

**Local Food Promotion Program (LFPP)
Final Performance Report**

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market 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 LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

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

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 1, 2014 – September 30, 2016
Authorized Representative Name:	Matthew Mulder
Authorized Representative Phone:	202-365-0158
Authorized Representative Email:	Matt@Arcadiafood.org
Recipient Organization Name:	Arcadia Food, Inc.
Project Title as Stated on Grant Agreement:	Arcadia's Mobile Market: Building Access to Local Food in Washington, D.C.'s Underserved Communities
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-VA-0169
Year Grant was Awarded:	2014
Project City/State:	Washington, DC
Total Awarded Budget:	\$98,350

LFPP 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 LFPP 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: Expand the Mobile Market’s impact on Washington, D.C.’s underserved communities by increasing the number of total Market Stops, the amount of food available through the Market, and the number of communities and individuals served.
 - a. Progress Made: Arcadia has operated 19 Mobile Market stops in 2015, and 14 Market stops in 2016. This reduction in Market stops from 2015 to 2016 was necessary due to increased operating costs, program logistics, and Market impact. While this decrease in stops counters the original goal of the program, the impact on the community was actually increased.
 - b. Impact on Community: The market continues to have a tremendous impact on the communities where we work. Despite a reduction from 19 to 14 Market stops, our total Market sales only declined slightly from 2015 to 2016 (2015: \$186,604.88; 2016: \$182,251.78). The average gross sales per Market stop, however increased from \$9,821 in 2015 to \$13,018 in 2016. Additionally, we saw a marked increase in sales to low-income customers. In 2015, 65% (\$120,793.01) of all Market sales were to low income customers. In 2016 sales to low-income customers was 78% (\$143,246.53). Both Seasons during this grant period indicate significant growth from 2014, when total Market sales were \$147,019.33, with 48% (\$69,951.02) of sales to low-income customers.
 - ii. Goal/Objective 2: Expand Aggregation and Distribution Capabilities to increase the amount of local food available to Washington, D.C.’s underserved residents.
 - a. Progress Made: The refrigerated vehicle increased our capacity to aggregate and distribute food from local growers. Our network of producers increased from 19 to 28 throughout the project period. We also worked with two aggregators, Tuscarora Organic Growers in PA and the Local Food Hub in VA to meet increase demand as we continued to develop our own aggregation capabilities. We have partnered with the Bainum Family Foundation to develop new connections with nonprofits and early learning centers and will provide distribution services to those organizations in 2017.
 - b. Impact on Community: We have increased the variety of foods offered at the Markets and continue to maintain a high quality of food at the Markets. We have positively impacted the agricultural community as well through these efforts. We have created new connections between local producers and low-income communities.
 - iii. Goal/Objective 3: Increase the amount of local food available for underserved communities by increasing the amount of local food for all Martha’s Table programs.
 - a. Progress Made: Martha’s Table withdrew from our partnership in 2015. We have been working with other nonprofits to provide food for their programs with mixed results. In 2016, Arcadia partnered with the Bainum Family Foundation to develop a new project that will provide food to nonprofit organizations and early learning centers in Washington, DC. This effort will include, and fund, the ongoing aggregation and distribution program that this grant established.
 - b. Impact on Community: We have provided high-quality food to several nonprofit partners throughout the grant period at a modest scale. This new effort with Bainum Family Foundation will create a high impact opportunity to serve the clients that need this food access the most.

- iv. Goal/Objective 4: Increase the awareness of local food and Arcadia's Mobile Market through a local food marketing campaign.
 - a. Progress Made: Arcadia conducted the planned marketing campaign to build awareness of the Markets and to increase our customer base. We conducted direct community outreach in the Market communities by attending community meetings and participating in public events. We also distributed flyers and Market brochures through community partners. We advertised the Markets for one month in 2015 and 2016 in local Metro stations and on WMATA buses in Wards 7 & 8 in Washington, D.C. We also conducted targeting mailing of postcards through the USPS Every Door Direct Mail. These outreach and marketing efforts were well received. The Markets also received television and print media coverage. In addition, the Mobile Market sent weekly newsletters to subscribers and partners.
 - b. Impact on Community: Market sales increased over the past two years as a result of the campaign, and we have seen evidence that the marketing has been successful. We captured 250 new email addresses through our marketing campaign and that list forms the base of the weekly newsletter mailing list. We've had over 37,000 unique visits to the Mobile Market page on our website over the grant period and saw increases in page views during the months when advertising was in effect.

- v. Goal/Objective 5: Assess the efficacy of the program to increase sales and consumption of local foods by low-income, low-food access communities through an evaluation of the Market sales data and response to the marketing campaign.
 - a. Progress Made: Arcadia's Point of Sales application has provided a wealth of data for the program. We set up google analytics to track traffic on our web site, and have been tracking additions to our Mobile Market outreach efforts. The data indicates that our sales to low-income clients has risen over the past two years, and now constitutes a majority of our sales.
 - b. Impact on Community: The Point of Sales application has been implemented at several other markets across the country, however, Arcadia's is still the largest data set in the system. The data indicates that the Mobile Market is effective at reaching our intended target audience, and we are learning a great deal about our customers purchasing habits and preferences. We are sharing this data and hoping that policy makers will use this information to help shape the way programs are designed and implemented to be more effective.

- 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 FT, 4 PT. We have hired Jeremy Mauck full time to Direct the Mobile Market program and have created two new full-time/seasonal staff positions to operate the markets. We have also added two additional PT seasonal positions to support the Market operations.
 - ii. Number of jobs retained: 2
 - iii. Number of indirect jobs created: We do not know this number
 - iv. Number of markets expanded: 19 in 2015 and 14 in 2016.
 - v. Number of new markets established: 11 new Market communities throughout the project. 9 in 2015 and 2 in 2016. 6 new Markets remained after 2016.
 - vi. Market sales increased by \$ 35,232.45 and increased by 24% from 2014 to 2016.
 - vii. Number of farmers/producers that have benefited from the project: 28
 - a. Percent Increase: 47%

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 engaged 11 new market communities throughout the project period. Not all communities continued from 2015 to 2016, so a total of 6 new communities continue to be served by the Market. Each of these communities is low-income and low-food access. A new Market stop in Virginia reaches a mix of Latino and Middle Eastern immigrants. This community had previously indicated a desire for a farmers' market and the Mobile Market is meeting this need.

In 2016, Arcadia partnered with the DC Mayor's Office on Asian and Pacific Islander Affairs to establish a new Market at the Wah Luck House in Washington, DC to serve Chinese senior citizens. The Market was operated in partnership with DC MOAPIA and included culturally appropriate produce as well as education and outreach materials and presentations with translation services provided by project partners and volunteers. This was a very successful Market, and provided good lessons for developing similar programming in the future.

4. Discuss your community partnerships.

- i. Who are your community partners?

We are working with DC's Advisory Neighborhood Commissions; Bainum Family Foundation, Children's National Medical Center; Common Good City Farm; Community of Hope; Community Preservation and Development Corporation (CPDC); DC DOH; DC DHS; DC Farmers Market Collaborative; DC Greens; DC Housing Authority; DC Mayor's Office on Asian and Pacific Islander Affairs; DC Parks and Recreation; Fairfax Food Council; Providence Hospital; Telesis; United Medical Center; and Unity Health Care.

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

These partners help to identify, secure, and host the Market locations. A number of partners provide in-kind or cash contributions to support interns, staff, and benefit programs. Several partners provided coupon and voucher programs for use at the Mobile Markets. We have conducted culinary, nutrition, and gardening education programs with CPDC, DC MOAPIA, and Fairfax Food Council to support Market development in the communities.

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

The partners will continue to work with the Mobile Markets to engage the community, provide volunteer and in-kind support, and assist with community outreach, development, and engagement. They will be instrumental in determining the 2017 Market locations and schedule. Bainum Family Foundation provided operating support in 2016 and will continue to partner to develop and expand aggregation and distribution to DC Wards 7 & 8.

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

6. Have you publicized any results yet?* Yes

- i. If yes, how did you publicize the results? We have developed and provided basic annual data reports from 2015 and are still developing a final report for 2016. Our Executive Director has presented our data on several occasions, including during a House Agriculture Committee hearing on SNAP benefits. We will share the results through a report on 2016 through our website.

- ii. To whom did you publicize the results? Besides public presentations, we make the data available through our website and through our social media outlets.

iii. How many stakeholders (i.e. people, entities) did you reach? We expect the program reports to reach over 1,000 people cumulatively.

*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? Yes
- i. If so, how did you collect the information? We conduct customer feedback through surveys and other evaluation tools at the Market. In 2016, a USDA FNS employee conducted surveys with our customers in Washington, D.C. We have also been working with a sociologist who is conducting a long-term evaluation of the program, but have not received the formal results of that work.
 - ii. What feedback was relayed (specific comments)? The majority of our customers are repeat customers, meaning they come to the Markets regularly. Our Market customers tend to be 55-64 years old, and are motivated to shop at the Markets primarily by the convenience and the quality and healthiness of the food. The price and fact that the food is local and sustainably grown is also important to the customers. More than 80% of the customers surveyed in 2016 reported they are on government assistance, primarily SNAP. The comments were overwhelmingly positive. Customers praised the quality of the food and the kindness of the staff. Several people requested that the market was at their location more often.

8. Budget Summary:

- i. As part of the LFPP 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? No income related to this project.
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

The Mobile Market generally operates at a loss that is covered through philanthropic and government grants and general donations. The Market operated at a net operating loss in 2015 and 2016.

9. Lessons Learned:

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
- The Point of Sales application was a great addition to the operation and tracking of the Mobile Market sales data over the project period. The application allows us to accurately enter and track sales and to create customized reports. While the system is still being refined to meet all of our needs, it has been very effective at tracking the data and speeding up transactions times at the Markets. We look forward to the ability to easily compare multiple seasons of data in the future.
 - We found that partnerships, especially on-the-ground partnerships, are vital to the success of the Markets. The Market locations with active community partners were much more successful than those without. The locations that were removed between 2015 and 2016 were the ones that lacked an active partner. We also found that active partners distributing materials and coupons were much more successful in getting people to the Markets. Mailed coupons were not nearly as effective as those handed out by partners.

- The Markets are successful, in great part, due to our customer-focused approach. The Market at the Wah Luck House demonstrated the importance of audience-specific products, education, and outreach. Our feedback has been very positive and our staff help to create customer loyalty.
- We found that it is very important to educate the customers. When customers knew what to do with our products, they were more likely to buy them. Cooking demonstrations and community classes are very helpful. In addition, we found that it was often necessary to teach people how to shop at the Markets. Farmers' Markets are not common in low-income communities and they are full of unfamiliar items displayed in a different fashion than at a grocery store. Much of our time is spent working with customers one-on-one.
- We found greater results from investing in staff time engaging the community than through advertising or traditional marketing. We have not given up on marketing, but having personnel engaging the community outside of Market hours has proven to be a very effective approach in these communities.
- We found that it was important to reduce the number of Markets to lighten the burden on staff, vehicles, and infrastructure. This also allowed for a less hectic schedule and better planning of stocking and operation. We had higher average per-market sales numbers in 2016 than in any previous year, and our 2016 numbers were close to our 2015 numbers when we had 5 more Market locations. While this may mean we are not serving some communities, it allows us to maintain the program until we can re-engage those communities in the future.
- Our model is clearly working. Our sales numbers have grown over the past 5 seasons, and we have a high rate of repeat customers. We have demonstrated demand for the food that we sell, and we have shown that there is a base of customers for fresh, local, sustainable foods in low-income communities.
- We have learned that we need a new, permanent base of operations for the Market that has sufficient cold and dry storage, as well as parking for the Market vehicles. We had to relocate our Market headquarters in 2016 after our previous landlord sold the space we were renting. We relocated our base of operations to an incubator kitchen facility in NE Washington, DC. The new location did not come with parking, so we retained the parking spaces at our original location a few miles from the new HQ. The need to move vehicles on a daily basis was challenging, as was the need to mobilize in an already busy structure. We are looking to identify a new base of operations in 2017, and hope to find something that can provide a home for the program for a long time.
- We had some turnover of Market staff in 2016. We hired 2 new Market Operators, and promoted our Market Manager to Market Director. The need for training of new staff, on top of relocating our Market HQ, made the beginning of the 2016 season more challenging. It is clear to us that the retention of Market staff is very important, and we are working to keep the staff throughout the year, despite the seasonal nature of the Market positions.
- We have also learned that Market staffing is the largest expense of the Mobile Market program, and that it is necessary to maintain a large number of staff in order to provide the customer service that is required by our customers. As mentioned above, there is a great deal of need for education and guidance at the Markets, and we need to have the staffing to provide that support. DC's Produce Plus Program, while incredibly effective at bringing people to the Markets, requires a great deal of additional staff time both at the Market and for the associated accounting and management. The challenge for the Mobile Market program is balancing the need for additional staff and seasonal employment, with funding to pay for that staff.

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

We were unable to engage with Martha's Table as we had hoped in our initial proposal. A combination of Martha's Table growing their program beyond our capacity to supply their needs, as well as their need to keep costs low to accommodate the growth, led to Martha's Table seeking other partners to meet their supply. We have made efforts to supply food to other nonprofit organizations and were marginally successful during the project period. However, we have identified a partner in the Bainum Family Foundation that is committed to working with Arcadia through the Mobile Markets to bring more food into Wards 7 & 8 in the District. This relationship, which will make heavy use of the refrigerated vehicle and Arcadia's staff and experience, would not have come about if it were not for the progress from this project over the past two years. We have learned that it is important to remain flexible and willing to adapt and work with other partners in this type of work.

We also did not grow to the extent we had proposed at the start of the project. After 2015, we realized that we had grown too rapidly, and remaining at that size, or continuing to grow, was unsustainable. We took a step back and looked at the program with a critical eye and realized that a reduction in the number of Market stops was necessary. This allowed us to focus more energy on each stop, and allowed for a better structure for the staff, equipment, and community. We learned that growth does not always mean more locations. It is important to look at the customers, how we are serving them, and the effectiveness of the overall operation. We believe that we will be able to grow the program in the future, but a slow, incremental approach will be important, as will securing the operating funds and infrastructure to ensure the sustainability of the growth.

- 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:

It is important to separate Market activities from program management, budgeting and accounting, and outreach and education. We had some overlap with the management and operation of the Markets, and it was very difficult and led to challenges with the operation of the program. The operation of the Markets can be all consuming, and during the season it is important to have staffing dedicated to the non-market activities to make sure they are accomplished. The back-end needs of the Produce Plus Program created a great deal of work that was too much for the Market staff to handle, and the stress of that responsibility affected the rest of the operation. During a busy Market season, it can be challenging to cover all of the non-Market program needs. As such, it is crucial to allocate funding for staff time that is dedicated to those tasks.

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.

We will continue to operate the Mobile Market in 2017. As mentioned before, we are partnering with the Bainum Family Foundation to continue, and grow, the aggregation and distribution operation in Wards 7 & 8. We have also received funding from DC government to support an expansion of the Point of Sales application and to pilot a new customer loyalty program that will build on the data collection capabilities of the application. This will allow us to develop more targeted approaches for our customers

and to test various methods to encourage them to use their benefit programs at the Markets and to change their eating habits.

We expect to maintain the same number of Market stops in 2017, with the possibility for one additional Market location. We are exploring the possibility of retaining our Market Operators during the offseason and adding an additional full-time, year round distribution and delivery position that would expand on the half time position funded by this project. We expect Market sales numbers to continue to grow, and expect the percentage of low-income customers and sales to be close to the same in 2017 due to an expected increase in PPP funding.

We will also work to identify a new headquarters and base of operations for the Mobile Market program. We hope to incorporate a retail market in the same location, but will probably wait to begin that work until 2018. We hope to open the new HQ in partnership with Bainum Family Foundation and possibly one or two other food focused nonprofit organizations.

- 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?

We are currently working with a number of other nonprofits to improve Farmers' Markets and the supporting infrastructure in the DC Area. We are looking at the possibility of developing a more formal Food Hub to support those efforts, as well as an alternative possibility of adding aggregation and wholesale activities at Farmers' Markets to support Market activities and to bring more local foods into the DC market.

We are expanding the use of our Point of Sales application in an effort to collect more data from Washington, DC farmers' markets. Our technology partner, Perigee Labs, is also making the application available to other markets around the country. The collection and examination of this data will be helpful to address policy questions and for markets to plan for their needs. Additional funding to put the application into the hands of more markets and farmers would be beneficial to the development of a broad pool of data that could provide a great deal of insight into how nutrition benefits are used at markets.

We are very interested in the impact of DC's Produce Plus Program on the use of federal nutrition benefits at farmers' markets. PPP accounted for more than 40% of the Mobile Markets' sales from 2016, and while PPP was available for use, we saw little use of SNAP, WIC, WIC FMNP, or Seniors FMNP at the Markets. After the PPP benefits ended, these other programs were used more regularly at the Markets. We have seen that customers use the PPP while it is available and save their benefits for use when it is not. PPP benefit distribution for 2017 is expected to be higher than 2016. We are interested to see the impact this will have on SNAP use at the Markets, since those benefits can be used at other retail locations, and have been the ones most impacted at our Markets by PPP. We are concerned that SNAP usage at farmers' markets may be dramatically reduced in Washington, DC by increases in PPP. While the benefit to our customers is the same, we would prefer to see consistent increase in the use of SNAP at our Markets since it creates a habit of using that benefit to purchase fresh, healthy foods in general.