors at \$12 per hour, which is the lowest rate in the city. Support and advocacy through the Multnomah County Health Department permitting process was offered to 3 vendors seeking their first Temporary Restaurant permit.

Impact on Community:

6,013 lbs of produce was sold by immigrant and refugee Market Gardeners, for a combined income of \$4,272.70. Youth from Food Works Farm sold 4,694 lbs of produce, and \$1,146.84 was made to support leadership and farm-skill development. Sales increased greatly as a result of a stronger and more vibrant community market. Since the implementation of the grant, total market revenue has increased by 975%, from \$1,113 in 2014 to \$11,975 in 2016. Average sales per vendor increased by 162%, from a seasonal average of \$325.75 in 2014 to \$855.26 in 2016.

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.
 1. Number of direct jobs created: 2
 2. Number of jobs retained: N/A
 3. Number of indirect jobs created: 1
 4. Number of markets expanded: 1
 5. Number of new markets established: 0
 6. Market sales increased by \$10,862 and increased by 91%.
 7. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase: 50%
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?

Through door-to-door outreach, NCFM reached 477 homes in the affordable housing neighborhood with a personal invitation to the market. Direct engagement between the outreach team and low-income neighbors gave residents a say in the management of their local food system as they shared

both feedback about the market, and their own ideas around food security. NCFM vendors sold organic produce at prices that were often lower than the cost of conventional products sold by local grocery retailers. Culturally relevant entertainers contributed to a lively and creative space, including Portland's only female African American clown, jazz and R&B artists, BRAVO youth orchestra, African folk music, a gospel singer, and a youth hip-hop collective. As the marketplace grew, NCFM prioritized improving the buying power of residents receiving EBT and WIC benefits. NCFM offered up to a \$5 match to each EBT shopper, and distributed \$5 Farmers Market coupons to local elementary schools, community gardens, and food pantries. The purchase of an EBT-compatible POS system at the market site created ease of purchase for EBT shoppers, who in years past had to purchase tokens at a market offsite. All 2016 farm vendors were required to accept Farm Direct Nutrition Program coupons for families receiving WIC benefits and seniors. These families were targeted in tabling, and 136 \$5 coupons were distributed. An increase in shoppers receiving food benefits was reflected in sales, as 20% of revenue came from EBT and WIC redemption in 2016.

4. Discuss your community partnerships.

A. Who are your community partners?

Immigrant and Refugee Community Organization
Microenterprise Services of Oregon
Hacienda's MicroMercantes
Portland Children's Levy
Portland Fruit Tree Project
Portsmouth Neighborhood Emergency Team
Multnomah County Health Department
Kenton Library
Showing Up for Racial Justice (SURJ PDX)
Columbia Slough Watershed Council
Grow Your English
Kitchen Commons

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

Partner organizations truly supported NCFM to be a robust weekly celebration that reflected the neighborhood while supporting and empowering emerging farmers and business owners. Partner organizations helped with vendor recruitment, ensuring the vendors reflected the demographics of the neighborhood. Partner organizations with expertise in business development coached vendors on retail best practices and assisted them navigating the permitting process. Partners also provided sponsorship funding for the SNAP match that NCFM was able to provide. Additionally, numerous partners tabled at the market, introducing customers and neighbors to resources and opportunities that are available to them. Partner organizations tabled and also led activities to highlight their contributions to the neighborhood. For many partners, it was their first opportunity to share resources directly to neighbors of this low-income community.

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

Many partners were involved with onsite/market day activities and will return for the coming Farmers Market seasons. For partner organizations working with small business owners, the market will continue to be a placement site for immigrant and refugee emerging business vendors. Portland Children's Levy has agreed to return in subsequent years to support the SNAP match program.

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

We worked with The Northwest Institute for Community Enrichment on consulting services to help develop a community outreach program for the 2016 New Columbia Farmers Market. The plan included best practices for recruitment and a process for door-to-door neighborhood outreach before the market opened and throughout the market season. Through outreach to 477 neighborhood households, the Farmers Market introduced neighbors to the market, provided a \$5 Farmers Market voucher, and had the opportunity to present a survey and receive valuable feedback on ways to improve the market experience. Sarah Broderick provided specific farmers market consultation, sharing document templates, best practices for vendor recruitment, and the development of a Farmers Market activity plan. For our first-time Farmers Market Manager, this consultant and the resources she provided was invaluable. Two other contractors provided translation of the vendor handbook into both Swahili and Spanish which ensured the market was inclusive and accessible to a variety of vendors.

- E. Have you publicized any results yet?* Yes

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

We created a 2017 Farmers Market report that highlighted our successes, growth, and future opportunities. Throughout the season, Farmers Market news was shared through weekly e-news and social media posts.

- b. To whom did you publicize the results?

We distributed the 2017 Farmers Market report through our email list, on social media, and to 8 stakeholder partners.

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

The 2017 Farmers Market report reached 930 people through our email list, 1,408 people through Facebook, 231 people through Instagram, and to 8 partner organizations for a potential audience total of 2,577.

*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).

- F. Have you collected any feedback from your community and additional stakeholders about your work? Yes

- a. If so, how did you collect the information?

Volunteers and interns were recruited to help with door-to-door outreach that included survey questions. Vendors who provided volunteer hours were able to pay a reduced-rate vendor fee of \$5/week. Surveys were conducted with 477 households.

- b. What feedback was relayed (specific comments)?

Direct engagement between the outreach team and neighbors gave residents a say in the management of their local food system, as they shared both feedback about the market and their own ideas around food security. 76% of people surveyed said affordable prices are their top priority in choosing a food outlet, and 71% identified high-quality food as important. In response to expressed needs and desires, market vendors sold organic produce at prices that were often lower than the cost of conventional products sold by local grocery retailers. Also, in response to

neighborhood surveys which highlighted a demand for fresh fruit, a partnership was established to purchase local fruit wholesale to sell at market rate.

G. Budget Summary:

- a. 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:
- b. Did the project generate any income? No
 - i. If yes, how much was generated and how was it used to further the objectives of the award?

H. 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).

Initial recruiting from Portland's base of established market vendors was unsuccessful as outside vendors are not incentivized and their revenue generating potential at this incubator style Farmers Market is limited. Many established vendors in the greater Portland Farmers Market network do not provide culturally relevant goods or are unable to provide an accessible price point for residents. In response, New Columbia Farmers Market cultivated a safe, supportive environment to work with new and emerging vendors. The shared learning environment created strong connections between participating vendors.

Bureaucratic guidelines and fees for small food business owners are prohibitive and especially alienating to people from different cultures. We provided one-on-one support to first-year vendors, guiding them through each step of the application process. Through our advocacy, the Multnomah County Health Department engaged our vendors directly in conversation about the barriers they experienced, including conflict-resolution activities with vendors who were marginalized during the inspection process. Mentorship, flexibility, and support are crucial to support emerging farmers and vendors.

Selection of music vendors was intentional and strategic and resulted in musicians and artists that reflected the cultural diversity of the neighborhood. Creating a musician recruitment filter early in the process helped to create an inclusive and inviting market experience.

It is important to provide additional multi-lingual, interactive signage in market space for ease of purchasing. Currencies and token redemptions can be very confusing and rather than have vendors explain, it is important to provide cohesive signage throughout.

Creating an accessible market for vendors means that New Columbia Farmers Market does not rely on vendor fees for its own sustainability. The model of an incubator farmers market requires ongoing partnerships and support.

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

Being committed as an incubator farmers market, means that we remove barriers to market success, including vendor fees for first time emerging vendor/business owners. Being unable to rely on vendor fees means that the market will always face the challenge of seeking funding and sponsorship annually. Moving forward, the Farmers Market plans to co-hire a market manager in conjunction with a more successful nearby market. Building a bridge between these two markets allows our incubator market to leverage the customers and vendor experience of a more established market.

I. Future Work:

- a. 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.

This project period allowed the market to purchase much needed infrastructure to provide first-time vendors with the use of tents, tables, and signage. This is a valuable resource that our market will be able to offer ongoing. The success and best practices of the door-to-door outreach that was conducted is being replicated to recruit and gather feedback across other Village Gardens programs. With the success of the past two years under our belt, the Farmers Market has the opportunity to authentically transition leadership of the market from a full-time staff person to a cohort of Community Leaders. At least three Community Leaders have stepped up to shadow the 2017 farmers market manager and to gain the crucial skills to have a community-run market in 2018. We hope to provide 120 hours of stipend volunteer opportunities for at least 3 Community Leaders in the coming season. Our goal is to increase the amount of SNAP spending at the market and the overall purchases of fruits and vegetables from our local farmers through a number of pilot incentive programs. Through a neighborhood partnership with a more established Farmers Markets, we hope to survey customers and see an increase in the number of customers from beyond the affordable housing neighborhood where the market is located. Through the Farmers Market partnership, we hope to see 1-2 vendors from our incubator market move to a larger Farmers Market each year.

- b. 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?

A future goal is to partner with other Farmers Markets to develop an incubator vendor model where first-time vendors can find support, training, and mentorship at numerous city-wide Farmers Markets. Next steps include identifying best practices for new vendor recruitment and development, and sharing these with established partner markets.