

FY 2014

\$97,779 to Pacoima Beautiful, Pacoima, CA, to develop and promote monthly pop-up market/food swaps in its low income, low access communities.

Final Report

Farmers Market Promotion Program (FMPP) Final Performance Report

The final performance report summarizes the outcome of your FMPP award objectives. 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 your assigned grant specialist to avoid delays. Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions: FMPP Phone: 202-720-4152; Fax: 202-720-0300

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2014 - March 30, 2016
Authorized Representative Name:	Ben Feldman
Authorized Representative Phone:	(510) 548-2220 ext. 228
Authorized Representative Email:	martin@ecologycenter.org
Recipient Organization Name:	Ecology Center
Project Title as Stated on Grant Agreement:	California Statewide Farmers' Market Promotion and Training Project
Grant Agreement Number: <i>(e.g. 15-FMPPX-XX-XXXX)</i>	14-FMPPX-CA-0017
Year Grant was Awarded:	2014
Project City/State:	Berkeley, CA
Total Awarded Budget:	\$97,448

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 1/Objective 1:** To create a statewide collaborative marketing campaign for California Farmers’ Markets.

a. **Progress Made:** At the direction of the Ecology Center and the California Alliance of Farmers’ Markets, Underground Advertising, Inc successfully produced public service announcements (PSAs) for radio and video platforms. These included two radio PSAs in both English and Spanish, and one animated video PSA that focused on the value of farmers markets and highlighted the wide variety of products available from local farmers.

b. **Impact on Community:** Development of this project represents the first statewide broadcast PSA campaign for farmers’ markets in the state of California. These PSAs provide the California Alliance of Farmers’ Markets and individual California farmers’ market operators with a valuable resource for the promotion of their local farmers’ markets. These PSAs are an important tool for increasing consumer awareness of farmers’ markets and encouraging shoppers to visit.

ii. **Goal 1/Objective 2:** To professionally deliver/place a marketing campaign for California Farmers’ Markets as Public Service Announcements, reaching 40+Million viewers/listeners in 3 major markets within the state.

a. **Progress Made:** Kathleen Russell Consulting, under contract with the Ecology Center, successfully conducted outreach to secure the placement of the 30-second PSAs on radio and television outlets in selected counties/areas where most of the state’s farmers’ markets operate: Los Angeles County, San Diego County, and the San Francisco Bay Area which encompasses the counties of Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. These efforts resulted in PSA placements on 20 different media outlets and 899 broadcasts (TV and radio across all three markets, spanning 15 counties). Through this media outreach the PSA garnered a total of 17.6 million average daily impressions (total of TV and radio airings across all three media markets). This included 150 television broadcasts with a total of 6.2 million daily impressions and 749 radio broadcasts with a total of 11.4 million daily impressions. YouTube placement resulted in 6,649,461 impressions and 192,183 views, by likely market shoppers. All together the PSA reached over 500 million listeners/viewers. These results exceeded the goal of 40 million by over 10 times.

b. **Impact on Community:** The highly successful placement of the PSA on radio, television and YouTube resulted in increased shopping trips to farmers’ markets as measured by increased use of fmfinder.org. During the peak of the campaign period (July and August 2015) usage of FMFinder.org increased by four times over baseline. Just prior to the start of the grant (September 2014), fmfinder.org received 1,224 visitors. During the most active months of the PSA placement campaign (July and August 2015), over 4,800 users visited the site each month.

The impacts of the campaign have been long standing. During March of 2016 there were 3,165 visits to the site, indicating that the PSA campaign of 2015 was still yielding results and increasing shopping trips to farmers' markets in 2016.

- iii. **Goal 1/Objective 3: Train Market Managers to place Public Service Announcements.**
 - a. **Progress Made: Under the direction of the Ecology Center,** Kathleen Russell Consulting successfully trained 121 farmers' market managers throughout the state in media advocacy techniques. She worked with them to develop relevant "news pitches" and strengthen partnerships with reporters, editors, and producers at local media outlets to enhance placement opportunities.
 - b. **Impact on Community:** This training of market managers helped to increase the overall capacity of market managers, giving them a better understanding of how to conduct public awareness campaigns. This training also provided market managers with the skills needed to conduct effective community outreach and promotional strategies to increase customer attendance and revenue for farmers.

- iv. **Goal 1/Objective 4: Maintain and update FMFinder.org with up to date information on markets across the state.**
 - a. **Progress Made:** Ecology Center staff and volunteers regularly updated FMFinder.org in order ensure that information about farmers' markets (including location, day, time, and whether the market accepts EBT benefits and Market Match incentives) in California was accurate and up to date.
 - b. **Impact on Community:** Keeping the data in FMFinder.org current is vital to ensuring that the tool is useful to shoppers wishing to visit their local farmers' markets. Accurate information increases participation in farmers' markets among shoppers, including low-income shoppers.

- v. **Goal 2/Objective 1: To update the California Department of Agriculture's Certified Farmers' Market Managers Manual and design a Training Curriculum.**
 - a. **Progress Made:** ToucanEd, with oversight from the Ecology Center, and content expertise from the Steering Committee of the California Alliance of Farmers' Market, successfully conducted a review and update of the manual, developed a training curriculum, and printed 270 market manager training guides.
 - b. **Impact on Community:** The development of the training manuals, curriculum and manuals provided market operators with a vital resource for running successful markets. In particular, updates related to recent changes in laws governing California farmers' markets were particularly important for lower capacity and volunteer run markets in order to comply with appropriate regulations.

- vi. **Goal 2/Objective 2: Utilize the new Manual and Curriculum to conduct 6 trainings for Market Managers across the state.**
 - a. **Progress Made:** With support from the California Alliance of Farmers Market Steering Committee, Ecology Center staff conducted 6 highly successful trainings during the grant reporting period, reaching 121 market managers.

Trainings were conducted in the San Francisco Bay Area, Los Angeles, Fresno, Sacramento, Redding, and in San Diego in conjunction with the California Small Farm Conference. In addition, the manuals and curriculum created under this FMPP grant were utilized to conduct 3 additional trainings with 25 market managers after the end of this grant term (no time or expense for this grant was billed for work happening after March 30th 2016).

b. Impact on Community: Knowledgeable market managers are critical to the success of their farmers' market. A well trained market manager can be the difference between success and failure, particularly at a time of changing regulatory environment. This training program reached 121 market managers, representing at least 1 in 7 of the state's farmers' markets (likely more as most managers work more than one farmers' market). California has the most robust regulatory system for farmers' markets in the country. By providing critically important information about the business of operating farmers' markets in California these trainings helped secure and stabilize the functioning of at least 121 farmers' markets, which farmers rely on for a living.

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: n/a
 - ii. Number of jobs retained: n/a
 - iii. Number of indirect jobs created: n/a
 - iv. Number of markets expanded: n/a
 - v. Number of new markets established: n/a
 - vi. **Market sales increased by \$insert dollars and increased by insert percentage%.**
N/A: Because most markets in California do not request sales data from their farmers, we rely on the USDA Census of Agriculture Data on direct marketing. The next Census of Agriculture will not be completed until 2017, leaving us unable at this time to gather sales information regarding farmers' markets in California during the pilot period.
 - vii. **Number of farmers/producers that have benefited from the project: 2,200**
 - a. Percent Increase: n/a
 - viii. **Number of Market Managers Trained: 121**
 - ix. **Number of Consumers Reached: Over 500 million listeners/viewers.**
As outlined above, the PSA campaign of this project was extremely successful, with broadcasts on 20 different media outlets, airing a total of 899 times on TV and Radio, and garnering a total of 17.6 million average daily impressions for a combined total of over 500 million views/listens.
 - x. **The increase in number of days farms attended markets:**
As a means to establish a baseline for the number of days farms attended farmers' markets in California, we utilized revenue for the California Department

of Food and Agriculture Farmers' Market Program because CDFA bases its fees on the number of vendors attending a market. In fiscal year 2012-13 the fee was .60 cents per farmer, per market, per day and total program income was \$269,852, or 449,753 farmer days at market. Our goal was to raise this number 4% to 467,743. In late 2014, CDFA's fee basis was changed to \$2.00 per vendor per market day. For calendar year 2015 (there is not yet data for fiscal year 2015-2016), CDFA revenue totaled \$1,206,026 or 603,013 vendor days. This represents a 34% increase over baseline, although it is worth noting that this now includes non-farm vendors as well, making it difficult to determine the increase in farmer attendance.

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?

- i. Yes, the California Statewide Farmers' Market Promotion and Training Project expanded the California farmers' market customer base through two main strategies. First, the Spanish Language PSA expanded advertising to individuals whose primary language is Spanish, a population frequently overlooked in farmers' market promotion campaigns. Second, FMFinder.org is unique among farmers' market directories. Not only does it list markets that accept EBT benefits, it also lists markets that offer the Market Match incentive program, providing low income shoppers important information about where to maximize their food dollars.

4. Discuss your community partnerships.

i. Who are your community partners?

The primary community partners for this project were the California Alliance of Farmers' Markets, the California Small Farm Conference, and farmers' market managers.

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

The Steering Committee of the California Alliance of Farmers' Markets provided critical expert input in the Manual Update and the Curriculum development, as well as support promoting the training activities. The California Small Farm Conference offered logistical and promotional support, and market managers both attended trainings, and assisted with the content and placement of the PSAs.

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

These community partners, particularly the California Alliance of Farmers' Markets, have indicated a commitment to continue to promote farmers' markets and to conduct training activities with market managers.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? Yes, the California Statewide Farmers' Market Promotion and Training Project utilized the following contractors:

- Underground Agency played a primary role in the creation of both Radio and Broadcast PSAs, taking content input from the Ecology Center and California Alliance of Farmers' Markets.
- Kathleen Russell Consulting trained market managers on PSA placement techniques and leveraged press relationships to place PSAs with media outlets

- ToucanEd, with direction from the Ecology Center and the California Alliance of Farmers' Markets, updated the previous Market Manager Training Manuals, developed curriculum and printed manuals for market managers.
- **Have you publicized any results yet?***
 - i. **If yes, how did you publicize the results?** The work of the grant was shared through PSAs, Webinars, Trainings, e-mail listservs, the Market Match website, and Newsletters.
 - ii. **To whom did you publicize the results?** We publicized results among potential shoppers (through PSAs), Market Managers (through webinars, trainings, listservs, website and newsletters), and farmers (newsletter).
 - iii. **How many stakeholders (i.e. people, entities) did you reach?** Ecology Center reached over 500 million people.

***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).**

Materials emailed with this report include:

A photograph of the Farmers' Market Manager Training Manual, a screenshot of FMfinder.org screenshot, a screenshot of the newsletter of the California Alliance of Farmers' Markets, and a copy of the PSA placement report

The video PSA can be viewed at:

<https://www.youtube.com/watch?v=7qRlx5t31zo&feature=youtu.be>

- Have you collected any feedback from your community and additional stakeholders about your work?
 - iv. **If so, how did you collect the information?** Yes, we collected feedback about the market manager training program through a survey of market managers who completed the training
 - v. **What feedback was relayed (specific comments)?**
 Some Examples:
 "It's a lot of info to cover in a short time. They worked well together and got it done in great form. Quite a smart and lively team. For me personally the timing could not have been better, as I have just stepped down from 15 years of managing the Mt Shasta Farmers' Market and the new manager and assistant (who were both hired just two days ago!) have no experience with managing a market. I'm sure that they are both off to a great start... so thank you and please also thank the alliance for pulling this all together."

 "I thought it was great. The presenters worked great together and were able to address some fairly distracting comments from the attendees yet remain focused and move along."

 "Maybe split into advanced and begginer (sic)"
 - vi. **Budget Summary:**
 - vii. **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:**
 - viii. **Did the project generate any income?** No

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

- 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).**
 - From the implementation of the California Statewide Farmers' Market Promotion and Training Project, we learned that there is strong demand among market managers from across the state for training. In urban areas with large concentrations of markets and many higher capacity organizations, attendance at training locations was often limited by room capacity. In less populous areas of the state and for lower capacity or volunteer markets, travel costs were sometimes prohibitive. This is unfortunate as these are often the market managers in greatest need of training.
 - While the PSA placement was quite successful, we learned important lessons from this process. First, timing matters: many of the top tier TV stations had already filled their allotted slots in the first quarter of the year. We scheduled the PSAs to be completed and placed on a schedule based on the farmers' market season. Had the PSAs been produced earlier we may have placed them with more stations. Second, many radio stations prefer 15 second PSAs. We were able to overcome this by providing 15 second scripts for DJs to read on air, however, having pre-recorded 15 second radio PSAs would have improved placement.
 - ii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:**
 - We are pleased to report that all goals and outcomes were achieved or surpassed.
 - 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:**
 - As noted above, many television stations plan their PSA slots in the first quarter of the year. For other projects planning to place PSAs, it would be wise to schedule the PSA to be complete and ready for placement in the first quarter of the year. Likewise, for other projects utilizing radio PSAs, producing a 15 second PSA would improve the chance that the PSA is successfully placed.
- Future Work:
 - ix. **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 work done under this grant continues to benefit the farmers' market community in California. The video PSA remains on YouTube and continues to

garner views. It is also being used by Solano County in order to promote farmers' markets within the county.

- The manuals created as part of this grant continue to be used and shared with market operators. As discussed earlier, additional trainings, based on the materials developed under this grant have already been conducted after the completion of the grant term. The information in the manual and curriculum will also serve as the basis for future updates and trainings.

x. 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?

In order to advance the goals of the project there needs to be continued outreach efforts to consumers in order to keep farmers' markets in the forefront of their minds. We must build upon the work of the California Statewide Farmers' Market Promotion and Training Project to remind our communities of the value proposition of farmers' markets. Additionally there needs to be an ongoing effort to build the base of knowledge among market managers, and support their ongoing participation in training activities and professionalize the market manager career path. Next steps could include:

- Building off of the PSA, developing additional promotional materials focused on social media in order to reach a younger and broader customer base
- Conduct another update of the Market Manager Training Manual. As circumstances change, particularly the regulatory environment, it will be necessary to keep the manual current if it is to remain a useful tool. The State of California continues to make changes to legislation governing how farmers' markets operate even since the completion of the updated version of the training manual.
- Integrate the Market Manager Training Program into existing education and training programs such as the California Small Farm Conference
- Explore ways to ensure that training and professional development activities are reaching market managers running low capacity markets.
- Build the capacity of the California Alliance of Farmers' Markets in order to ensure the existence of a vibrant and effective industry organization that prioritizes the needs of California's farmers' markets and the farmers that participate in them