

**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, 2014 thru September 29, 2016
<b>Authorized Representative Name:</b>	Dan Nordquist
<b>Authorized Representative Phone:</b>	509-335-9661
<b>Authorized Representative Email:</b>	ogrd@wsu.edu
<b>Recipient Organization Name:</b>	Washington State University
<b>Project Title as Stated on Grant Agreement:</b>	Scaling Up the Impact of Washington State Farmers Markets through Collaborative Training and Promotion
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-WA-0173
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Washington State
<b>Total Awarded Budget:</b>	\$98,372

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: Marcy Ostrom; Email: [mrostrom@wsu.edu](mailto:mrostrom@wsu.edu); Phone: (509) 663-8181 Ext 263

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.**

Working in partnership, Washington State University (WSU) Small Farms Program and the Washington State Farmers Market Association (WSFMA) have created new tools and opportunities to build the professional capacity of over 100 farmers markets and 1,200 unique farmer vendors throughout the state. Three, interrelated project goals focused on training market organizers and farm vendors, market data management, and market promotions.

*Goal #1. Train 100 market organizers in effective market promotion strategies and best practices in market management (organizational, financial, and human resources) through a statewide conference and by adding four new chapters or training modules to the “Washington State Farmers Market Management Toolkit.”*

The project has trained in excess of 350 participants. A three-day *statewide farmers market conference* was held in February 2015 and February 2016 in Olympia, Washington’s state capital. In 2015, 221 farmers, farmers market organizers (managers, board members, etc.), and governmental and nonprofit organization representatives attended the conference. In 2016, the number of participants grew 11% to over 250. The majority of participants were from Washington; however, farmers market organizers also attended from Idaho, Oregon, and Alaska. Participants from Homer, AK were featured in a newspaper article mentioning how valuable the WSFMA conference was for them. Per external reports, this conference is considered one of the best at the national level. In terms of the overall conference, 98% of participants surveyed rated it as “good” or “excellent.”

Conference	Workshop specific to the FMPP project	Presenters	% of participants that increased their knowledge
2015	“Know Your Farmers Market Shopper”	Chris Curtis, Julian O’Reilly, June Jo Lee	92%
2015	“Sponsorship 101”	Ashley Powell, Peter Witt	86%
2015	“A Healthy Board”	Jordan Boldt, Jim Mains, Steve Valenta	89%
2015	“Social Media Strategies for Success”	Emily Crawford	92%
2016	“Sustaining Your Market – Recruiting and Managing Volunteers”	Alice Fong	81%
2016	“Doing Business in Washington State: What Every Farmers Market Manager and Board Needs to Know”	Madhu Singh	95%
2016	“Farmers Market Bookkeeping Best Practices”	Sheri Munteen, CPA	100%
2016	“Grow Your Online Presence, Fans & Sales through E-Newsletters & Blogs”	Emily Crawford	96%
2016	“Happy Managers Happy Vendors”	Caleb Johns and Ivy Fox	90%
2016	“Engaging Your Customers to Increase Sales and Build More Demand”	Kathleen Rose	95%

The “Washington State Farmers Market Management Toolkit: Timely Information, Tips and Templates to Build Your Market Organization” was first developed in 2012 with support from a FMPP grant at the request of experienced market managers with growing markets. The intent is to filter the “best of” and most relevant national materials for Washington State markets on the core management demands that they face. One of the Toolkit’s key features is that it is designed to be amended and easily updated. Each section is formatted in Word so that changes can be made easily as information changes or new needs arise. As requested by market managers, a hard copy of the Toolkit was created in a binder format so that worksheets and additional materials are easy to add.

Colleen Donovan (WSU) and Karen Kinney (WSFMA) completed the second edition of the “Washington State Farmers Market Management Toolkit,” adding new content and updates. It also has a new website home ([www.wafarmersmarkettoolkit.org](http://www.wafarmersmarkettoolkit.org)) in Word Press that can be easily updated in real time. In addition, over 200 updated hard copy workbooks (binders) of the Toolkit were printed. Most hard copies will be distributed at the 2017 WSFMA conference in February where Kinney and Donovan will also conduct a workshop dedicated to using the Toolkit. This Toolkit was also shared with state farmers market associations in Michigan, Wisconsin, and Oregon.

The 2016 “Washington State Farmers Market Management Toolkit” includes 18 new sections and over 200 pages of both new and updated content:

*Chapter 2: Organizational Blueprints for Farmers Markets*

- To 501c3 or Not to 501c3? Applying for Federal Tax Exempt Status (**new**)
- Strategic Planning Tools for Your Market Organization (**new**)

*Chapter 3: Markets Count! Collecting, Managing & Deploying Your Farmers Market Data*

- Vital Stats for Your Market (*updated*)
- Rapid Market Assessments (*updated*)
- Step by Step Tips for Your Market Survey (**new**)
- Farmers Market Research for Washington State (*updated*)

*Chapter 4: Sustaining Your Farmers Market’s Human Resources*

- The Mighty Market Manager (**new**)
- Market Volunteers (**new**)
- Steering the Ship: Market Boards and Advisory Committees (**new**)



Okanogan and Omak FM manager with new Toolkit.

*Chapter 5: Finances, Fundraising, & Business Management*

- Best Practices for Farmers Market Bookkeeping(**new**)
- Fundraising Resources for Farmers Markets(**new**)
- Doing Business as a Farmers Market in Washington State(**new**)

*Chapter 6: Happy Vendors, Happy Managers*

- Vendor Relations and Boundaries for Market Managers (*updated*)
- Effective Communications in the Cultural Marketplace (*updated*)
- Recruiting Farmers to Your Market (*updated*)
- Market Integrity and Farm Verification (**new**)

*Chapter 7: Accepting SNAP and Other “Multiple Currencies” at Your Farmers Market*

- The “A to Z” of EBT, Credit & Debit Cards in Washington State (*updated*)
- Farmers Market Nutrition Program (*updated*)
- Food Access Glossary for Farmers Markets in Washington State (*updated*)

*Chapter 8: Marketing Your Market*

- Know Your Farmers Market Shopper (*new*)
- Interview Tips (*new*)
- Tips for Your Farmers Markets Website (*new*)
- Social Media for Your Farmers Markets (*new*)
- Farmers Market Graphics (*new*)
- Farmers Market Listings for Washington State (*updated*)

*Chapter 9: Legal, Regulatory & Policy Issues in WA State*

- ASCAP, BMI, and Musicians at Your Farmers Market (*updated*)
- Food Safety at Farmers Markets (*updated*)
- Insurance Options for Farmers Markets and Vendors (*updated*)
- Market Safety and Emergency Preparedness (*updated*)
- Farmers Market Advocacy and Policy (*updated*)

*Chapter 10: Market Forms & Rules*

- Market Policies and Rules (*new*)
- Vendor Applications (*new*)
- Farmers Market Forms (*new*)

*Goal #2. Launch an upgraded, comprehensive database of over 160 Washington State farmers markets and systematize data tracking protocols for each market that are accurate, confidential, and user friendly in order to generate targeted reports and fact-based messages for promoting farmers markets to the public, the media, policy makers, and advocates.*

The primary tool for collecting data on Washington State farmers markets is the annual membership application to the WSFMA. It has over 65 variables and WSFMA member data must be cleaned and analyzed. The cleaning requires checking and correcting data entry errors; coding missing data; recoding data across multiple markets; and creating derivative variables. An annual report is shared with WSFMA member markets and select data is shared for promotional purposes such as Farmers Market Week. Data is also important to project development and leveraging new funding.

In addition, the state Department of Health collects information for the WIC and Senior Farmers Market Nutrition Programs and a number of projects have been initiated to evaluate SNAP incentive programs. There are also six county farmers market listings, three regional farmers market listings, as well as the national farmers market directory. Looking at all sources of farmers market data for Washington, Donovan created a master list for the state which documents 170 farmers markets. Each unique location is counted as a farmers market and there must be at least five farm vendors to qualify as a market. If data is available, sales of farm products must exceed all other sales combined.

Highlights from the most recent WSFMA Member Report include;

- In 2016, the WSFMA represented 69% of farmers markets in Washington. Members were located in 29 counties and 89 cities.
- 89% of market organizations manage one farmers market
- 50% of markets are “small” meaning they have 11 to 30 vendors during peak season; another 26% are “medium” (31 to 50 vendors) and 9% are “large” (51 to 100 vendors). There are also 13% are “very small” with 10 or fewer vendors. Small and very small markets are at higher risk for closing and have different management needs than medium and larger markets.
- The combined reported total vendor sales from 105 markets exceeded \$43 million. Market sales vary widely, from \$4,000 to over \$5 million. 75% of sales were from agricultural products (farm vendors, processed foods, and resellers).
- Of the 65 WSFMA markets that reported SNAP sales, the average was \$5,363 per market; however, the range was from under \$100 to over \$43,000. The total was \$348,601.
- When asked about shopper trends in the previous season (2015), 24% of markets thought there were “fewer shoppers”; 41% responded “about the same” and 36% reported “more” or “significantly more” (N = 105).
- In terms of market capacity, 83% of managers have paid positions and markets rely on an average 16 volunteers. Operating budgets range widely with the average of \$38,864 per season and median of \$23,333 (N = 105).
- Most (79%) are incorporated as nonprofits or projects of nonprofits, while the remaining are for-profit (11%) or run by a government or public entity (10%).

Markets report that the data is especially useful in educating their board members, raising funds from sponsors, and strategic planning.

*Goal #3. Promote Washington farmers markets by attracting over 100,000 visits to the WSFMA’s online farmers market directory and distributing 70,000 paper directories and 37,500 rack cards throughout the state, in collaboration with local markets, to raise consumer awareness about where to find farmers markets and why they should shop there.*

When the WSFMA asks its members about its challenges for the coming season, attracting more shoppers (and vendors) is at the top of the list. Most farmers markets have insufficient financial resources and staffing to invest in the quality and range of market promotions they need. To address this need at the state level, the WSFMA produced 73,000 annual, statewide directory in 2015 and 2016 of around 115 member farmers markets (both in print and online) and created a “rack card” to promote farmers markets in Washington (47,500 were printed).

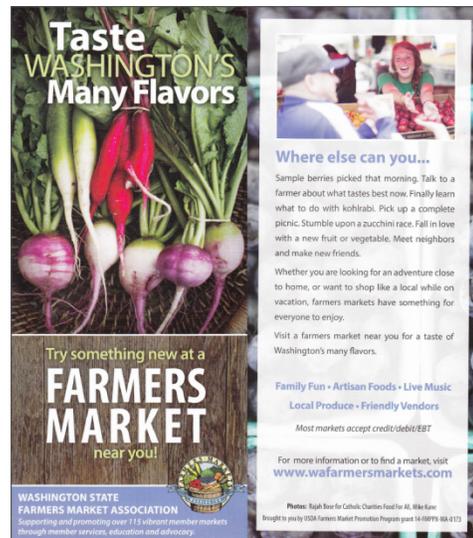
The 2015 Washington State Farmers Market Directory (Figure 1) has six panels, front and back, in full color. It includes a new design to update the look and feel. 36,000 copies were printed and, were distributed to WSFMA member farmers markets, non-member farmers markets; 14 visitor centers, 34 partner organizations, government agencies, and businesses; and 26 exhibitors from previous conferences. Directories were distributed at farm-related conferences. Likewise, in 2016, 37,000 farmers market directories were printed and distributed. In addition, the online market map search capacity was upgraded and integrated in a new WSFMA website (<http://wafarmersmarkets.org/washingtonfarmersmarketdirectory/>).

A new Washington State farmers market rack card was created for the first time ever. The rack card is used to promote farmers markets to non-shoppers and drive them to the WSFMA website where they can look up markets where they live or are traveling (Figure 2). 47,500 were printed in color and were distributed to WSFMA member markets. Each market was asked to distribute the rack cards in locations in their community that were high volume and attract tourists and families (e.g., visitor center, chamber of commerce, downtown association, museum, fairs, farm stand, natural foods stores or other private business).

**Figure 1. 2015 Washington State Farmers Market Directory, listing 118 member markets in 35 counties.**



**Figure 2. Washington State Farmers Market “Rack Card”**



**2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2014). Include further explanation if necessary.**

The intended beneficiaries of this project were farmers markets, market vendors, and the WSFMA.

- i. Number of direct jobs created: not measured
- ii. Number of jobs retained: not measured
- iii. Number of indirect jobs created: not measured
- iv. Number of markets expanded: the capacity of over 115 markets was expanded
- v. Number of new markets established: none directly
- vi. Aggregated member market sales declined from \$44,732,142 in 2014 (N=110) to \$43,016,086 in 2015 (N = 109). Possible explanations include the drought and other extreme weather, including forest fires and smoke, which reduced production and shopper counts.
- vii. Number of farmers/producers that have benefited from the project: over 1,000

**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?**

The promotional products described in response to Q1 sought to expand the customer base for all markets. The WSFMA has staff dedicated to increasing food access at its member markets and WSU took the lead on various outreach tools for Latino farmers and shoppers; however, that work was funded through other grants.

**4. Discuss your community partnerships.**

- i. Who are your community partners?
- ii. How have they contributed to the overall results of the FMPP project?
- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?

This project relied heavily on partnerships with a wide range of market staff from different markets (each with their own local partnerships), statewide partners, and professional experts. For the workshops at the conference, fifteen different speakers contributed their time and talents. The Toolkit also benefited from contributions from twelve people, including national partners at the Farmers Market Coalition and Michigan Farmers Market Association. The promotions were designed and led by Kelly Lindsay, marketing coordinator at Pike Place Market and WSFMA board president. And 25 markets volunteered to help distribute the directories and rack cards.

**5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?**

This project was designed to include a subcontract with the WSFMA led by Karen Kinney. The WSFMA was an essential partner in all aspects of project design and implementation, especially data collection, conference and workshop organizing, content expertise, editing, and outreach to farmers markets.

**6. Have you publicized any results yet?\***

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results?
- iii. How many stakeholders (i.e. people, entities) did you reach?

A significant amount of outreach was conducted for the workshops, Toolkit, annual market directory, and rack card, mostly electronically. In terms of publicity, the release of the new Toolkit was featured in social media by the Farmers Market Coalition, WSU Center for Sustaining Ag and Natural Resources, WSFMA, and Office of Farmland Preservation.

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

- i. If so, how did you collect the information?
- ii. What feedback was relayed (specific comments)?

In each workshop, participants were asked to complete an evaluation (as well as evaluating the conference as a whole). Results include:

**"Know Your Farmers Market Shopper:"** 66 evaluations were received. 95% rated the workshop "good" (13) or "excellent" (50). 89% rated the presentation style "good" (19) or "excellent" (40); and 92% increased their knowledge about this topic.

**"Sponsorship 101:"** 28 evaluations were received. 93% rated the workshop "good" (15) or "excellent" (11). 86% rated the presentation style "good" (14) or "excellent" (10); and 86% increased their knowledge about this topic.

**“A Healthy Board:”** 19 evaluations were received. 95% rated the workshop “good” (5) or “excellent” (13). 95% rated the presentation style “good” (5) or “excellent” (13); and 89% increased their knowledge about this topic.

**“Social Media Strategies for Success:”** 38 evaluations were received. 95% rated the workshop “good” (16) or “excellent” (20). 97% rated the presentation style “good” (15) or “excellent” (22); and 92% increased their knowledge about this topic.

**“Sustaining Your Market – Recruiting and Managing Volunteers:”** Of the 30 attendees (28 market organizers) that returned evaluation forms, 2/3 thought the information shared was good or excellent and 81% reported they increased their knowledge. Comments: *“Alice provided so much food for thought...” “It was nice to talk with others that have the same issues of recruitment, round table discussions with colleagues with volunteers were most helpful.”*

**“Doing Business in Washington State: What Every Farmers Market Manager and Board Needs to Know:”** Of the 20 attendees who returned evaluation forms (16 market organizers), 90% thought the information shared was good or excellent and 95% reported their knowledge increased. Representative comments: *“This really increased my knowledge about farmers markets – good job!” “Straightforward, useful checklist for farmers market organizations.”*

**“Farmers Market Bookkeeping Best Practices:”** Of the 34 attendees that returned evaluation forms (29 market organizers), 100% thought the information provided was good or excellent and that their knowledge increased. Representative comments: *“This could be a half day seminar! So useful! Need more time –half day, full day, keep doing this” Thank you, thank you, thank you!! Bookkeeping was not my passion but it’s what needed to be done so I stepped up and you finally got me excited about it.”*

**“Grow Your Online Presence, Fans & Sales through E-Newsletters & Blogs:”** Of the 28 attendees that returned evaluation forms (all market organizers or farmers), 96% thought the information provided was good or excellent and that their knowledge increased. Representative comments: *-- Best presenter so far. Fabulous information, concise & well organized. Very engaging.--Thank you for simplifying this. It doesn’t seem over whelming any longer.--Really great info! I’m not a novice but I’d like to be more intentional and this workshop helped me hone in on ideas.*

**“Happy Managers Happy Vendors:”** Of the 42 attendees that returned evaluation forms, 90% thought the information was good or excellent and 80% felt their knowledge increased. Representative comments: *--I am a new market manager and this is a good reminder of how to clearly establish communication from the start & establish happy vendors, Offered good reminder about best practices for effective communication, Great discussions...”*

**“Engaging Your Customers to Increase Sales and Build More Demand:”** Of the 41 attendees that returned a workshop evaluation, 98% thought the information shared was good or excellent and 95% thought their knowledge increased. Representative comments were *“great mix of info for market managers and farmers, great to have a presenter who is a farmer and was a high level salesperson in another life...”*

The Toolkit includes a direct solicitation for feedback. To date all comments have been positive and appreciative. Among market managers directly asked if they will “be useful for running your market and help you when making decisions,” 100% of the market managers agreed. Comments include:

- “Fantastic and thank you!!” (Shoreline FM);
- “Thanks for your tremendous work on this project. I am reading it over again as we speak and there's' so much important info here.” (Redmond FM);
- “This looks great! I’m so happy this has been updated and fleshed out. As market managers we wear so many hats and no one can be an expert in everything. It’s great to have a handbook like this to refer to, especially for newer manager. I’m giving this to our board members too! Thank you for all your hard work.” (Anacortes FM)
- “Just received my toolkit in the mail. Thank you very much. I am anxious to work through this beauty page by page. From first looks, this edition appears to packed with tons of information and goodness.” (Everett FM)

Donovan conducted an evaluation of the farmers market promotions (directories and rack cards) in the fall of 2015 and 2016.

<b>Where were Farmers Market Directories distributed?</b>	<b>2015</b>	<b>2016</b>
Displayed/distributed at information booth	94%	100%
Gave to vendors	38%	25%
Market sponsors, volunteers, or other supporters	25%	18%
WIC clinic, food bank, WSU Extension, Conservation District, other partners	19%	29%
Took to local chamber, visitor center, hotels, or other key spots	19%	36%
Other	19%	4%
N	14	28

<b>WHO uses the printed Farmers Market Directory the most and HOW they use it:</b>	<b>2015</b>	<b>2016</b>
<i>Shoppers or customers:</i> Use it to find other markets by location or by day; to see where other markets are; to become informed about other resources in their area.	57%	60%
<i>Tourists or visitors:</i> Customers use it to look for other FMs in their neighborhood, or in other towns/regions they might be visiting over the summer. Out of town visitors to the Market who are traveling found it the most useful.	36%	40%
<i>Vendors:</i> To find farmers markets to sell at.	7%	11%
N	14	28

<b>How valuable is the WSFMA’s online "Find a Farmers Market"/"Member Locator" to promoting farmers markets in Washington State?</b>	<b>2015</b>	<b>2016</b>
Not valuable	0%	0%
Somewhat valuable	13%	23%
Valuable	25%	23%
Very valuable	63%	50%
<b>Total</b>	<b>100%</b>	<b>100%</b>

<b>How did your farmers market(s) distribute the new rack cards?</b>	<b>2015</b>	<b>2016</b>
Displayed/distributed at information booth	65%	100%
Gave to vendors	12%	33%
Gave to market sponsors, volunteers, or other supporters	24%	13%
Gave to WIC clinic, food bank, WSU Extension, Conservation District, or other partners	18%	40%
Took to local chamber, visitor center, hotels, or other key spots	24%	47%
Other	18%	7%
N	17	15

<b>Did you notice an increase in your shopper counts or perceived attendance after receiving these farmers market promotions?</b>	<b>2015</b>	<b>2016</b>
Yes	13%	16%
No	50%	39%
Not sure or N/A	38%	45%
<b>Total</b>	<b>100%</b>	<b>100%</b>
N	24	31

<b>Did you notice an increase in sales of farms with specialty crops after receiving these farmers market promotions? (N=24)</b>	<b>2015</b>	<b>2016</b>
Yes	17%	16%
No	42%	45%
Not sure or N/A	42%	39%
<b>Total</b>	<b>100%</b>	<b>101%</b>
N	24	31

The evaluation also asked about USDA promotions for Farmers Market Week and 81% of respondents said they were “Useful” and “Very Useful.” *(Full report available upon request).*

In addition, the WSFMA asks its members what they value most each year. Results in order of frequency include: 1) Community, sense of belonging; 2) Information and educational materials; 3) Annual WSFMA Conference; 4) Insurance access; 5) Supportive staff; 6) Promotional materials; 7) General support; 8) Policy and advocacy; 9) Member market manager listserv; 10) Food Access support and Fresh Bucks coordination.

**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? No
  - a. If yes, how much was generated and how was it used to further the objectives of the award? N/A

## 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).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
- 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 affirmed that farmers markets need and appreciate management training, state-specific resources, and opportunities for professional development, especially given the increasing demands placed upon market organizers. Information needs to be conveyed in multiple media, online, and in hard copy format, to address the wide range of learning styles and technical capacity. Translating this investment into a direct impact on market sales is challenging; however, anything that contributes to a well-run market will have a positive effect on vendors, shoppers, and the organizers themselves.

The methodological challenges to representing farmers markets (and all direct sales) in complete and accurate ways persist despite the significant work and collaboration of WSFMA's member markets. Most farmers markets still have one foot in the informal sector and operate on a cash basis. Greater public investments in direct marketing data collection are needed at the state level to better serve farmers, market development, and public policies.

The final key lesson (re)learned is the critical need to build farmers markets' (and all direct markets') and farmers' marketing savvy. Far too often, marketing follows a product, business, or desire to open a market without first knowing who the customers are, what do they need, and how to talk to them. This is a real challenge given how time-strapped these entrepreneurs are and the amount of time, treasure, and talent invested in simply getting to market. As such, there is still a compelling opportunity to create tools and products that can be easily deployed. In addition, there is a clear and compelling need to focus even more energy on building farmers' and markets' understanding of marketing fundamentals through education.

## 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.

The WSFMA will continue creating a statewide farmers market directory and work to distribute products such as the directory and rack card beyond "standard" locations into arenas that are tapping into agritourism activities and promotions. With the basic infrastructure in place, the Toolkit will be a living document with new resources added and edits made as needed.

- 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?

Please see suggestions included in #9 above.