

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

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

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

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

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

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

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	9/30/15 – 9/29/17
Authorized Representative Name:	Allan Warren
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Recipient Organization Name:	Pierce Conservation District
Project Title as Stated on Grant Agreement:	Pierce County Farmers Market Collaborative Promotion Program
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPWA0155
Year Grant was Awarded:	2015
Project City/State:	Puyallup, Washington
Total Awarded Budget:	\$99,294.16

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: _____

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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: Create a collaborative promotional strategy and campaign with 11 local farmer’s markets by: identifying potential customer market segments with most potential for growth; creating a plan to create more shoppers; and creating a “Buy Local” campaign and associated branding unique to Pierce County.
 - a. Progress Made: During the two years of implementing this grant program, we successfully convened eight farmers market managers covering 11 local farmers markets to plan out and deliver our promotional program. In fact, along the way a new farmer’s market in the town of Ruston emerged, and though it was too late to include them in the promotional videos, we established their market information on our website and on the Agritourism Map we completed near the end of the project period. This collaboration led to a successful Pierce Transit advertising campaign during the first market season, completion of 12 promotional videos covering each market, a new “Buy Pierce County Fresh” brand that was used across all promotional mediums directing traffic to www.piercecountyfresh.com, a successful social media campaign, countless new print marketing materials for each market and the purchase and implementation of food demonstration kits that allow each market to host weekly demonstrations from either local farmers or local restaurants. SNAP benefits users were recruited to help us identify the best approaches to bring greater awareness to that audience and they were featured in our videos to personalize the messages.
 - b. Impact on Community: This project has had a significant impact on both the direct community of farmers market managers and the broader community of farmers, consumers and local businesses. For the market managers it has embedded an ethic of collaboration that will carry on beyond the grant period through establishing this work within the Puyallup Watershed Initiative’s Agriculture Community of Interest, which is already providing financial support to the managers to keep this work going into the future. For the broader community, we shot well past our sales and outreach goals, bringing in far more SNAP benefit users and historically underserved consumers, supporting local farms and businesses with greatly increased sales. The markets, and therefore the businesses at the markets, are more visible in the community, are better attended, and there is a growing awareness for the importance of buying local through our “Pierce County Fresh” brand.
 - ii. Goal/Objective 2: Leverage the combined impact and reach of the existing Pierce County Agriculture Roundtable and Agriculture Community of Interest, of which both PCD and the farmers markets are a part, for their input and help to implement the Buy Local Campaign. **No fundraising activities were conducted in relation to this project.*
 - a. Progress Made: This partnership has been leveraged throughout the grant period to help with planning, promotion, and additional financial assistance. Going forward, the Ag COI will “host” this initiative under their Strategy 4 providing roughly \$30,000 in annual financial assistance. In the 2018 fiscal year

this support will pay for the development of a stand alone Pierce County Fresh website to replace the pages established on PierceCD.org; pay for a consultant to help manage the Pierce County Fresh social media pages and to organize monthly meetings for the group; continue the advertising in the Farm Guide; and other miscellaneous support.

b. Impact on Community: Perhaps the most impactful long term aspects of this grant has been to get all the local farmers market managers to work together, and through our relationship with the Puyallup Watershed Initiative, we've ensured that this will continue into the future.

iii. Goal/Objective 3: Increase EBT sales at coalition farmer's markets by 10-15%. Specifically target EBT users as a measurable market segment with potential for growth.

a. Progress Made: Due to timing of this grant report and when farmers markets report their sales numbers, measurable progress is limited to the 2016 market season, (though I hope to share 2017 numbers with you all when I receive them). However, even with limited sales to report, we shot past our goals, even without all of the program deliverables being in place during the 2016 market season. Total 2016 EBT sales across all reporting markets was \$33,436 compared to \$26,078 in 2015, representing a 28% increase.

b. Impact on Community: Our message of "Farmers Markets are for everyone" has quite clearly reached our intended audience. Not only does this help us achieve our goal of reaching historically underserved consumers and helping ensure fresh and healthy food to community members that suffer for lack of food access, it has a significant impact on the local farming economy. According to USDA research, each SNAP dollar spent results in a \$1.80 impact on the local economy, a \$.34 increase in farm production, and an \$.11 increase in farm value. Using these numbers, for the 2016 season, our true impact was \$60,184.80. (*The Food Assistance National Input-Output Multiplier (FANIOM) Model and the Stimulus Effects of SNAP*)

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: 0 – This was not one of the goals of this project. However, this project could indirectly create more jobs at both farmers markets and farms through increased consumption of locally produced foods.
- ii. Number of jobs retained: 0 - This was not one of the goals of this project.
- iii. Number of indirect jobs created: 0 - This was not one of the goals of this project. However, this project could indirectly create more jobs at both farmers markets and farms through increased consumption of locally produced foods. Additionally, by spending the dollars of this grant with local vendors (print/video production/Pierce Transit advertising) indirect jobs could be created and/or retained.
- iv. Number of markets expanded: 11
- v. Number of new markets established: 0 – This was not one of the goals of this project. However, one new market was started in the 2016 season and after successfully launching the market in the Ruston Business District of North Western Tacoma, they are carrying forward with the market in 2017 we added them to our website listing and have included them in our 2017 social media marketing as well as the Agritourism Map: <http://www.pierccd.org/411/North-Pearl-Farmers-Market>

- vi. Total reported 2016 sales increased \$379,687.07 or 19%; 2017 sales increased \$76,970 or 8.3% (only 4 of 11 markets reporting at the time of this report).
 - vii. Number of farmers/producers that have benefited from the project: ~120
 - a. Percent Increase: 0 – recruitment of new farmers/producers was not an objective of this project.
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, as shown with the 28% increase in EBT sales. We did not set out to capture demographic data such as ethnicity or race, but low income/low access populations were a focus of this project. We managed this growth in a number of ways:

- Pierce Transit Advertising: during the 2016 market season we ran a 4 month advertising campaign focused on bus and rail routes near our farmers markets emphasizing that EBT is an accepted payment form.
- During the 2016 market season we also recruited EBT users at the markets to take part in both our advisory council and to be featured in the upcoming EBT specific video and conducted the filming for that video.
- During the 2017 market season we released and promoted our EBT promotional video, featuring local EBT users showing how easy it is to use EBT payment cards at the local markets. By featuring local users, we capitalized on word of mouth and a personalized message.
- We also helped each of the market managers work with the WA Association of Farmers Markets to receive the EBT payment equipment if they did not already have it and as of this writing all 11 markets we started with accept EBT payment.

4. Discuss your community partnerships.
- i. Who are your community partners?
 - a. We have partnered with 8 farmers market managers covering 11 of Pierce County's farmers markets and 120 contributing farmers and/or vendors. Additionally, through the integrating this work with the Puyallup Watershed Initiative's Agriculture Community of Interest, we have partnered with dozens more organizations such as restaurants, non-profit organizations, and local governments.
 - ii. How have they contributed to the overall results of the FMPP project?
 - a. The market managers have been involved in the strategy development and implementation of all aspects of this project.
 - b. SNAP benefit users have provided feedback to our messaging, script for the videos, and were featured in the EBT promotional videos.
 - c. Farmers have been engaged through the Ag COI and are now using the Buy Pierce County Fresh brand in some of their marketing materials.
 - d. Local businesses have provided in-kind benefit to the campaign, leveraging our dollars, specifically in regard to the video production and Pierce Transit advertising components. Additionally, local restaurants are beginning to use the Buy Pierce County Fresh brand in their own marketing materials.
 - e. Pierce County provided additional matching funds for the development of the AgriTourism map and helped pay for the full page ad that featured the map in the Farm Guide.

- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?
 - a. The AgCOI, has roughly a \$30,000 annual budget for 2017 and we expect similar budgets for the foreseeable future. The 2017 budget is being used predominantly to further the work of the Buy Pierce County Fresh campaign. To this end, a marketing consultant has been hired to advise the market managers going forward and to begin implementing strategies developed within the AgCOI in 2016. A market research firm was hired at the end of 2016 as part of this effort and that data will inform their strategy going forward. 2017 deliverables under this group include:
 - 1. Development of a Buy Pierce County Fresh website. Currently the piercecountyfresh.com and .org urls forward to subpages of Pierce Conservation District and while cost effective and easy to manage, we believe the marketing campaign will do better long term if it can stand on its own.
 - 2. Creation of standalone campaign social media pages. Same as above, the social media promotions occur through the PCD Facebook page and so is watered down by our unrelated content. PCD will continue to promote the brand and the markets, but we believe the impact and growth will be greater with standalone pages.
 - 3. Continued strategy development and recruitment of other businesses to include the Pierce Country Fresh brand in their marketing materials.

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 used contractors for: print production, video production, Pierce Transit advertising, and graphic design. Their creativity and expertise helped us refine the look, feel, and messaging of our marketing materials and campaign. Many of the contractors were able to share past experience and results from similar campaigns they've previously worked on.

6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results?

- a. Yes, PCD staff and market managers conducted interviews with Pierce County TV and Tacoma TV and also provided all of the videos we developed to both of those outlets to use freely as content filler in their programming. Actual results of the overall program in terms of increased sales and increased EBT sales have not been publicized as of yet, however, after the 2017 market season sales numbers are reported we will put together a press release highlighting the success of this program and the continued growth of the brand. This will also be featured at our 2018 Annual Meeting.

- ii. To whom did you publicize the results?

- a. In addition to the broad publicity listed above, we will share the final results with the Washington Conservation Commission, the WA Association of Conservation Districts, and regional subcommittees of communication and development staff at our partner Conservation Districts.

- iii. How many stakeholders (i.e. people, entities) did you reach?

a. The Pierce CD newsletter and has over 6,000 subscribers, social networks of all partners have an additional 5,000 -10,000 subscribers, and Pierce County TV has a viewership in the 10s of 1000s.

*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?
- a. Yes, see attached Farmers' Market Promotion Program (FMPP) – 2015 REPORTING document as there is a lot of specific feedback regarding the food demonstrations that we implemented at all markets.
 - ii. If so, how did you collect the information?
 - a. The market managers conducted weekly surveys at their markets.
 - iii. What feedback was relayed (specific comments)?
 - a. See attached document referenced above.

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. No
 - b. If yes, how much was generated and how was it used to further the objectives of the award?

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. Overall, this was a very successful program that exceeded all of the goals we set for helping promote our local Farmers Markets and increase the number of low income/low access consumers who shop at those markets. Unlike many promotional campaigns that are conducted by a small number of marketing or communications professionals, this project was very inclusive and democratic in the whole process, from planning to execution. While this approach made for a much more difficult and messy overall process due to the need to balance so many different personalities, schedules, ideas, needs, and wants, (i.e. it felt like herding cats most of the time) I believe in the end it led to greater outcomes because everyone from market managers to EBT users, our vendors, and partners had an opportunity to shape the program. This gave each of them a sense of ownership of the project, which when it comes to spreading the word and actually getting the promotion out to the community, helped amplify the impact. For the difficulty of herding all these cats, I'll say that I am glad it's over and done with, but in terms of the results we achieved I wouldn't change a thing and I'm very proud of what we accomplished.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - a. All of our goals were achieved, however, we did end up extending the overall program for a second year. Part of this was due to the above mentioned difficulty of managing so many different influencers of the project, but mostly it was just due to the filming schedule. It was unrealistic to expect to be able to film promotional videos for each of the markets, produce the videos, *and* launch them as effective promotional videos in the same market season.
- 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. From an admin standpoint, the most difficult piece was tracking how each of the market managers were using their allocated budgets. All purchases were channeled through us, but due to the way we approached it with allowing market managers to have their own budgets, and the differences in each of the market managers, deadlines were missed, vendors sometimes didn't know who to send invoices to, and overall it was just a complicated process. In the interest of delivering on promises, I often let market managers still make orders long past deadlines of when they were supposed to, which led to budget confusion. Again, when I look at outcomes, I still think it was the right way to approach it, but if someone else were to take this approach I would encourage them to have hard deadlines.

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. As stated above, the market managers are now working with the Puyallup Watershed Initiative's Ag Community of Interest to continue this work. This isn't a traditional role for our Conservation District to play and we also feel that through this program we've embedded both a new approach for market managers and a true sense of ownership of the approach in them, they are the ones who truly should continue this work. I could see lending assistance in grant writing for a future FMPP cycle and providing a fiscal sponsorship role, but moving forward, it shouldn't need our program management to carry it forward, which I would say is one of the successes of the program.
- 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?
 - a. I believe the market managers are on the right track with their 2018 Ag COI Strategy 4 budget, goals, and deliverables. The District has been happy to serve as an incubator for this program, but I think the next steps are to get Pierce County Fresh to truly stand on its own, which is what the market managers are taking steps to do. Right now, promoting our markets is one of many things we do so it can get lost in the shuffle, having it as a stand-alone entity will strengthen it and hopefully continue to increase sales, audience, and inclusiveness well into the future.

Farmers' Market Promotion Program (FMPP) – 2015
REPORTING

The FMPP grant language states, “The market managers will be conducting surveys each week with attending consumers to gauge the impact of our Buy Local campaign. The establishment of our SNAP Advisory Committee will provide us direct feedback on the successes and failures of our campaign as it relates specifically to EBT users. The coalition farmers markets have baseline data for past year’s overall sales and EBT specific sales and we will monitor both throughout the season to compare to previous years.”

Market Name(s)	2015 EBT sales	2016 EBT sales	2015 Total Sales	2016 Total Sales
Tacoma Farmers Markets (4)	\$18,032	\$20,770 (Total)	935,942	930,621
Proctor Farmers Market	\$7,863	9,630	955,850	1,108,110.35
Orting Farmers Market	\$183	\$59	50,000	70,000
Steilacoom Farmers Market	\$N/A	\$62	No Information	\$169,830.72
Puyallup Farmers Market	\$0	\$2700	No information	No Information
Fife Farmers Market	\$N/A no EBT	\$215	\$10,981	\$18,898
Lakewood Farmers Market	\$0N/A no EBT	\$0 N/A no EBT	No Information	No Information
Waterfront Farmers Market	\$0 N/A no EBT	\$0 Equipment delay/ Implementation in 2017	No Information	\$35,000

Use of the Food Demonstration Kits: Steilacoom

Date of Activity	Who used the Food Demo Kit? For what activity?	What was the result? (increased sales, better attendance, education, etc)
6.1.16	Multicare – salad	Positive reception Increased interest in seasonal ingredients

6.29.16	Stir Fry Vegetables, Hunan Garden Restaurant	Good turn out Increased interest in fresh seasonal vegetables
7.13.16	Chow Mein Vegetables	Same as above
7.20.16	Strawberry Rhubarb Jam Center for Food Preservation Arts	Very popular
8.10.16	Apricot Nutmeg Jam	Increased sales for fruit vendors
8.17.16	Berry Tasting	Same as above
8.24.16	Berry Tasting	Better attendance Increased sales for vendors

Use of the Food Demonstration Kits: Tacoma farmer's markets: Broadway, Proctor, 6th Avenue, South Tacoma and East Tacoma

Date	Location	Cooking Demo Recipe	What was the result? (increased sales, better attendance, education, etc)
4/30	Proctor	Spicy Asparagus	Increased sales
5/19	Broadway	Spicy Asparagus	Increased sales
6/1	Eastside	Berry Tasting	Much higher sales
6/5	S. Tacoma	Spicy Sugar Snap peas	Low attendance
6/21	6th Ave	Kale Egg Scramble	Good reception
6/22	Eastside	Spicy Green Beans	Increased sales and interest
7/10	S. Tacoma	Triple Broccoli Salad	Loved recipe
7/13	Broadway	Spicy Green Beans	Good sales
7/26	6 th Ave	Berry Tasting	Vendors reported highest berry sales in history of market
7/27	Eastside	Zucchini Wraps -	Good recipe, well liked
7/30	Proctor	Colorful Fruit Salad	Higher sales

8/2	6th Ave	Ruby Red Cole Slaw and Broccoli Rabe Slaw with different dressings to taste	Good recipe and good sales
8/6	Proctor	Kale Egg Scramble	Great recipe
8/19	Broadway	Berry Tasting	Much higher sales
8/25	Broadway	Bean and Corn Fiesta Salad	Good reception
9/8	Broadway	Garlic Mashed Cauliflower	Good recipe highlighted a vegetable lots of folks don't know how to cook with
10/6	Broadway	Kale Egg Scramble	Good recipe, people love the kale
10/20	Broadway	Apple Tasting	Increased sales
11/5	Proctor	Creamy Butternut Squash Soup	Great recipe, increased interest

Use of the Food Demonstration Kits: Puyallup

Date of Activity	Who used the Food Demo Kit? For what activity?	What was the result? (increased sales, better attendance, education, etc)
7/9/16	Fruit Pizza	Positive reception Increased interest in seasonal ingredients
7/30/16	Fruit Kabobs	Good turn out Increased interest in fresh seasonal vegetables
8/13/16	Berry Tasting	Very popular, high berry sales at market
8/27/16	Tomato Tasting	Very popular, vendors report high tomato sales for the day

Use of the Food Demonstration Kits: Fife Farmers Market

Date of Activity	Who used the Food Demo Kit? For what activity?	What was the result? (increased sales, better attendance, education, etc)
7/8/16	Kale Egg Scramble	Positive reception Increased interest in seasonal ingredients
7/29/16	Spicy Green Beans	Good turn out Increased interest in fresh seasonal vegetables

8/12/16	Zucchini Wraps -	Very popular, high berry sales at market
8/26/16	Ruby Red Cole Slaw and Broccoli Rabe Slaw with different dressings to taste	Good recipe and good sales

Use of the Food Demonstration Kits: Gig Harbor Waterfront

Date of Activity	Who used the Food Demo Kit? For what activity?	What was the result? (increased sales, better attendance, education, etc)
6/30/16	Fruit Sundaes	Positive reception and great kid's activity High fruit sales
7/28/16	Fruit Kabobs	Good turn out and fun kid's activity. Increased interest in fresh seasonal vegetables
8/11/16	Berry Tasting	Very popular, high berry sales at market
8/25/16	Garlic Mashed Cauliflower	Good recipe highlighted a vegetable lots of folks don't know how to cook with

Vendor Survey on the Farmers Market Promotion Program Grant

1. Did you notice any benefits derived from increased promotion?
 - Produce vendors benefited from the bonus marketing of their products when food demonstrations were presented.
 - Rack cars and magnets seemed to be what shoppers carried around with them.
 - Nice, consistent branding.
 - Love the increased sales on demo day.

2. Did you notice any benefits from the Pierce County Fresh logo and brand?
 - Too new to comment

3. What did you think of the Food Demonstration Kit's use at the market?
 - Increased sales often coincided with fruit/vegetable tasting or cooking demo.
 - Shoppers appreciated being able to try new fruits and vegetables.

- Recipes and cookbooks were very good to have available and greatly appreciated by shoppers.

4. What would you do to improve any of these aspects of the FMPP program?

- More demonstrations and demonstrators to feature seasonal produce. Need dedicated staff to lead series of demos and market early in the market season so farm vendors can be more engaged with the activity and co-promote on their social media sites.

Customer Survey on the Farmers Market Promotion Program Grant

1. Are you familiar with the Pierce County Fresh logo or brand?

- Majority unfamiliar, just learning about it.

2. If so, do you look for it while shopping?

- Most said no, but they would in the future. Most indicated they liked buying from local farms.

3. How did you find out about this market?

- Having been shopping it for years
- At another farmers market
- Co-worker/friend

4. What did you think of the Food Demonstration Kit's use at the market?

- Most responses were that folks liked the demos and wished there were more of them.

5. What would you do to get more people to come to this market?

- More marketing
- More kids activities
- Different Time
- Open more days of the week