

**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>	September 30, 2015 - September 29, 2017
Authorized Representative Name:	Michele Meyer
Authorized Representative Phone:	970-879-4370
Authorized Representative Email:	michele@communityagalliance.org
Recipient Organization Name:	Community Agriculture Alliance
Project Title as Stated on Grant Agreement:	Community Ag Marketplace/Locally Grown Farmers Market
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-CO-0160
Year Grant was Awarded:	2015
Project City/State:	Steamboat Springs, CO
Total Awarded Budget:	\$81,648

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: Provide education on the benefits of buying local for consumers / community members.
 - a. Progress Made: CAA worked with a professional marketing firm to develop a strategic education plan on buying local. The campaign introduced the “Yampavore” concept, being someone who eats food from the Yampa Valley. Initially advertising, promotion and newspaper articles focused on the “why buy local” including a variety of benefits for both the consumer/producer/entire community. Promotion then shifted to awareness, see next objective. CAA launched an “Eat Local Challenge” in August 2017 and is currently working to expand community knowledge on benefits of buying local.
 - b. Impact on Community: Sales of local food/products has increased four-fold, there are new producers and a continually increasing number of customers who purchase local. The number of producers increased from 25 to 68 and number of customers from 200 to 650.
 - ii. Goal/Objective 2: Increase awareness of local food, availability, how/where to purchase.
 - a. Progress Made: CAA awareness campaign started with a “Meet Your Producer” advertising and social media campaign. A final promotion focused on “Eat local. Shop local. Buy Local. It’s easy.” The current Eat Local Challenge continues to bring awareness to the many way’s community members can support local food/products including 4-H and FFA programs, area restaurants and small retailers that offer local food.
 - b. Impact on Community: The number of customers shopping on the CAA Market continues to expand weekly. With 2-5 new customers signing up weekly to buy local food. On a broader level, several local producers have expanded their businesses and sell directly to area restaurants and other retailers in the area.
 - iii. Goal/Objective 3: Provide incentive to buy local food/products.
 - a. Progress Made: Specific incentives did not prove successful in increasing sales of local food/products. CAA shifted focus on this goal to intangible benefits of buying local. A series of newspaper articles shared information on the positive impact of buying local meat. Discussion with local meat producers has led to a more formal group of producers beginning to discuss cooperative efforts for production, storage, marketing and sales of local beef.
 - b. Impact on Community: The continued discussion and research by local beef producers has the potential to significantly increase local beef sales for producers. The incentives did not prove successful because customers did not need the financial incentive to purchase local food products. Some were concerned that as a nonprofit organization, CAA was funding the incentives and did not want to take advantage of it to support the organization.
 - iv. Goal/Objective 4: Provide education/resources for local producers on how to sell, package, price, market and promote.
 - a. Progress Made: CAA held several conducted five educational meetings for area producers and partnered with Cooperative Extension to provide Cottage Food

- training and certification. CAA staff continue to meet with area producers one-on-one providing resources, support and assistance.
- b. Impact on Community: CAA has developed the reputation for providing excellent support and has become known as the resource for local food producers. Making community connections and networking continue to prove invaluable for local producers. The majority of the local producers have additional jobs off the farm/ranch, so the additional training and support has helped them develop business plans they would not otherwise have time to develop.
- v. Goal/Objective 5: Recruit and train new producers.
 - a. Progress Made: As CAA's reputation as the leader for local food has grown, producers continue to approach us. We offer group trainings annually, but typically meet individually with producers to help with their specific product/business.
 - b. Impact on Community: The number of new producers continues to grow and allows for a broad range of diverse products for local consumers. The program started with a few local beef producers, one pork producer and several Cottage Food producers. It has grown to include a wide variety of products and almost 70 producers including local lamb, veal, bison, honey, seasonal vegetables and Cottage Food products.
 - vi. Goal/Objective 6: Enhance merchandising and marketing for local food producers. New Objective: Provide storage for local food producers.
 - a. Progress Made: CAA partnered with area nonprofit food pantry, Lift Up, to purchase walk in freezer that is shared space for local producers to store frozen meat in secure shelving units. CAA also moved the Market customer pick up location to the office space location with additional storage space.
 - b. Impact on Community: Six local meat producers have utilized the freezer space for storage. They all continue to plan and expand their businesses with the additional available storage space. Having CAA office and Market in same location has improved Market operations for both customers and producers. Additional limited storage is also now available for some local food products.
 - vii. Goal/Objective 7: Enhance online CAA Market website and related capacity.
 - a. Progress Made: The CAA Market has been utilizing the Local Food Marketplace platform since the program began. The site has been upgraded and improved several times, with much success.
 - b. Impact on Community: The online farmers market approach for local food sales has proven very successful for our community. It allows small producers the opportunity to list products for sale direct to consumer in any easy, flexible format. The number of producers has almost doubled from 25 to almost 70 producers. Customer usage continues to increase with the number of customers increasing from less than 200 to more than 650 registered customers, with positive feedback on ease of usage.
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, 20__). Include further explanation if necessary.
- i. Number of direct jobs created: 25 (new producers since the project began)
 - ii. Number of jobs retained: 60 (existing producers)

- iii. Number of indirect jobs created: 2 (local marketing firm, photographer)
 - iv. Number of markets expanded: 1
 - v. Number of new markets established: 0
 - vi. Market sales increased by \$1,720/week and increased by 68%.
 - vii. Number of farmers/producers that have benefited from the project: 68
 - a. Percent Increase: 55%
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, customer base increased from approximately 150 customers to just over 600 community members who have signed up for the CAA Market, a 400% increase. Ethnic groups and low-income populations are not part of the project demographic.
4. Discuss your community partnerships.
- i. Who are your community partners? CSU Routt County Extension, NW Colorado Food Coalition, Lift Up (local food pantry), Mainstreet Steamboat (manages local farmers market)
 - ii. How have they contributed to the overall results of the FMPP project? Yes, all partners have made significant contributions to success of project in a variety of manners. CSU Routt County Extension has been instrumental in helping identify, recruit and train new producers. Their connections to local ag producers who are potential producers to sell on the Market has been invaluable. Additionally, the curriculum for the Cottage Food training and certification has come via Colorado State University. Lift Up partnered with CAA on freezer storage space, with a cooperatively purchased walk in freezer that serves both the local food pantry and local food producers with secure, commercial freezer space for local meats. Mainstreet Steamboat has worked to recruit new vendors, including local food producers, for the physical farmers market. They have offered a reduced booth fee for local food producers and a more flexible schedule.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? All partners are committed to continuing work on related local food issues and NW Colorado Food Coalition serves as communication and coordination mechanism for entire community/region.
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? Yes, contractors were utilized for professional marketing and photography. Their work was integral in developing marketing strategies and collateral material to tell the story of local food. Logo, materials and work completed under the project are property of CAA and will continue to be utilized as the program moves forward.
6. Have you publicized any results yet?* yes
- i. If yes, how did you publicize the results? Via quarterly verbal/written reports, email communication and CAA newspaper column with Steamboat Pilot/Today daily newspaper. <https://www.steamboatpilot.com/>
 - ii. To whom did you publicize the results? Quarterly reports are shared with CAA Board and Advisors, NW Colorado Food Coalition quarterly meetings. Email communication with CAA Market producers and customers. Entire community via the local newspaper distribution. <https://www.communityagalliance.org/>
 - iii. How many stakeholders (i.e. people, entities) did you reach? 7,500

*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? Formal electronic survey of CAA Market customers. Informal personal conversations with CAA Market producers and prospective producers.
 - ii. What feedback was relayed (specific comments)? Positive feedback regarding “one stop shopping for local food” and “happy to find all my favorite local producers in one place”. Producers were positive on “website usage makes it easy to sell” and “CAA staff makes it happen, thank you!”

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? Yes
 - a. If yes, how much was generated and how was it used to further the objectives of the award? Approximately \$20,000 was generated from customer 10% markup fees over the project period. All of these funds were expended on related program expenses (administrative, project staff, website, storage, marketing and education)

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). Online local food sales, direct to consumer, have proven very successful for our local food producers. The site has allowed producers the opportunity to sell products in an easy, flexible manner that simply did not exist before this program. The biggest benefit, beyond the direct financial impact of the sales, is the coordinated marketing and promotion of local food. While this has been successful, there are still many people who do not know about the CAA Market and the wide variety of local products for sale. Additional marketing efforts and ongoing education about local food is necessary. The cooperative/shared Farmers Market booth was discontinued after two years. The local Farmers Market has not proven to be a successful sales venue for producers when considering time and cost factors.
 - ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: All goals were achieved. The cooperative/shared Farmers Market booth objective was changed after feedback and decision from local producers who were involved with effort. Lessons learned are unique to the Steamboat community, in that the Farmers Market is more of a tourist attraction vs local community member shopping at the Market so local food sales, specifically fresh produce is not what customers are seeking at Farmers Market.
 - 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 project has grown and

been successful the staff time for administration has significantly increased. More producers with more products have required more support from CAA staff. Additionally, increased customers have significantly increased staff time to answer questions, assist with orders and coordinate order pickup/payment. CAA currently has a volunteer to assist with the order pick up day and is investigating longer term solutions.

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. CAA Board and staff are fully committed to continuing this project and providing leadership for local food in the region. As a local nonprofit organization, our mission is to promote and support agriculture. Our producers, and the entire community, has indicated that there is support for this project and continued expansion of the services it provides. Future issues include additional frozen storage for local meat producers. Grass fed beef is a successful product in the region and as producers see the potential for additional sales, storage for expanded production has become a priority. CAA will continue to work with community partners to develop options and help local producers be successful.
- 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? Two additional related goals are being considered at this time. The first is a coordinated delivery system for both producers (pick up product at farm/ranch or USDA processor and delivery to storage facility) and customers (fee based direct to home or office delivery). A second emerging issue is the opportunity for new value-added products as producers expand operations (grow more produce, raise more cattle) and consider new products. A future related goal may be consideration or research into a commercial kitchen space for producers to rent.