

**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](mailto: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.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – September 29, 2017
<b>Authorized Representative Name:</b>	Molly Kaminski
<b>Authorized Representative Phone:</b>	925-285-6636
<b>Authorized Representative Email:</b>	molly@recipe4success.org
<b>Recipient Organization Name:</b>	Recipe for Success Foundation
<b>Project Title as Stated on Grant Agreement:</b>	Hope Farms Rolling Green Markets + Direct Market Training for Hope Farmers
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPPTX0030
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Houston, Texas
<b>Total Awarded Budget:</b>	\$100,000

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 train, mentor, and support US Veterans to become farm entrepreneurs who understand marketing and direct distribution and provide them with the tools to successfully sell fresh produce in their own neighborhoods (connecting growers to consumers).
    - a. Progress Made: Recipe for Success Foundation made significant progress toward achieving this goal. The farmer-training curriculum is complete and we have successfully recruited and placed two veteran farmer trainees, one through a partnership with the US Department of Veteran’s Affairs. The trainees are still in progress on the training, and are expected to complete their training within the next calendar year. In addition, two fellows from The Mission Continues have been placed with Hope Farms, each fellow has his own focus area on the farm that is synergistic with his respective educational goals. One fellow, a 20-year Army veteran, is working on his MBA and is supporting food production and is refining a sustainable business model for Hope Farms. The other fellow, a Navy veteran, is studying nutrition, and is supporting general farm operations and nutrition education classes at Hope Farms.
    - b. Impact on Community: Since formally breaking ground in October 2016, the farm has had a consistent and evolving relationship with the community. The initial community response ranged from a mix of surprise and excitement to doubt and uncertainty about the likelihood of success in starting a farm in Sunnyside. From the beginning we have had numerous volunteers from the community - both from those participating in large group work days to individuals that come every week for a few hours - and a steady stream of individuals who stop in throughout the week to inquire about what we are doing, garden related questions and other happenings. We have had more than 500 volunteers on the farm with more than 1,000 regular volunteer hours completed (not including large group work day efforts).
  - ii. Goal/Objective 2: To procure and retrofit a mobile produce stand (market van), known as Rolling Green Market, in order to increase consumption of locally produced foods.
    - a. Progress Made: Procurement and retrofitting was completed in the first quarter of 2016 (photos included with report).
    - b. Impact on Community: The Rolling Green Market has provided critically necessary infrastructure in the operations of Hope Farms, without it much produce would have been lost. It serves as the primary washing and cooling facility for all of the produce harvested and processed from Hope Farms as well as the cooking demonstration facility for market demos. As such, the Rolling Green Market is an important component in the distribution process of all of Hope Farms produce, which has directly increased the consumption of locally produced foods in the Sunnyside community.

- iii. Goal/Objective 3: To identify most impactful schedule and distribution points within prioritized communities.
  - a. Progress Made: A regular Saturday morning market at Hope Farms is the primary market prioritized for the Sunnyside community. Production was a challenge in the first year, so we did not have the supply to expand markets to additional prioritized communities. We have a better understanding for the soil on the farm now, and have steadily been increasing production and assessing additional market locations for the most sustainable long-term expansion opportunities to make long lasting impact in the communities we support. Further, a community partner, CANDO, has been operating a healthy corner stores project in some of the identified priority communities, but that project is coming to a close soon. CANDO and Recipe for Success Foundation are assessing how the Rolling Green Market could possibly provide a transition for the corner stores to still be able to offer fresh produce through the Rolling Green Market, once the CANDO project has ended.
  - b. Impact on Community: The on-site Farm Stand formally opened in April 2017 and since then we have held a market every Saturday morning with cooking demonstrations and sampling (with the exception of two Saturdays impacted by Hurricane Harvey). The Farm Stand averages around 30 people with certain days exceeding over 50 visitors. We offer a neighborhood discount to those living in the immediate and adjacent zip codes and over 98% of our sales are to this population. We also accept all forms of payment, including SNAP/EBT to expand access to as many families and individuals as possible. We strive to maintain an open and nurturing relationship with the community through our open gate policy, visiting with local civic and church groups, engaging with the neighborhood schools, conducting surveys as to what vegetables people would like us to grow. Overall, the community has expressed much appreciation and excitement for the project and increased access to fresh produce. And community partners are eager to collaborate to bring the Rolling Green Market to their communities.
- iv. Goal/Objective 4: To raise awareness of the Hope Farms Rolling Green Market in selected communities (expanding the reach of RGM)
  - a. Progress Made: We have been extremely fortunate to have the support of many community partners throughout Houston, specifically that have synergistic interests in improving health and healthy food access. There is far reaching awareness of the Rolling Green Market across all of Houston with key stakeholders and collaborators that are critical to furthering expansion and community impact goals. Hope Farms and the Rolling Green Market received several full-length features this summer, including two in the Houston Chronicle and one in CityBook. Additionally, the grand opening of Hope Farms in the spring received coverage from numerous outlets. We have driven media coverage of Hope Farms and Rolling Green Market by releasing multiple press releases covering the grand opening, summer camp, and our Delivering Hope project to help victims of Hurricane Harvey.
  - b. Impact on Community: The Rolling Green Market is a showcase that provides an outreach space for the public in every community engagement opportunity

we participate in. The RGM has travelled to the Health Museum, Children's Museum, Sunday Streets, National Night Out, and has been present for over 25 events at the farm. In addition, the RGM has served as a mobile classroom that provides the infrastructure for all Hope Farms and Farm Stand cooking demonstrations, farm field trips, and cooking classes with the San Jacinto Girl Scouts troops including a troop that received their Sow What Journey Harvest Award through their work and efforts at Hope Farms. More than 350 students have visited the farm and had the opportunity to gather at the Rolling Green Market for demonstrations and hands-on classes.

- v. Goal/Objective 5: To overcome low-income residents' transportation challenges that prevent their access to fresh produce by implementing the Hope Farms Rolling Green Market in selected food desert communities (bringing the market to them, thereby increasing consumption of, and access to, local foods)
  - a. Progress Made: We have been successful in bringing the market to the Sunnyside community, who had little to no access to fresh produce in their neighborhood. The farm stand site is situated at a main intersection with two bus stops, large sidewalks, high visibility from roadways, and multiple nearby schools, churches, individual family homes and apartment buildings. The synergy of these elements provides enhanced accessibility to the farm for residents of the Sunnyside community. As previously reported, the first year of farm production was challenging and did not provide the supply necessary to be able to reach additional food desert communities with a regular schedule of Rolling Green Markets. We are looking forward to being able to strategically add additional market locations in the coming year.
  - b. Impact on Community: The market has had traffic from nearly 1,000 customers and sold more than 2,100 pounds of produce.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
  - i. Number of direct jobs created: 9
  - ii. Number of jobs retained: 7
  - iii. Number of indirect jobs created: 1
  - iv. Number of markets expanded: 1
  - v. Number of new markets established: 1
  - vi. Market sales increased by \$9,914.84 and increased by Not applicable as 2016-2017 was the first year of any sales%.
  - vii. Number of farmers/producers that have benefited from the project: 4
    - a. Percent Increase: Not applicable
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

We have reached the intended customer base in the Sunnyside community. More than 1,000 customers have come to the market, 98% coming from the local area and receiving our neighborhood discount. Customers range from brand new, monthly and bi-weekly regulars, and a few that come nearly every week. On any given week there are 50% new customers.

4. Discuss your community partnerships.

i. Who are your community partners?

a. The partnerships are as follows:

1. Department of Labor ApprenticeshipUSA program
2. Mental Health America's Veteran Behavioral Health Initiative
3. The Mission Continues
4. US Department of Veterans Affairs
5. Healthy Living Matters
6. CANDO
7. Go Healthy Houston
8. Houston Urban League
9. Rice University
10. University of Houston

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

1. Department of Labor ApprenticeshipUSA program: Recipe for Success is an approved program member as of July 2016.
2. Mental Health America's Veteran Behavioral Health Initiative: Recipe for Success hosts bi-monthly service workdays for members to receive community service hours; formal partnership forged in June 2016.
3. The Mission Continues: has placed 2 Fellows with Hope Farms in addition to selecting Hope Farms as the site of their 2017 National Training Day for their incoming Fellow Program; formal partnership forged as of August 2016.
4. US Department of Veterans Affairs: is co-hosting a farmer trainee with.
5. Healthy Living Matters: provides prioritized community data and metrics
6. CANDO: long time partner in education and food desert solution creation, the RGM will potentially provide a healthy corner stores project participants the opportunity to continue selling produce at their stores after CANDO's project is complete.
7. Go Healthy Houston: organizes the Sunday Streets project and is the City of Houston's Health Task Force.
8. Houston Urban League: education partner for Farmer Training Program
9. Rice University: partnered with University of Houston and Recipe for Success Foundation to complete sustainable farm designs for Hope Farms. They also have a chemistry class utilizing the farm as a field site for students to analyze and study the farm's soil and water.
10. University of Houston: partnered with Rice University and Recipe for Success Foundation to complete sustainable farm designs for Hope Farms; education partner for Farmer Training Program; potential Rolling Green Market location at their Nutrition and Obesity Clinic.

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

Because Hope Farms and Rolling Green Market are key programs operated on an ongoing, uninterrupted basis by Recipe for Success Foundation, we anticipate that all of the above mentioned partners would continue to engage with us and support these

initiatives in the ways they have already been showing engagement and support. We expect some of the partnerships to grow and deepen as our farm production becomes more robust and provides the supply needed to add market locations. Over the last decade in operation, Recipe for Success Foundation has grown many partnerships and is well known in the community to be an active collaborator, always willing to join forces with fellow organizations for the benefit of the community. We don't plan to change that in any way and expect that opportunities to build relationships that positively benefit the community will be a critical element to our ongoing success.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? NO

6. Have you publicized any results yet? We have not publicized any results but have included a copy of the brochure (as well as other media) we utilize to promote the program.

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

ii. To whom did you publicize the results? NA

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

\*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).

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

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

Over the course of development of Hope Farms and the Rolling Green Market, we have shared information about these programs endlessly with the community and our stakeholders. Through those interactions, we receive feedback on a regular basis, verbally, via email, through written pieces, etc. At the market stand we also have paper surveys available for the community to complete.

ii. What feedback was relayed (specific comments)?

All of the fellow hunger initiatives and community stakeholders in and around Houston are very excited about the project, commend its progress, and are regularly seeking ways to partner and support. A couple specific comments we have received from the community via the paper surveys at the market are as follows:

a. Love having the farm less than a mile away! The staff is wonderful, I enjoy coming to get fresh vegetables. (Sunnyside market stand shopper)

b. Hope Farms in regards to my life and the local community, in one swoop...God bless the the hood got to see all of this greenery. Poor diets and fast food joints reign supreme here in this food desert we call Sunnyside. This project is integral to the health of growth of our community and this is only the beginning. We need more positive projects within the poverty stricken areas of Houston. Learning about a trade that sustains life as we know it; teach a person to farm, they will eat (well) for a lifetime. Growing your own food is a lost art for many. I hope that Hope Farms will be instrumental in returning this community to its roots. (Sunnyside market stand shopper)

c. Additional comments included in the media file included with the report as an attachment.

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

The sales from the Rolling Green Market, Hope Farms Market Stand, and CSA Shares Program generated \$9,914.84 in income, all of which has been allocated directly back to the program to support ongoing agricultural production costs and market operations.

9. 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).

Needs of our Farm Stand customers used the majority of our produce. With reduced product, the Rolling Green Market made appearances throughout the community, which was excellent for raising awareness and community engagement, however we were not able to commit to another market location during this project period. At one point we had considered partnering with a local grocery chain to supply needed produce in order to add another market location, however, due to lack of staff capacity and unanticipated complications with navigating the grocery chain procurement process, we decided to abandon that option in favor of waiting for our farm production and farmer trainee class to reach capacity. From this we learned in the future to manage our expectations more realistically by setting goals and outcomes that are consistent with a prolonged timeline for completion especially when the progress and outcomes are tied to tenuous factors, like soil quality, weather, and human resources. We are excited to share that following the close of the grant period we added another market location and will continue to add more locations, as the production on farm is able to support it.

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

As reported previously, we experienced delays in placing the first class of Veteran Farmer Trainees. The majority of the Farmer Training applicants had already used their GI benefits and without this financial supplement the program is no longer financially viable for the applicants. The delay in placing trainees also limited the staffing resources available on the farm to contribute to production capacity. From this we learned the importance of having a wide diversity of veteran partnerships as these partners ultimately helped us in navigating our way to successful recruitment of farmer trainees.

We also learned that we could not rely totally or at all on GI benefits to supplement trainees' finances throughout the length of their training. Further, we learned that production is deeply connected with the human resources that manage the land, and that in the absence of a trainee team, production would have to be scaled back to what our available human resources could sustainably manage at that time.

Due to delays in building permits with the city, construction of the pole barn, which is essential infrastructure for all gardening and culinary classes, has been delayed. Steady communication with various parties resulted in securing barn completion in November 2017. While we have been able to host field trips and summer girl scouts classes with the Rolling Green Market providing the mobile classroom, we have not been able to launch a full-scale education program without the barn in place, which has impacted revenues we expected from these activities. In this scenario, we learned that the permitting process can be long and tedious, and to build in a considerable amount of time into the project timeline with contingency plans for when the process becomes held up.

Finally, we were not selected as an award recipient of several other grant renewals and new potential awards, which limited anticipated finances to be allocated to resources for farm operations. Earned revenue was also impacted as a result of all of the above, both from the produce sales, educational programming, and operations funding. All of these factors have delayed our project momentum and some of our outcome measures.

- 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:  
Nothing specific to share related to administration of the project.

#### 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 Rolling Green Market and Hope Farms Showcase and Farmer Training are focal programs for our organization and as such have a long future ahead beyond the end of the performance period of this project. Over the last two years we: have broken ground on Hope Farms which is now a fully operational urban farm nearing completion of phase 1 build out; procured and retrofitted the Rolling Green Market which supports the Sunnyside and Houston community through community engagement, mobile cooking classes and demos, produce distribution infrastructure, and mobile market capacity; built the onsite Farm Stand which is open for business weekly on Saturdays; enrolled in the Wholesome Wave program for data tracking of SNAP benefit utilization; recruited

two veterans into the farmer training program plus additional fellows; and forged numerous partnerships within the community and veterans organization space that have enabled us to reach deeply into the local community and veterans population. We continue to build on this momentum as we move forward in planning the roadmap for increased reach and impact. To this end, we have submitted a grant application to FINI for a project that aims to increase fresh produce consumption of SNAP beneficiaries through Direct Incentives including Veggie Scrip Vouchers and Fee Waivers for nutrition education classes. The Rolling Green Market is central to this project, as the market will travel to partnering clinics for produce purchases and voucher redemption. We anticipate being able to expand to upto five new markets in 2018.

- 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 at this time.