

**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:	Eileen Nichols
Authorized Representative Phone:	417 483-8139
Authorized Representative Email:	eileennichols@sbcglobal.net
Recipient Organization Name:	Webb City Farmers Market
Project Title as Stated on Grant Agreement:	Growing the Webb City Farmers Market into a Sustainable Future
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPMO0033
Year Grant was Awarded:	2015
Project City/State:	Webb City/Missouri
Total Awarded Budget:	\$97,056.00

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: Increase winter sales by making market warmer, adding music and cooking demonstrations and children’s activities and creating, printing and distributing a winter market brochure.
 - a. Progress Made: All the above was accomplished through grant funding.
 - b. Impact on Community: Winter market sales increased significantly during the grant period* (winter market runs from November through mid-April) representing increased income to market vendors and more fresh local products for area residents. While these are total market figures and include non-food vendors sales the increase in sales was largely in produce and value-added. This increase can be attributed both to the FMPP grant activities and to extensive winter production training provided by the market with support from other grants.
 - 2013 – 2014: \$68,550
 - 2014 – 2015: \$79,806
 - 2015 – 2016: \$105,111*
 - 2016 – 2017: \$130,750*
 - ii. Goal/Objective 2: Increase Tuesday market sales through cooking demonstrations, adding picnic tables and creating, printing and distributing a Tuesday market brochure.
 - a. Progress Made: All the above was accomplished except the brochure. We decided that a brochure promoting only Tuesday might mislead people into thinking that Tuesday was the only day we were open.
 - b. Impact on Community: While the largest bump in sales was in the year previous to the grant and can be attributed to adding the free kids summer meal program, by the end of the FMPP grant period* overall increase in Tuesday sales was demonstrated:
 - 2014: \$4,001 average per Tuesday market
 - 2015: \$5,092 average per Tuesday market
 - 2016: \$4,702* average per Tuesday market (poor growing season)
 - 2017: \$5,491* average per Tuesday market
 These are total market figures and include a very small amount of non-food sales. During the regular season, non-food vendors are very limited. Thus this increase was primarily for farmers and value-added vendors, representing more local produce bought and consumed by the community.
 - iii. Goal/Objective 3: Expand market opportunities for farmers by acquiring a blast freezer for the market kitchen.
 - a. Progress Made: Blast Freezer was acquired in summer of 2017.
 - b. Impact on Community: The late acquisition of the blast freezer resulted in no significant impact on the community during the grant period. Impact is anticipated during the high season of the coming year.
 - iv. Goal/Objective 4: Hire a market manager
 - a. Progress Made: Manager hired

b. Impact on Community: Having a paid manager allowed the market to implement and/or expand numerous programs like food stamp matching, WIC coupons, free kids meal to all three market days, and perhaps most time consuming, the operation and management of the kitchen. This impacted the low-income customers of the market positively, introduced more children to fresh, local produce, and made essential resources available to new or expanding food businesses.

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: 1
- ii. Number of jobs retained: unknown
- iii. Number of indirect jobs created: unknown
- iv. Number of markets expanded: 1
- v. Number of new markets established: 0
- vi. Market sales increased by \$103,038 and increased by 16%.
- vii. Number of farmers/producers that have benefited from the project: 35
 - a. Percent Increase: average of 14% (best guess)

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? During this period we had a food stamp matching program which expanded both the number of families reached and the amount of produce purchased. In addition, in 2017 we conducted a pilot project of providing \$10 of produce, dairy or meat products once a week to WIC families. This project of deeply appreciated and well used. During this period the market kitchen hosted nine new or expanding businesses.

4. Discuss your community partnerships.

- i. Who are your community partners? Extension, school district, city departments, State of Missouri social services
- ii. How have they contributed to the overall results of the FMPP project? During this period, Extension held cooking demonstrations through the summers of 2016 and 2017 featuring low cost easy to prepare recipes featuring market products. During both summers the market partnered with the state department of social services to provide free kids meals loaded with local produce. The school helped publicize these meals, the Police Department and the Fire Department attended occasional meals to provide activities. The free kids meal continued to be key in improving weekday market attendance and the new FMPP picnic tables were very much needed to accommodate the average of 150 children served at each meal.
- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? All partners will continue in their current capacity.

5. Are you using contractors to conduct the work? NO If so, how did their work contribute to the results of the FMPP project?

- i. Have you publicized any results yet?* No, The market will be going to the city council in the next month to request funding to sustain the market manager position and results of this grant will be presented at that time.
 - ii. If yes, how did you publicize the results?
 - iii. To whom did you publicize the results?
 - iv. How many stakeholders (i.e. people, entities) did you reach?
- *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).

6. Have you collected any feedback from your community and additional stakeholders about your work?
 - i. If so, how did you collect the information? We conducted several dot surveys
 - ii. What feedback was relayed (specific comments)?

12/5/15 survey results – Saturday

How far did you travel to reach the market today:

- Less than 5 miles – 43
- 5 to 9 miles – 24
- 10 to 20 miles – 23
- More than 20 miles – 9

Why do you come to the market?

- Fresh produce – 56
- Buy direct from the producer/maker – 43
- Music/demos/atmosphere – 12 (note “come to get produce but atmosphere is key”)
- Other – 6

How much do you plan to spend at the market today?

- Less than \$5 – 3
- \$5 to \$10 – 19
- \$11 to \$20 – 33
- More than \$20 – 39

How did you learn of the market (or what reminded you to come today)?

- Word of mouth – 29
- Newspaper – 9 (note – “I always check the newspaper”)
- TV – 1
- Facebook – 15
- Other 33 (notes – “It’s Saturday” – with several checks; “Every Saturday routine”; “I’ve always known”, vendor)

Saturday, December 24, 2016

What brings you to the market in the winter?

- Fresh Produce - 42
- Baked Goods - 16

- Breakfast - 13
- Music - 14
- Other – Friends, Soaps, Pecans, Crafts, Eggs, Pie, Love the Market!, Popcorn, Atmosphere, Homemade spice, Prices, Raw Honey, Uncle, Wife, All of it, produce, bakery, breakfast, music, people watching, new people, Mother, Family, Something to do, Tamales, Holidays, Parents

How did you hear about the market or what reminded you to come today?

- Facebook post - 22
- Wise Buyer insert - 1
- Newspaper - 10
- TV - 0
- Word of Mouth - 6
- Other – pick up pie, I come all the time, apple butter, saw the cars!, husband!, soap, honey, my parents sell here, visiting family who comes, Mom, Friend, Uncle, Running out of stuff, Looking for a vendor, Parents, Family, Gifts, highway sign

What is your favorite thing about the winter market?

- Fresh veggies, to see my friends, income (by a vendor), roof and sidewalks

Did you know the market is open on Saturdays all year? 31 - Yes, 12 – No

Did you know our farmers grow produce locally all winter? 32 - yes, 11 - No

Thursday, April 27, 2017

Did you see the market insert in the Globe yesterday? 20 - Yes, 36 - No

How did you hear about the market or what reminded you to come today?

- Facebook -14
- Joplin Globe insert – 9
- Newspaper article – 5
- TV – 3
- Word of mouth – 21
- Other – web site – 2, Karen McGlamery – 1, came on the van from College View Manor (nursing home) – 2, the musician – Scott Eastman, just moved here and saw it when we drove by – 1

Did you know the market is open on Saturdays year round? – 38 Yes, 19 No

Did you know our farmers grow produce locally year-round? – 46 Yes, 10 No

How much do you expect to spend at the market today? \$12 average

- Less than \$5 – 10
- \$5 - \$10 – 11
- \$10 - \$15 – 20
- \$15 - \$25 – 10
- More than \$25 – 3

Saturday, April 19, 2017

Did you see the market insert in the Globe on Wednesday? 8 - yes, 67 - no

How did you hear about the market or what reminded you to come today?

- Facebook - 18
- Joplin Globe insert – 1
- Newspaper article – 2
- TV – 0
- Word of mouth – 28
- Other – 13 - always come, grew up here, wanted to see what was available – I was hungry, 3 - just drove by, 2 – breakfast, Carl Junction rummage sale, music

Did you know the market is open on Saturdays year round? 62 - yes, 13 - no

Did you know our farmers grow produce locally year-round? 66 - yes, 9 - no

How much do you expect to spend at the market today? Average \$18 +

- Less than \$5 – 5
- \$5 - \$10 – 12
- \$10 - \$15 – 12
- \$15 - \$25 – 28
- More than \$25 – 16

7. 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? Not directly
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

8. 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).

The commercial kitchen, which was converted from 3 FEMA trailers, was in 2016 ahead of schedule in terms of generating revenue. However, during the last year delays in implementing improvements such as purchase of the blast freezer and construction of a restroom, as well as a couple of poor tenant choices, have caused revenue increases to slow. All improvements are now in place and aggressive marketing is scheduled for January.

The market needs to determine how to make the blast freezer more useful for the farmers because: it is primarily to serve as a means to preserve surplus produce which is typically available during the busiest time of the year when farmers do not have time

to spend on freezing, plus farmers do not necessarily have the skills set to do professional freezing. The market will explore securing a kitchen professional (or culinary student) to do the processing, possibly for a share of the product.

The market manager position requires a person with an incredibly wide range of skills - from writing skills, to people skills, to agricultural knowledge, record keeping and reporting skills, problem solving skills, general management skills. The manager needs to understand how to secure positive and continual publicity, select and recruit the right vendor mix, recruit and manage volunteers, work with the board to envision and implement future plans. We have come to the conclusion that it is unrealistic to expect one person to do it all, especially at the salary the market can pay. So we are looking at breaking the position into several paid/volunteer positions to capitalize on the strengths individually available with one primary paid part time manager to provide consistency and additional part time paid or volunteer assistant managers.

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

Two primary challenges remain from this project.

1. Despite increases in sales, weekday markets continue to be significantly lower than Saturday sales. This may be an on-going issue as the market, of course, works to increase sales on all days, including Saturdays, thus making the weekdays always play catch up with Saturday. One strategy implemented in 2017 was to reduce slightly the number of farmers on Tuesdays and increase value added vendors which resulted in increased sales for the farmers who split the more limited weekday customers with fewer other farmers. The value-added vendors available only on weekdays attracted additional customers.
2. Revenue from market sales and kitchen rentals have increased sufficiently to fund 15 hours a week for the market manager. This is marginally sufficient for winter market but short for that needed during almost 2/3rds of the year when managing the market is nearly a full time job. We are addressing the shortfall in two ways. In the short term, paperwork such as logging sales, tokens bought and redeemed, reports etc, which takes 1 to two hours per market will be handled by a volunteer with a long term goal of it being handled by an assistant manager working part time at a lower hourly rate than the manager. In addition, the market will approach the city to request an annual subsidy to fund the manager's position, which combined with market support, will fully fund the position year-round.

- 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: This project relatively simple to administer thanks to good support from USDA.

9. 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.

As outlined above, many of the projects will be on-going, assuming funding continues to be available (the current administration has, for example, proposed eliminating the funding for the free kids summer meals). We anticipate that increased revenues from the kitchen and from the city will allow us to add at least one additional part time management position.

As a result of the market's on-going success, the city is poised to begin planning and implementation of a major expansion of the market pavilion and parking which will allow the market to increase its vendor space by some 25% and presumably will increase revenue by a similar amount (estimated at \$150,000 annually). Additionally, the improved parking should increase sales as that is currently our most serious limiting factor during the high season. These improvements should allow current vendors to increase sales and up to 10 new vendors to sell at the market resulting in a potential of 15 to 20 new jobs.

- 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?

Secure a professional to handle freezing of surplus produce, develop a marketing plan for surplus produce either through sales at market or to schools.

Continue to expand market sales and kitchen income to support market manager salary and other market needs.

Continue to develop and implement strategies to increase sales at weekday markets.