

**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>	October 1, 2016-December 31, 2017
<b>Authorized Representative Name:</b>	Tiffany Ford
<b>Authorized Representative Phone:</b>	(901)843-3107
<b>Authorized Representative Email:</b>	fordt@rhodes.edu
<b>Recipient Organization Name:</b>	Rhodes College (Tennessee), Inc.
<b>Project Title as Stated on Grant Agreement:</b>	Overton Park Farmers Market Promotion Program
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPTN0060
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Memphis, TN
<b>Total Awarded Budget:</b>	\$99,934

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: Kimberly Kasper; Email: [kasperk@rhodes.edu](mailto:kasperk@rhodes.edu); Phone: (901)843-3238

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
  - i. **Goal/Objective 1: Increase the capacity of the participating urban/rural farms and community gardens at the OPCFM. Each farm will have the opportunity to apply for a \$1,000 stipend to help provide training support for neighborhood farmers. The stipulation of these stipends will be that the participants at the farm need to be residents of the neighborhood community, to pass the knowledge of this agricultural activity and the OPCFM along locally. This will help to build produce production within particular neighborhoods, especially Binghampton and North Memphis, as these training sessions will occur weekly or bi-weekly for participants. Within these training sessions, participants will learn about sustainable farming techniques in urban and rural settings, while enhancing their understanding of the local food system.**
    - a. **Progress Made: We facilitated this program for both the 2016 and 2017 OPCFM seasons. We extended this opportunity to all produce farmers who attended the OPCFM. Through these two seasons we have had a total of 9 farmer workshops whereby seven workshops took place at the respective farm of the applicant and two of the workshops occurred at the OPCFM. The nine workshops included discussions and demonstrations on farm poultry processing, backyard gardening, market gardening, growing herbs, and seed starting for early crops.**
    - b. **Impact on Community: The nine workshops were made available to the public and were comprised of farmers, other market vendors, students from local colleges, and other community members. At each workshop that took place on a farm, there were anywhere from 4-12 participants; the workshop that took place at the OPCFM had visitors throughout the entire 4-hour period. Those who did attend each session remained engaged and remarked on how knowledgeable the farmers were and how much they learned about the process through each workshop. Participants could see the physical farms where their food is produced and processed, as well as learn about the work the farmers must do to get food to the market.**
  - ii. **Goal/Objective 2: Expand the distribution of local produce through the OPCFM weekly markets and also through the additional drop off location at Caritas Village, located in the heart of Binghampton, which serves the community as a hub of activity for health care and other services. The OPCFM relocated in early September of 2015. Formerly the Evergreen Community Farmers Market, this market originated on the Rhodes College campus during the fall of 2012. With collaboration from the Overton Park Conservancy, it was determined that Overton Park would be an ideal, central location, which could serve a larger portion of the Memphis population (over 58,000 residents), many of which are the residents in the**

surrounding low-income neighborhoods. Through the OPCFM, the distribution of local fresh produce will be heightened at each weekly market every Thursday from 3-7 pm. Also through the addition of another drop off location, Caritas Village, we will be able to extend the distribution points for fresh produce for the surrounding low-income neighborhoods in Memphis.

a. Progress Made: The OPCFM started the 2016 season on April 7, 2016 and ended on October 27, 2016. The additional drop off location organized at Caritas Village started on May 3, 2016 (the first day of distribution for the SNAP/EBT Produce Kits) and continued to August 18, 2016. See the next objective (#3) for an explanation for why this additional drop off location was discontinued after this date. We continued to use Overton Park as a pick-up location for the SNAP/EBT Produce Subscription Program throughout the 2017 season (April 6, 2017-October 26, 2017). However, we did not attempt to reconstitute Caritas Village as a pick-up location, due to the fact that the location was undergoing extensive renovations.

b. Impact on Community: With the continuation of new market space, we have seen improved access to fresh, local foods for residents in the surrounding area that include Binghampton, VECA, and Cooper Young communities. From the 2015 to the 2017 OPCFM season, we have seen the patronage increase per market a total of 16.7%. In conjunction with this increase, we also have observed a 327% increase in market transactions (which include our market, SNAP/EBT and AARP Fre\$h Savings tokens) dispensed at our OPCFM booth from the 2015 to the 2017 OPCFM season.

iii. Goal/Objective 3: Improve the access and consumption of local and nutritious food through the CSA model with Bring It Food Hub and additional point of sale produce that can be bought at the OPCFM. Bring It Food Hub created a healthy food distribution model to increase healthy food access and affordability among low-income communities through weekly deliveries of healthy local food (SNAP/EBT eligible) to the OPCFM and an additional drop off location, Caritas Village. This model utilizes the significant community outreach and routine, high volume, foot traffic of these facilities to create an alternative convenience point for healthy local food sales, since new grocery stores and upgraded convenience stores have proven to be difficult to underwrite in most low-income neighborhoods. Bring It will market and deliver - once per week - \$10 SNAP/EBT Fresh Produce Bags of local, seasonal fruit & vegetables to low-income households through the OPCFM. The program will take place from April through Oct, with local produce varying by season. Additional point of sale produce will also be available for consumption at the multiple farm booths at the market. Currently we have five farm vendors that committed to point of sale produce for residents. This point of sale produce will also be available for our low-income residents via our SNAP/EBT program.

a. Progress Made: Logistics planning and communication was ongoing between Bring It Food Hub and OPCFM in the months leading up to

the first market day, and continued throughout the market seasons (both 2016 and 2017 seasons). SNAP/EBT Fresh Produce Bags were prepared and ready for first delivery on the first day of the market in 2016 and 2017. The produce bags were delivered until the last market in the 2016 and 2017 season. AARP within their Fre\$h Savings program allowed the OPCFM to distribute the match incentive (dollar for dollar match of SNAP/EBT purchases) tied to the SNAP/EBT produce memberships but only at the OPCFM. While previously in the 2016 season we distinguished Caritas as a pick up location, we did not continue because a lack of patron participation. This was largely in part to the way that the SNAP/EBT dollars spent at Caritas were ineligible for the AARP Fre\$h Savings. This heavily affected our patron participation at Caritas Village with the SNAP/EBT produce bags – with an average of 3 participants per week at Caritas picking up their SNAP/EBT produce memberships. Due to this collaborative issue with AARP and the Fre\$h Savings incentive program, we decided (with community input) to utilize only the OPCFM as a distribution point for the SNAP/EBT produce membership. Making the OPCFM the only pick up location made it easier for our patrons to access both their produce membership and AARP Fre\$h Savings tokens. The 2017 OPCFM season was April 6, 2017 to October 26, 2017. Narrowing our focus through the duration of this season, we were able to significantly expand the number of subscribers to the SNAP/EBT Produce Bag Membership Program at Overton Park location from the previous season by 11.7%. Additionally, the total number of subscribers to the SNAP/EBT Produce Bag Membership increased by 92% from the 2016 to 2017 season.

b. Impact on Community: In the 2017 season, over 50 SNAP/EBT members participated in the program from April 4 to October 26, 2017 – with a peak weekly enrollment of over 18 consumers/week. This was a significant rise in participation from the total 26 individuals that participated in the SNAP/EBT Produce Membership Program in the 2016 season. From April to October, over \$1050 SNAP/EBT dollars were utilized to specifically purchase a bag of produce through the SNAP/EBT Produce Membership Program, as a result of this, an additional matching \$1050 were distributed in the AARP run incentive program called Fre\$h Savings. Note, this use reflects those SNAP/EBT customers enrolled in the SNAP Produce Membership Program, and does not reflect individual SNAP token use at each weekly market. However, the SNAP/EBT and Fre\$h Savings distributed through the SNAP Produce Membership Program comprised over 15% of the total \$13,823 in market transactions throughout the 2017 OPCFM season.

iv. Goal/Objective 4: Increase awareness of locally grown food items through our grassroots marketing campaign, which will employ local, low-income

community members from the surrounding zip codes of the OPCFM. We will market the OPCFM with our “boots to the ground,” community organizing approach to promote the market, SNAP programs and the benefits of eating local, fresh produce. Unlike traditional marketing methods, we will employ a grassroots, community-based approach and utilize local expertise from GrowMemphis and Caritas Village to help design and implement our outreach program. Our grassroots strategy will include advertisements on telephone polls, billboard signs, flyers/postcards distributed directly to households to help promote the market, with the ultimate goal of creating a more inclusive marketing strategy for low income and communities of color in Memphis. We also will collaborate with Revolutions Bicycle Co-Op and GrowMemphis to create additional permanent signage (“foodscape maps”) on bike lines and pedestrian walkways surrounding Overton Park. Within these permanent signs, in seven areas surrounding the OPCMF, we will provide pedestrians and cyclists with visual aids to locate the nearest access points for local and fresh produce.

a. Progress Made: During this time period, we have had four positions/individuals helping with promotion of the market in relation to “boots to the ground” advertising. Over 3,000 flyers have been hand delivered to doors in the surrounding neighborhoods and also over 10 community events have been attended to “market the market.” Also, there was the installation of the three billboards for increased market exposure/advertising in areas less than 1-3 miles from the OPCFM. Furthermore, we have completed the “Midtown Eats” foodscape map project. Through this, we have garnered the support of local food entities and community associations to develop a series of maps to be placed on bikable and walkable paths to direct individuals to local food establishments, farmers markets, community gardens, coffee shops and breweries. We have increased the number of maps that we are placing throughout midtown from five to seven. These maps are equally servicing regions of midtown that are high and low income, as well as high and low access to food sources.

b. Impact on Community: See Impact on Community in Objectives 2 and 3. Throughout the market season, we had several customers at each market remark that they had heard about the market through our billboards, flyers, or social media advertising. This increased awareness has meant that people in the surrounding areas who were not previously aware of the market are now able to visit and advertise to others through word of mouth. Additionally, our “Midtown Eats” foodscape map has fulfilled its goal through sparking conversations with local food entities in regards to locally sourcing food, as well as serving as a point of information for nearby residents to actively engage in the local food economy. Upon completion and final implementation of the “Midtown Eats” maps, we partnered with Revolutions Bicycle Co-op to do a tour of the seven locations ending at the OPCFM.

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, December 31, 2017). Include further explanation if necessary.
  - i. Number of direct jobs created: **5**
  - ii. Number of jobs retained: **5**
  - iii. Number of indirect jobs created: **0**
  - iv. Number of markets expanded: **1**
  - v. Number of new markets established: **0**
  - vi. Market sales increased by **\$161 on average per each market (comparing the 2015 to the 2016/2017 (grant period) data) in terms of market, SNAP/EBT and AARP Fre\$h Savings tokens reimbursed.** This was an increase of **70% per each market.** **These figures only reflect revenue and reimbursements that OPCFM recorded and does not include revenue of cash and/or credit card from vendors.**
  - vii. Number of farmers/producers that have benefited from the project: 13 farmers/producers benefited from this project in 2017 compared to the 9 in the 2015 season
    - a. Percent Increase: 44% increase
  
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?
 

**Yes, we significantly increased local fresh food access to our surrounding residents, particularly in Binghampton. According to the 2010 census data, the combined population in these three zip codes, mentioned above, is 58,579. With an average of population demographics of 38.9% white, 54.6% black and 7.2% other races. The median household income is \$31,570, with 31.2 percent of the residents living below the poverty line. In this project, we are specifically targeting 38112, or the neighborhood commonly referred to as Binghampton due to the immediate proximity of the OPCFM on the west side of the neighborhood. From 2015-2017 the OPCFM had a total of \$36,703 in card transactions. Out of that sum, our SNAP/EBT program made up \$5,260 of those transactions (of which \$2840 were tied to the SNAP/EBT produce memberships) and \$5,172 in additional AARP Fre\$h Savings transactions (\$3711 of which were redeemed at our market). Combining our SNAP/EBT and Fre\$h Savings transactions, this was a total of \$8,562 of additional produce and other local fresh food items into the low-income communities surrounding our market. Surprisingly, this total comprises 28% of our overall market transactions (which includes all our regular market, SNAP/EBT and Fre\$h Savings). This expansion of our SNAP/EBT and Fre\$h Savings transactions is extremely significant because in the 2015 season we only had \$39 in SNAP/EBT and \$39 dollars in matching Fre\$h Savings transactions (\$78 total). This is a 6,389% increase in SNAP/EBT and Fre\$h Savings transactions from 2015 to 2017.**
  
4. Discuss your community partnerships.
  - i. Who are your community partners? **Our community partners are AARP (Fre\$h Savings), Bring It Food Hub, Caritas Village and GrowMemphis. We also have an active OPCFM Advisory Committee made up of a variety of Rhodes faculty/staff/students, Overton Park Conservancy staff, OPCFM vendor and community members.**
  - ii. How have they contributed to the overall results of the FMPP project? **Bring It Food Hub, GrowMemphis and Caritas Village and the OPCFM have been meeting**

bi-weekly since the first week in Feb. 2016 to establish a plan of action to implement the SNAP/EBT bag (Objective 2 and 3). Beginning in winter and spring of 2017, we have also started meeting with community partners to discuss the “foodscape maps” that will be placed around the city and will begin reaching out to local restaurants who would like to be placed on the map in July/August 2017. Also our OPCFM Advisory Committee meets monthly to make decisions around the market activities and community outreach.

- iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant? **All community partners will be working towards maximizing the SNAP/EBT Produce Membership Program in the following months. Each organization will be helping to maximize community participation. Although we did not have a consistent 40 individuals/families participating in this program per week, we did have overall 50 individuals that participated in the program in any capacity. We are still aiming to get to 40 individuals/families a week participating in this program in the 2018 season (Objective 3). Through the “Memphis Eats” foodscape map project, we have broadened our reach when it comes to individuals that have influence in the communities directly bordering the OPCFM (Objective 4). Fostering meetings with outside community partners that are tied to pedestrian and biking organizations in Memphis has fostered support not only for this project, but also for the greater wellbeing of the local food economy and food access.**
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? **Yes, we have used Bring It Food Hub and Grow Memphis as contractors. Caritas Village and Bring It has been integral in organizing the SNAP/EBT bag for Objective 2. In completing the “Memphis Eats” foodscape map project, we have contracted individuals at the Metal Museum to create the map structures as well as an artist from the Dixon Gallery to design the map.**
6. Have you publicized any results yet? **\* Not at this time, but we have met with stakeholder groups to engage them in data collection, analysis, and report production. There is also a peer review publication about the project that will be submitted to an academic journal (Journal of Agriculture, Food Studies and Community Development) in the spring of 2018. Lastly, members of the market team presented two papers and a poster on the market programs, as well as how we fit into the overall use and effectiveness of SNAP/EBT across the state of at the 2017 American Anthropological Association Annual Meeting in November.**
7.
  - i. If yes, how did you publicize the results? **We have publicized the results of our research on a number of platforms including at the American Anthropological Association’s (AAA) 2018 Annual Conference. At this conference we presented findings from the research that we have conducted through the OPCFM, as well as presentations on the accessibility of farmers markets across the state of Tennessee. We have additional research in prep**

**with the Journal for Agriculture, Food and Community Development that is derived from the information that we have garnered through managing the OPCFM.**

- ii. To whom did you publicize the results? **These results were publicized and accessible to everyone at the AAA conference that consisted of over 6,000 attendees, many of who have a vested interest in community development and access to quality food.**
- iii. How many stakeholders (i.e. people, entities) did you reach? **While we reached a large number of individuals, the most prominent would be farmers/producers, SNAP/EBT users, farmer market patrons, and local non-profits.**

\*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).

- 8. Have you collected any feedback from your community and additional stakeholders about your work? **Yes**
  - i. If so, how did you collect the information? **We have conducted entry and exit interviews for our 2016 SNAP/EBT produce membership participants and also engaged in more formalized discussions with vendors and patrons at the OPCFM and farmer workshops. For the 2017 OPCFM season, we altered our approach and decided that it would be best to conduct one, written survey when people signed up for the SNAP Produce Membership Program. Additionally, we cut down the length of the survey, as this was previously a deterrent.**
  - ii. What feedback was relayed (specific comments)? **Data from these 2017 entry surveys (29 total) brought about useful insight in regards to the feasibility and success of the SNAP Produce Membership Program. Out of the 29 survey responses, all of them indicated that they received SNAP/EBT benefits. The demographic breakup of survey respondents are as follows: 97% identified as female and 3% did not specify; 55% identified as African American, 41% identified as Caucasian, and 4% identified as Hispanic/Latino. In regards to educational attainment, 13% had a master's degree, 24% had received a bachelor's degree, 17% had an associate's degree, 13% had a technical degree, 6% received a high school diploma, and 3% did not receive a high school diploma or equivalent. When it came to employment, 58% of respondents were either employed or self-employed, whereas 13% were out of work, and the additional 27% were either homemakers, students, or retired. 72% of respondents indicated that they heard about this program through online advertising, and when asked about the most effective way to advertise, 83% of respondents recommended word of mouth through friends/family. This distribution of numbers serves as a strong argument against a lot of the stereotypes that are placed on individuals receiving SNAP/EBT benefits, because it dismantles the notion that they are unemployed, lack an education, and are largely minority.**

**While the surveys from the 2016 season indicated that members of the SNAP Produce Membership Program would have preferred another pickup location, 84% of the 2017 respondents felt that the market was a good place for pickup, while 13% mentioned home delivery would be the most convenient 3% indicated that a different location would be preferred. When asked why they chose to shop at the farmers market there were a variety of responses including eating healthier, saving money (due to the SNAP Produce Membership Program and the matching Fre\$h Savings), supporting local business, and even that they liked the environment and community of the farmers market.**

9. 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? **\$27,960 was generated from the 2016 and 2017 season. These monies were used to further support the OPCFM's infrastructure whether that be in the form of supplementing the costs of supplies and miscellaneous/unanticipated costs.**

10. 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).
  - **Learned that having one location was preferred when implementing the SNAP Bag Produce Membership Program. However, if there is any way that we could increase the amount of produce received in the bag that would be preferred.**
  - **Having food fellows that were strictly in charge of recording the information for the SNAP Produce Membership Program. This resolved a lot of the issues that we were having with loss of data. Furthermore, this created a familiar face for individuals who were coming to pick up their bag every week.**
  - **Advertising through social media, such as Facebook, and creating specific events for the SNAP Bag sign up days dramatically helped increase enrollment.**
  - **Including a referral system, where participants could receive \$10 in market tokens for having another person sign up for the SNAP bag, increased enrollment.**
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
  - a. **Keeping the location at Caritas. This will be something that could be re-implemented in the future. Until that building completes its full-scale renovation and is operational, having a drop off point will not be feasible.**

- 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. **One of the largest lessons that we learned was that social media is one of the most effective techniques when it comes to the advertisement of the OPCFM. Utilizing social media allowed us to reach populations that would have been otherwise difficult to contact, all while being one of the most cost effective methods.**

11. Future Work: 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.

**We will continue the work of this project in the upcoming years by supporting the OPCFM and finding more innovative ways to make this market space more community driven. Through restructuring the leadership of the OPCFM and distributing decision making roles between the market manager, a representative from Rhodes College, and two Vendor representatives, we are striving to make a more inclusive and democratic decision making system. We hope that this model will make the OPCFM more sustainable and self-driven past the duration of this grant period.**

- i. 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? **For the 2018 OPCFM season, we intend on continuing the SNAP/EBT produce subscription program. In an effort to increase awareness around the OPCFM and the programs that we offer, we are planning on spending a significant amount of energy on marketing the OPCFM. We have already started laying groundwork for a collaborative effort between local educational institutions and the OPCFM to produce signage that will direct individuals to the OPCFM on market days. Combining the strengths of educational institutions and the local food movement, this project is one of the first efforts to link Memphis neighborhood schools to fresh fruits and vegetables. Artwork created by students will be placed along the "veggie road" and will direct students and community members to the Overton Park Community Farmers Market (OPCFM).**