

**Farmers Market Promotion Program (FMPP)  
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

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

FMPP Phone: 202-690-4152; Email: [USDAFMPPQuestions@ams.usda.gov](mailto:USDAFMPPQuestions@ams.usda.gov); Fax: 202-690-4152

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

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – September 29, 2017
<b>Authorized Representative Name:</b>	Mohammed Al-Shatel (retired as of 10/31/17) now Beth Lewis, Finance Director
<b>Authorized Representative Phone:</b>	(231) 724-6917
<b>Authorized Representative Email:</b>	<a href="mailto:beth.lewis@shorelinecity.com">beth.lewis@shorelinecity.com</a>
<b>Recipient Organization Name:</b>	Muskegon, City of
<b>Project Title as Stated on Grant Agreement:</b>	Muskegon Farmers Market - Marketing
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-M10008
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Muskegon, Michigan
<b>Total Awarded Budget:</b>	\$75,000

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

- Same Authorized Representative listed above (check if applicable).  
 Different individual: Name: \_\_\_\_\_; Email: \_\_\_\_\_; Phone: \_\_\_\_\_

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

- i. Goal/Objective 1: Introduce Kids and parents/guardians to the Muskegon Farmers Market

- a. Progress Made: Our goal was to have 2000 kids and 2000 adults exposed to the Muskegon Farmers Market. 800 of the 2000 from the cities of Muskegon and Muskegon Heights.

- b. Impact on Community:

1. Between the timeframe of September 2015 and September 2017, 1456 kids (790 in 2016, 666 in 2017) were exposed to the Muskegon Farmers Market along with their parents/grandparents/guardians. Each week the kids checked-in to obtain \$2 worth of tokens to spend on locally grown fruits and vegetables. Many of the 1456 were kids that attended both years but we did not keep that count unfortunately. Attendance was down 2017 over 2016 because to support the program we also have to have the funding to reimburse the farmers for the tokens they collect and funding in 2017 was lower than expected so we had to cut off registration about three weeks in to the program (3<sup>rd</sup> week June) and then was able to open it back up in August of 2017.
2. Frequency changes habits and in 2016 we had nearly 250 kids that attended more than four times and in 2017 that number was 265.
3. Over that same time period, 70 of those kid’s came from our urban core cities of Muskegon and Muskegon Heights. We are always seeking ways to break down barriers for the kid’s and transportation and adult accompaniment seem to be two of those barriers. Muskegon Heights Farmers Market reopened in 2016 after years of being closed and they offered a Kid’s Power of Produce program of their own.

- ii. Goal/Objective 2: Make a connection between the kids/parents/guardians and the farmers that grow their food by farm visits, culinary and interactive activities at the market. Learn how it is harvested as well.

- a. Progress Made: Yes.

- b. Impact on Community: Each week one or more activities were available that engaged the kids with the farmers by food tasting, recipes, farmers market scavenger hunts, wellness classes like Yoga, culinary classes and other. Parents or guardians must accompany the kids when they check-in so they also become engaged in the activities. Most weeks 75-100 kids participated in the activities. For two years we had an intern from Michigan State University Dietary program (through MSU Extension) that coordinated the food and growing activities. Once a month we offered a drop-in culinary activity for families to participate at Kitchen 242 which focused on local produce (example was Salsa). We had approximately 80 kids/adults participate over four months in 2017.

Culinary Classes: We offered culinary classes with most focused on local food when in season for both adults and kids and between November 2015 and September 2017 we offered more than 30 (2 hour) culinary classes with 450

attendees in those classes. (examples of classes: asparagus, spiralizing veggies, salt block cooking, classes focused on apples, cherries, blueberries).

Farm Tours: we did not make as much progress as we had hoped: only one tour with 28 adults in attendance. We made progress creating a toolkit for farmers and we will try again in 2018.

In June 2017 we launched our Tasting Station that ran every Saturday out in a market stall June through September. Each week a locally grown produce item was featured in a cooking demonstration and samples were available for tasting. Average attendance (and measured by how many samples given and copies of recipes taken) was 250.

- iii. Goal/Objective 3: We believe transportation is a barrier for many, provide transportation and knowledge of existing transportation
  - a. Progress Made: Some
  - b. Impact on Community: We offered two types of transportation which ended up being utilized very little. For the kids program on Saturday, our Fruitport Lions Club ran a bus once a month stopping at two neighborhood locations (urban neighborhoods that we wanted to target) and the utilization was very low, 20 +/- kids and adults per trip. In summer of 2016 we launched a Senior (62+) Power of Produce Program and partnered with Pioneer Resources to run their buses to five senior living complexes each (10 total) and the utilization was very low, usually less than 10 per bus. For the Senior POP program we had nearly 500 seniors showing up weekly so perhaps transportation is not as much of a barrier as we thought at least for that demographic.
- iv. Goal/Objective 4: Create an interest in growing food
  - a. Progress Made: Some
  - b. Impact on Community: Our target was to have at least six farm tours in 2016 and we did not achieve that goal. We tried to organize a couple of them in 2017 and partner with our local Boys and Girls Club and did not work out however we are planning for 2018 already.
- v. Goal/Objective 5: Create a toolkit for a farmer that shows them how to organize themselves to host tours through the work that we will do in Muskegon
  - a. Progress Made: Toolkit is created and has been reviewed by several farmers. The toolkit provides a checklist for a farmer to prepare themselves for a tour and also suggested curriculum and several curriculum pieces have been included. Because we finished this so late in the 2017 season it has not been implemented.
  - b. Impact on Community: The toolkit will be implemented in 2018. It was designed with two sections. The first section helps farmers plan a tour for their farm including all they need to consider. The second section has curriculum and suggested activities that a farmer can utilize to help make things interactive if they are hosting a farm tour or can be used with groups that are visiting the farmers market. We will continue adding additional curriculum as it is needed and developed.
- vi. Goal/Objective 6: A marketing plan will provide the roadmap to accomplish all of this as well as outreach that will happen to grow the market even more including creating

more of an awareness of EBT and Double Up Food Bucks programs. Specific outreach to help increase numbers on Tuesday and Thursdays.

a. Progress Made: Yes.

b. Impact on Community: We have a marketing plan and have implemented several of the actions that came from the plan.

1. Summer of 2016 with help from Michigan State University Extension we did a Rapid Market Survey at the market on a Saturday in July. We collected feedback from nearly 500 patrons of the market that day. We gained many good insights and have implemented several things that were expressed like more handicap parking spaces and then barriers that block off the street that goes through the middle of the market. Opportunities: create more awareness of winter market (about 50% did not know about or attend winter market); a market app; more bike racks. The demographics definitely gave us ideas on where to target advertising, messaging.
2. We always try to take advantage of any opportunities that present themselves, for example two of our Chefs that teach classes at Kitchen 242 are on our local Grand Rapids TV stations about once a month. The Muskegon Channel is coming right to the kitchen and taping one of our chefs for a cooking segment every couple of months.
3. Videos and use for TV Advertising: We produced several videos and several were short enough to use as TV Commercials:
  - a. Longer version that showcases many things happening around our food culture <https://vimeo.com/235719180>
  - b. Muskegon Farmers Market/Kitchen 242 videos used for TV Commercials
    - i. <https://vimeo.com/225936547>
    - ii. <https://vimeo.com/225936618>
    - iii. <https://vimeo.com/207745842>
    - iv. <https://vimeo.com/207576807>
    - v. <https://vimeo.com/214716876>
4. Muskegon Farmers Market Program Guide – through use of these funds we developed a program guide twice a year that would describe all of the activities happening at the market and kitchen. It was a 16 page booklet style tool. We published it in accordance with the market season so December – April, and then May through November. We printed 8,000 copies for May – November and 4,000 for December – April. Even in the digital age, these booklets were in high demand. We are selling advertising to cover the future cost of publishing this booklet. Our last one expired this fall and we are just now getting a new one published (January) and the staff in the market office as well as the questions on social media that are received are constantly asking for new copies.
5. Front Burner Newsletter was launched in February 2017. Originally this was meant to engage with our food entrepreneurs utilizing Kitchen 242 but has expanded to cover the food scene as well as provide resources for potential food entrepreneurs and anyone really interested in food from growing to eating. A link to the archive: <https://us15.campaign->

[archive.com/home/?u=2cb6df8514a145e4450daf30d&id=694a67986c](http://archive.com/home/?u=2cb6df8514a145e4450daf30d&id=694a67986c)

We were able to launch this because of the ability to hire a part-time kitchen manager.

6. Media Events held at Kitchen 242. In 2016 we held two media day events where local/regional media were invited to come and tape, interview one of our local chefs and participate in a culinary class. We received some great press from this. Local ABC/WZZM came in a taped three segments to air on My West Michigan show. Women's Lifestyle Magazine attended and since then has featured a chef with recipes in a full one or two page spread in their monthly magazine. Our local Muskegon Channel has been coming to the kitchen almost monthly to tape a segment. Here are a couple of links:
    - a. <https://muskegonchannel.com/muskegon-channel-home/561-chef-char-from-kitchen-242-the-asparagus-episode>
    - b. <http://www.wzzm13.com/life/food/recipes/chef-char-shares-vegetable-quiche-recipe-for-mothers-day/439164883>
    - c. <http://www.wzzm13.com/life/food/whats-cooking-roasted-asparagus/433117190>
    - d. <http://womenslifestylenorthshore.com/chef-char-morse/>
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
- i. Number of direct jobs created: 4 part-time (two chef's teaching courses, paid internship for the Tasting Station and a paid part-time kitchen manager equal to 2 full-time equivalents)
  - ii. Number of jobs retained: by having funds to help increase the activity at the market, a part-time position (.5 FTE) May –November in 2016 & through September 29, 2017 was justified. Money that in the past had been directed to marketing could be used to support this.
  - iii. Number of indirect jobs created: unknown
  - iv. Number of markets expanded: 0
  - v. Number of new markets established: n/a
  - vi. Farmers do not report their sales to the market manager.
    - a. Reimbursement to Farmers for Kid's Power of Produce tokens (or increase in sales from POP) were
      1. 2016 \$6,878
      2. 2017 \$6301. Token reimbursement to farmers is funded by corporate sponsors and 2017 funding was down so registration was limited.
    - b. Muskegon Farmers Market is the 2<sup>nd</sup> largest outdoor market in Michigan in terms of EBT dollars accepted.
      1. 2016 EBT tokens redeemed was \$91,000
      2. 2017 \$85,273
    - c. The Fair Food Network Double Up Bucks program is very popular at our market as well
      1. 2016 \$88,000 Double Up tokens were redeemed

2. 2017 \$79,604 were redeemed. Decrease in 2017 over 2016 EBT and Double-Up Food Bucks could be the result of the economy being better and competition accepting EBT like dollar stores.
- vii. Number of farmers/producers that have benefited from the project:
  - a. Percent Increase: 45 farmers/vendors are active in our Kid's Power of Produce program. We have to assume that this is all new sales to farmers by kid's that probably did not shop at the market prior to our program.
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, although it is difficult to measure. Our outreach for the Kid's Power of Produce Club and Senior Power of Produce drew more families and seniors to the market. Average weekly attendance kid's (with their parents) = 200 (Saturdays) and seniors = 500 (Tuesdays). We do not ask income levels for those that register. We do ask for zip codes and school districts in which they live and from the comments we receive from seniors and parents of the kids we know this programming is important to them.
4. Discuss your community partnerships.
  - i. Who are your community partners?
    - a. Fruitport Lions Club – volunteers to run the Senior Power of Produce program
    - b. Women's Division of the Chamber of Commerce – volunteers (144+ hours) for the Kid's Power of Produce Club (they have provided volunteers now for four years) and they also distribute our annual program report to their entire membership.
    - c. Community Foundation for Muskegon County – has provided grant funding for token reimbursement for Senior POP program in 2016 & 2017. They also help get our message out to the greater community.
    - d. Alcoa Foundation and the Alcoa Whitehall Operations Divisions – token reimbursement for the Kids POP Club (in 2017 Alcoa sold Whitehall Division and now they are Arconic and Arconic supported in 2017)
    - e. Grand Rapids YMCA – utilized Kitchen 242 to hold several of their Cooking Matters Classes which is a 6-week free cooking course to underserved population
    - f. Muskegon Heights Farmers Market reopened in 2016 and launched a Kid's and Senior Power of produce program in 2017. We did not financially support but they used our model, logo and we were a resource to talk them through the process and be there for questions.
  - ii. How have they contributed to the overall results of the FMPP project? (see above)
  - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? We have commitments from all of the above mentioned partners to help for 2018 in the same capacity. We have to apply to two of them for funding which will be for reimbursement to tokens collected from farmers.
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?
  - i. Yes we did utilize contractors on several projects:
    - a. Video production – we established a brand throughout all of the videos which were also used at TV Commercials. Having a menu of videos that we can pull

from for TV Commercials or events at the market has really helped us get the word out. The Winter Market commercial is being televised now to make sure people know we are open all year-round. EBT and Double Up Food Buck programs are available all year round which was not the case and we may be one of the few markets with that capability in Michigan.

- b. We used a local marketing and design firm to help us through our marketing strategy and marketing plan. They are located about four blocks from the market and a deep appreciation for our mission so they end up going above and beyond with assistance like promoting the market and our culinary classes through their social media outlets.
- c. We used an outside firm to help us develop the Farmer Toolkit. The team was assembled to help us had two educators who were very helpful when it came time to thinking through the curriculum. They had a passion for locally grown food already which helped them do their research. Their passion for this project helped them go above and beyond basic expectations for something like this.
- d. Our culinary chefs and instructors are independent contractors

6. Have you publicized any results yet?\*

- i. If yes, how did you publicize the results? We publish the results of our Power of Produce Programs through an annual summary report.
- ii. To whom did you publicize the results? Those that provide volunteers and funds to help with any of the program we run. The Community Foundation for Muskegon County and the Women's Division of the Chamber both include these annual reports when reporting to their audiences. There is a Healthy Muskegon network (through the Community Foundation) that also receives the new.
- iii. How many stakeholders (i.e. people, entities) did you reach? We reached an estimate of 4000 individuals. This is taking in to consider the attendance for Kid's Power of Produce (kids and parents); culinary events (kids and adults) and Tasting Station visitors/tasters. Deducted about half of the total of 8000 to account for repeat participants.

\*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).

Including in this report:

Links to the videos we produced

Link to the archive of Front Burner Newsletters

Including as separate files with this report:

Annual Summary Report of our Power of Produce Programs

Tasting Station Report

Example of one of our Muskegon Farmers Market Program Guides

Farmers Toolkit

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

- i. If so, how did you collect the information? Michigan State University Extension helped us conduct a Rapid Market Assessment on July 9, 2016. We asked the following questions of visitors to the market that day and nearly 500 participated.

- ii. What feedback was relayed (specific comments)? Included with this report are the survey results so you can see what questions were asked and feedback received. Several of the items we received feedback on have already been implemented: more handicapped spaces on the property and barricades to block the street that runs down the middle of the market on market days.

8. Budget Summary:

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
- ii. Did the project generate any income?
  - a. If yes, how much was generated and how was it used to further the objectives of the award? We did not generate income. The hope is that the culinary classes will generate an income in the future to help support many of the other programs.

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).
  - a. Our market has had a small budget for marketing in the past, this grant allowed us to really ramp up our efforts and get some tools in place that we would not have been able to do with the budget we had. A couple of examples: professionally made videos that we now can use for TV Commercials; curriculum that we can use for school field trips.
  - b. This grant helped us with the promotional items for our Kid's Power of Produce Club and we therefore were able to direct other funding received towards supporting the reimbursement of tokens that the farmers collect from the kids shopping at the market.
  - c. Videos – at first we were thinking of one main video and instead decided to do several shorter ones that could be used in a variety of different ways. We are using them as TV Commercials and then we have a longer (3 minute) version that can be used in other situations that gets more in depth on programs, etc.
  - d. When planning the application for this grant, we probably should have focused on fewer objectives or had a larger team to help execute.
  - e. The culinary classes that we started to offer in the fall of 2015 were new. We had no idea what to expect in terms of attendance or the interest of the topics that we chose. Funding from this grant helped us experiment and learn how to manage these programs.
  - f. The Tasting Station that we launched in June of 2017 (18 weeks) through the end of September was a hit! Wish we would have launched in 2016. We easily had 200 – 300 people each Saturday take interest, watch our cooking demos and then taste and collect recipes.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
  - a. When planning the application for this grant, we probably should have focused on fewer objectives or had a larger team to help execute. We made significant progress towards our goals and objectives and are confident this work will

continue. The Tasting Station will run for winter market 2018 and funding has been received by our local Community Foundation to support it for the summer of 2018. Conversations are already happening for farm tours for 2018. Having funding to help us jumpstart some of these programs has opened so many doors.

- b. We made progress with all of our objectives but underestimated the amount of time needed to execute. There was a change in the market manager role in September 2016 which set us back some also. Spending more time on the planning end and focusing on fewer objectives would be advice for everyone, you just get so passionate about this work and want to do everything.
- 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. Kid's Power of Produce – because our program had been successful for two years prior to the grant we wanted to take it to the next level and the goals and objectives were very ambitious. Set realistic goals.
  - b. Spend time really thinking about achievable goals and action steps needed to reach those goals before making a commitment. Make sure you have available staff or volunteers to help execute. Build a team that meets regularly and holds each other accountable for their part of the work.

#### 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.
  - a. We feel that most of the programs we introduced are strong enough to continue. We will have to raise money to support and some will be raised through charging a fee to attend, local grant opportunities, local corporate sponsorships, ads sold in our market program guide. We also established a Corporate Wellness Culinary Program and that has not taken off like we had hoped but when it does that will help us fund other programs as well.
    - 1. Kid's Power of Produce has received funding for 2018 from corporate sponsors
    - 2. Senior Power of Produce has received partial funding from our local Community Foundation and requests from other sources are in the works.
    - 3. Tasting Station will run for winter farmers market (January – April 2018) and funding has been received from our local Community Foundation to support it for summer of 2018.
  - b. We are still challenged with making sure our outreach includes our low-income population. We learned that our outreach may need to happen in different ways and to reach this population may require in-person presentations at schools and more working with local non-profits asking them to help get the word out like our Headstart program and United Way. With the Senior Power of Produce Program we have 10 income-based senior living complexes within the City of Muskegon and we have done some outreach with them but definitely

need to do more and probably in –person. They have gatherings and newsletters – get our information in different ways.

- 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? Yes, Next Action Steps:
  - a. Market/Customer Analysis – put together a 2018 marketing plan that includes the following:
    1. Evaluate if our messaging is representing all that is available at the market – make sure our messaging does include a broad picture of what one can experience at the market.
    2. Develop community and social vitality using the Farmers Market as “the place”
    3. Create an atmosphere of a healthy eating style (which fits community level goals)
    4. Justify another full-time staff person at the market
    5. Highlight the market as a social destination
    6. Identify new vendors to invite to sell (we have not had to do this, we usually have a waiting list for people to get in)
    7. Increase the diversity of farmers/vendors at the market
    8. Increase attendance on Tuesday, Thursdays and winter market on Saturdays
    9. Increase the use of the indoor market area for events (revenue stream)
    10. Reach shoppers from the core of the city of Muskegon
    11. Increase attendance at market sponsored events – we are now holding several special events at the market that are fund raisers to help the market and kitchen be sustainable. Examples: Dining in the Dark dinner and Farm-to-Table dinner.
    12. Explore a potential Muskegon Farmers Market ap – cost, how we would use, who would maintain
    13. Upgrade the market and kitchen websites.
  - b. Continue both our Senior Power of Produce and Kids Power of Produce programs. Do more outreach to income-based populations. Continue promoting the ability to use SNAP and Double Up Food Bucks at the market year-round.
  - c. Culinary Classes – we just published a menu of 40 classes for January through May 2018. Will need to be self-funded through fees to attend and having a great response with ticket sales already. Facebook and our market program guide and free advertising has been our best avenues. Two of our Chefs are on our local ABC/WZZM network about once a month to promote classes. Our local Muskegon Channel comes to Kitchen 242 and tapes a segment almost monthly.
  - d. Continue to partner with many community partners to continue our outreach or to help keep our message out there year-round.
  - e. Continue our fund-raising to support the market and kitchen through special events, local grant opportunities, local corporate sponsorships.