

**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.

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| Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i> | September 30, 2014-March 10, 2017 (FMPP Extension approved) |
| Authorized Representative Name: | Megan Shreve |
| Authorized Representative Phone: | 717-334-7634 Ext. 124 |
| Authorized Representative Email: | mshreve@sccap.org |
| Recipient Organization Name: | South Central Community Action Program, Inc. (SCCAP) |
| Project Title as Stated on Grant Agreement: | Building Capacity, Partnerships and Opportunities to Increase Consumer Demand for Adams County PA Farm Markets |
| Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i> | 14-FMPPX-PA-0150 |
| Year Grant was Awarded: | 2014 |
| Project City/State: | Gettysburg, PA 17325 |
| Total Awarded Budget: | \$82,202.00 |

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

X Same Authorized Representative listed above (check if applicable). OR

X Different individual: Name: Kathleen Glahn; Email: acfarmersmarkets@embarqmail.com; Phone: 717-495-7280

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: Outline each of the ACFMA’s established market metrics and develop a work plan that grows each metric, highlights critical needs of the ACFMA, establishes new goals to increase sales of agricultural products, stimulate Ag tourism activities’, expand EBT and FMNP access throughout Adams and Franklin (PA) Counties as well as increase vendor’s expertise in producer-to-consumer direct marketing.**

a. **Progress Made: The ACFMA has made exceptional progress in its ability to effectively track its metrics as demonstrated in the attached Progress Report. Overall market sales have increased by 75% however the greatest impact has been the growth of its outreach/wellness programs.**

b. **Impact on Community: Since 2011, the ACFMA in collaboration with Healthy Adams County, Adams County Food Policy Council and other community partners implemented a variety of programs to address food access and community needs. Programs such as:**

- **SNAP (Supplemental Nutrition Access Program) utilizing EBT tokens to shop at the market. Serves approximately 300 SNAP eligible residents.**
- **Double Dollars incentives with funding support from the Gettysburg Hospital Foundation. This program provides matching dollars on EBT, FMNP (Farmers Market Nutrition Program) and Senior FMNP purchases.**
- **Healthy Options supporting families considered “food insecure” and families not eligible for SNAP. Serves 215 adults, 149 children and 50 seniors that participate in the program. Serves many local Latino families.**
- **New County Employee Wellness initiative to increase consumption of fresh fruits and vegetables and assist in reducing the overall healthcare costs. In 2016, the market served 300 county employees on a regular basis.**
- **FMNP and SFMNP with funding support from the Gettysburg Hospital Foundation to implement a Double Dollars program on these vouchers redeemed at the market. 250 residents redeemed their annual vouchers at the market.**
- **Wellspan Health Initiative, the local healthcare provider, issues RX type of vouchers to redeem at the market for patients that would benefit from increased consumption of fruits and vegetables. 25 people served at the market.**

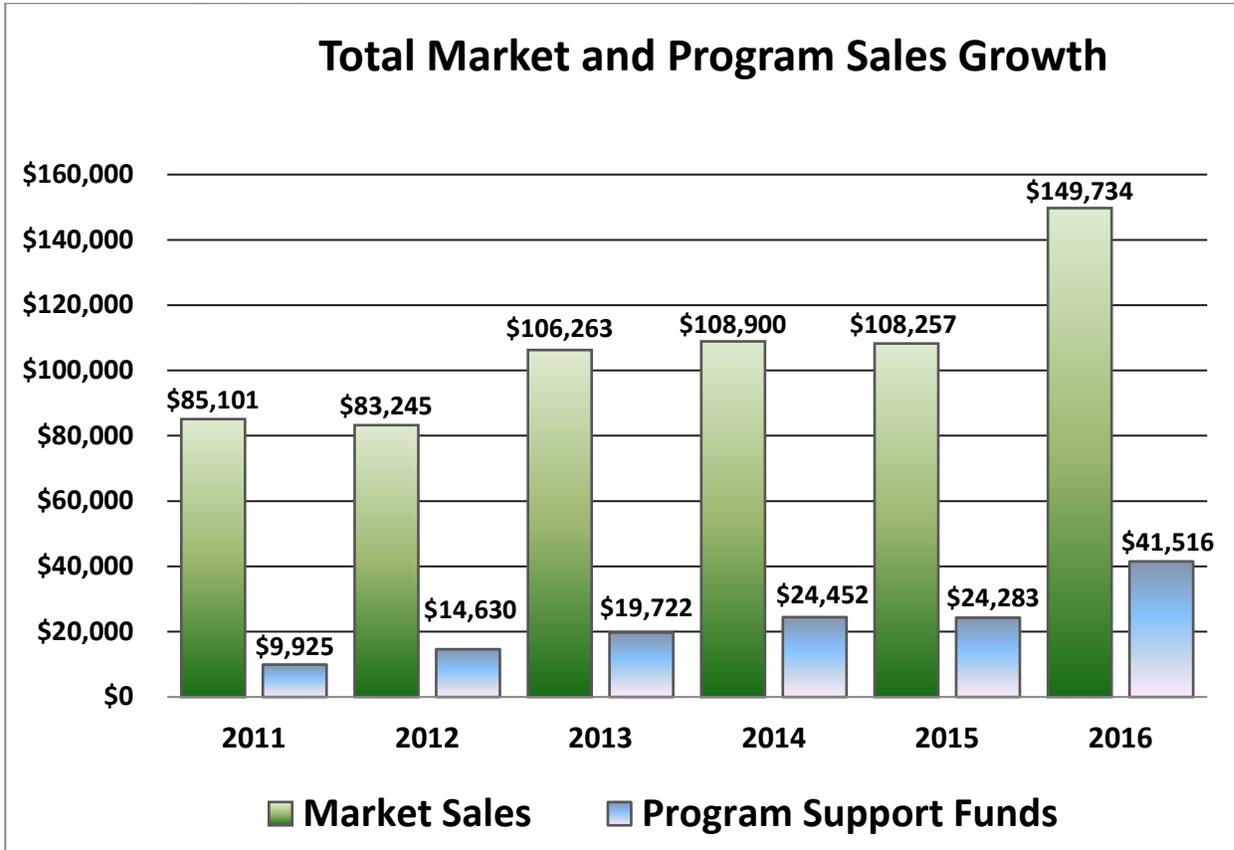
In 2016, the combined market sales from these programs increased vendor sales by over \$41,000.

ii. **Goal/Objective 2: Finalize recruitment of the Market Manager/Program Director possessing the personal and professional skills necessary to meet the clearly define goals of the position and to successfully manage the project both short and long term. This position will be instrumental in the continuity of programs that are measurable and strengthen vendor profitability, drive introduction of innovative programs, build community confidence and long term sustainability. A monthly progress report out by the Market Manager to the ACFMA’s diverse Board of Directors and SCCAP will track accomplishments and project success on a monthly basis.**

a. **Progress Made: The initial recruitment of personnel was a challenge in 2014-15 as the first individual hired was unable to fulfill the tasks required to successful**

implement project activities. A new search was organized and in February, 2016 Subarna Sijapati was hired as Market Manager/Program Director.

b. Impact on Community: Once orientation for the new hire was completed, the Market Manager/Program Director (MMD/PD) impact was successful on overall market management. The essential role of MM/PD is more apparent to the community and its need to sustain this position. (See Market Sales & Program Growth Chart below) The greatest impact has been during the FMPP 2014-2016 project period.



- iii. Goal/Objective 3: No Objective 3 was stated in the proposal.
 - a. Progress Made:
 - b. Impact on Community:

- 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
 - ii. Number of jobs retained: 1
 - iii. Number of indirect jobs created:
 - iv. Number of markets expanded: 2
 - v. Number of new markets established: New and better location created.
 - vi. Market sales increased by \$ **40,834.00** and increased by **37%**.
 - vii. Number of farmers/producers that have benefited from the project: **20-22**
 - a. Percent Increase: **53%**

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?
This project's success highlights the organization's strength in reaching low income/low access population. Since 2011, vendor sales generated from outreach services has increased 318%. During this project period, 2014-2016 (project extension to March, 2017) sales from outreach programs increased by 70%. In 2014, total combined outreach sales were: \$24,452.00 in 2016 outreach sales generated \$41,516 in additional vendor sales.

4. Discuss your community partnerships.
 - i. Who are your community partners?
 1. **Healthy Adams County – Assists in build funding support for outreach programs;**
 2. **Adams County Food Policy Council- Assists raise funds by partnering with Gettysburg College Campus Kitchen to support Healthy Options programs, provide volunteers at the market and promotes policy for food security.**
 3. **Gettysburg Hospital Foundation – Funding support for SNAP, FMNP, Healthy Options programs to serve low income residents and seniors.**
 4. **Adams County Human Resources Department – Launched a wellness initiative with county employees to increase consumption of locally grown fruit and vegetables. This program will help serve as a model for other similar corporate initiatives.**
 5. **South Central Community Action Program (SCCAP) – Fiscal partner for FMPP project and assists in educating low income residents on outreach benefits at the farmers' market.**
 6. **United Way of Adams County – Support for Kid's Market Day and volunteer recruitment.**
 7. **Adams County Office of Aging to reach seniors who qualify for SFMNP vouchers.**
 - ii. How have they contributed to the overall results of the FMPP project? **The above named program partners have been an excellent source of funding support for all the outreach services. Additionally provides a network of promoting the market amongst their organizations.**
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? **Continued funding for Double Dollars incentives, Healthy Options and assistance in building sponsorship support. Continued education on the level of food insecurity within our region and how the market can assist low income households. These organizations additionally help increase the ACFMA's ability to recruit volunteers to help manage the market services.**

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? **The project utilized one contractor for web site work, social media, market e-newsletter and training. MisFit Interactive successfully completed all aspects of the work and was very generous in her time to resolve website issues or improve social media at no additional charge.**

6. Have you publicized any results yet?
 - i. If yes, how did you publicize the results?
 1. **In February, 2017 a [Progress Report](#) was published, copies of this 24 page booklet were printed and incorporated into the market's web site.**
 2. **Distribution of the Progress Report booklet went to community leaders, sponsors, program partners, interested consumers and vendors.**
 - ii. To whom did you publicize the results?

1. The Progress Report was first reviewed and edited by the ACFMA Board of Directors;
 2. MisFit Interactive agreed to create a dedicated page on acfarmersmarkets.org to incorporate the Progress Report on the [market's website](#).
 3. Social media post on Facebook promoted this Progress Report out on February 13, 2017. Additionally the Farmers Market Coalition picked up on the news and shared the information via the FMC social media network.
 4. Booklet copies were distributed to potential seasonal corporate sponsors, Gettysburg Borough Council, program partners and community leaders.
 5. ACFMA has a monthly column in the Gettysburg Times of which highlighted the project stages of success.
- iii. How many stakeholders (i.e. people, entities) did you reach?
1. **Estimated reach is 100-200 stakeholders. However, this progress report will continue to assist in increasing community and financial support from corporate sponsors.**
- *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? **Feedback was more verbal from a variety of stakeholders especially on the Progress Booklet.**
 - ii. What feedback was relayed (specific comments)? **Stakeholders and community leaders were very impressed with the Progress report out.**
 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: **XX**
 - ii. Did the project generate any income?
 - a. If yes, how much was generated and how was it used to further the objectives of the award? **No income was generated from FMPP funds, i.e. Sale of t-shirts, merchandise, etc. FMPP funds did support promotional and market giveaway items such as pens and totes but these items are used to build customer loyalty and were not sold. The vegetable tote (as a giveaway tote) with the market logo will build customer loyalty for SNAP, FMNP and SFMNP customers. The market has a Double Dollars incentive for SNAP and FMNP that is generously supported by the Gettysburg Hospital Foundation.**
 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). **Publicity is very important to get the word out amongst stakeholders and potential sponsors. Good PR draws in the community to better understand project goals and how the FMPP helps builds vital programs within the community. We did relatively well on a variety of press releases, publications however having a professional writing press releases on our behalf would have strengthen the community's full understanding on the multifaceted benefits of FMPP. Even prior to finalizing hiring of personnel, good press would assist in a more rapid build up of market and community support.**

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: **The overall project goals were successful. The Progress Report increased transparency with stakeholders and program partners for the continuation of funding 1 to 1.5 market positions to continue the ability to deliver services and grow the market metrics while building capacity.**

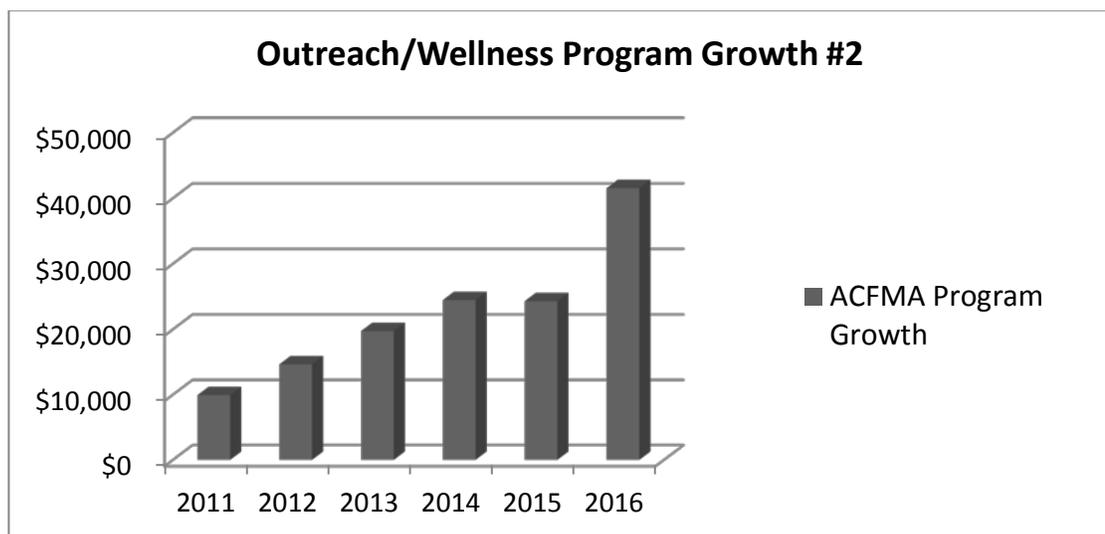
The strength in ACFMA’s ability to support over five outreach/wellness programs has outpaced its ability to sustain the position of MM/PD. The knowledge and tools gained from this FMPP project provides a clearer picture in the level of financial support that is needed to effectively do the job.

- 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: **Our budget dollars were allocated fairly however the initial set back was in the first hire and the project’s success depended too much on this one key individual. Looking forward, a wise investment in a separate PR/marketing individual with strong writing skills and experience would have been helpful. Communication is key in many aspects of any business that including the farmers’ market.**

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.

Results of ACFMA’s work will be parlayed to benefit future community goals in multiple ways. Mostly these will be continuations of the current work of the project, which has been highly successful but needs further support in order to continue and meet future goals. Further development and sustainability of the market’s outreach/wellness programs is key as we support and promote local farmers agribusinesses, ag tourism, healthy eating, and increased access to healthy foods. (See chart #2)



The MM/DP with support from the volunteer ACFMA Board of Directors will continue to work with community partners and stakeholders in enhancing the success and growth of its outreach/wellness programs.

FMPP project funds assisted in capacity building which enabled the MM/PD to continue working with program partners and sponsors (Gettysburg Hospital Foundation) that assist in funding support for a variety of incentives for low income families. The positive impact from these programs is obvious. Capacity building will need to continue in order to grow and address the ever changing needs of the community

The MM/PD will continue to work with key stakeholders who support the mission of facilitating access to fresh foods to underserved members of the local community. Since communication is a key to running these programs, the MM/PD will continue to create bi-lingual flyers in English and Spanish to distribute to SNAP benefit recipients at the Office of Human Services, to WIC-FMNP benefit recipients at the WIC office, at to SFMNP benefit recipients at the Office of Aging. Details of the above described doubling benefits are provided in the flyers and the respective agencies provide further explanations to recipients if needed. The flyer distribution program been very successful so far in drawing people to the market and its continuation is critical to the success of the project. It is essential to continue in order and maintain the necessary level of outreach and partnership to maximize participation in these benefit programs.

The Market Manager/Program Director (MM/PD) will continue to strengthen relationships with community stakeholders to continue educating and building support on the positive impact a vibrant market contributes within our community.

- Participate in monthly meeting with the Adams County Food Policy Council. The MM/PD's presence and active participation maintains close communication with local leaders and promotes awareness among key stakeholders. MM/PD shares the successes and challenges in the daily operation of the market. The MM/PD will continue to attend these meetings and implement and advance the issues around food policy related to farmers markets.**
- Attend the local Chamber of Commerce meetings regularly to build the base of market sponsors and economic/business support.**
- Prepare annual presentations for local civic, service and religious organizations to create awareness and build support. Presentations during the project period have been conducted at Rotary Club, Chamber of Commerce Board of Directors, Gettysburg Hospital Foundation Board, County Commissioners, Council of Local Churches, etc.**
- The MM/PD has begun to contact local retail merchants in town to build support for the farmers' market and will push further to do more of this as we move forward. At this moment we are talking about different ways to connect our market with retail merchants. One approach being explored is a point-of-sale promotion for the retail businesses. Our Gettysburg Borough market location is ideal for shoppers to go by foot from the market to retail businesses.**
- In 2016, the MM/PD reached out to all restaurants and B&B's in the downtown area (the Gettysburg Borough) to connect the market vendors with their kitchens so they could local ingredients from the farmers' market. Last season this did not take off the**

way we had hoped but we think there is great potential for this type of partnership and want to re-strategize this effort in order to support both sectors.

The MM/PD has also been attending the Farmers Market Conference hosted by Penn State extension in Spring Mills, PA, which has helped him understand the new trend techniques of the trade and network with other PA farmers' market projects. At these meetings he has been able to connect with local producers and different agricultural authorities to learn and share ideas. Participation in these meetings will continue.

- 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?**

The ACFMA and its farmers' market acts as an ideal venue to launch community based outreach/wellness programs. These programs not only increase vendor sales but assist in meeting a variety of community needs.

The improved collection and growth of ACFMA's market metrics over the FMPP project term has been impressive. Equally beneficial is the knowledge gained of the amount of resources needed to sustain capacity building. All of these accomplishments require investment of time, effort, and long-term community partnership building. One of the most important things for our success is to continue managing these achievements and make the market well-liked by customers, increased in vendor sales and grow our local economy. This should help to increase the numbers of recipients shopping at the market. ACFMA will continue to seek funds to retain the Market Manager/Program Director position and find more ways to increase volunteer opportunities with local churches and community organization.

Even though ACFMA has done a lot of outreach to our customers encouraging the use of the benefits at our markets, we are still not seeing a significant increase in SNAP customers. Our MM/PD is considering developing an instructional video to explain how customers can get these benefits and maximize their dollars. More than ever ACFMA's customers are using in social media and we should put effort into developing ways to use this to our advantage in educating the community about the many benefits available through the market.

Gettysburg gets a high number of tourists at our market season. Additional advertising through local radio stations will help make locals and visitors aware of the farmers market and hence promote local agriculture, increase ag tourism and the benefits we offer the community. ACFMA also needs to post more signs throughout different parts of the town to attract more customers. The direct mailer has been effective in promoting awareness of the market and customer sales but we need to extend this to a wider audience.

Communication is key in many aspects of the business, including farmers markets. During the market season from May to October, the MM/PD is very busy managing the operation twice a week and working with vendors and community partners. For these busy market months, the project should invest in a separate part-time PR/marketing

individual with strong writing skills to keep up the articles in the local newspaper, other marketing, and the social media presence.

In conclusion, the current MM/PD will continue to raise the profile of our community events (such market farm-to-table cooking demos, Kids' day, live radio remote day), through continued coordination and planning. ACFMA also will continue to conduct more surveys at the market to better understand our community and their shopping habits. This survey and analysis of the survey can be facilitated by the part-time staff.

Beyond this FMPP project period, the ACFMA Board of Directors along with the MM/PD and community/market stakeholders have discussed a variety of enhancements to aggregate market services. These are:

- **Increase SNAP Double Dollars benefit up to \$15 for fruit and vegetable purchases at the market. Funding of this benefit is made possible through generous support from local sponsors and the MM/PD's and Board of Directors' close community partnership with them.**
- **Aggregate services into one key market location that will create a stronger "destination" market site. Approval was secured to operate at the Freedom Transit terminal site which is within one block from the existing Thursday afternoon market site and more easily accessible. The market will be open at this same site on Saturdays in 2017 and operate from 8 am-1 pm starting in May.**
- **Explore forming a "Friends of the Gettysburg Market" 501(c) 3 or operate under another non-profit organization (Main Street, Elm Street, etc.) to improve fund raising activities and infrastructure for sustainability. The ACFMA is currently a 501(c) 6 and individual donations are not tax deductible. This hinders our fundraising abilities at present. Currently the MM/PD and some long term volunteers house all organizational records, finances, supplies, etc. in their private home offices, which are not accessible on a regular basis.**
- **The ACFMA has not reached its critical mass yet. This organization has been experiencing steady growth and increasing its strength within the community. FMPP subsequently assisted in building capacity and productivity of the ACFMA. Obtaining sustainability is the goal.**

**The FMPP Final Performance was respectfully prepared jointly by:
Subarna Sijapati-ACFMA Market Manager/Program Director
Kathleen Glahn-FMPP Project Facilitator and Interim Trainer
Thank you for the opportunity.**