

**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, 2014 – March 31, 2017
Authorized Representative Name:	Will Cronin
Authorized Representative Phone:	608.326.0223
Authorized Representative Email:	will.cronin@ces.uwex.edu
Recipient Organization Name:	Crawford County Economic Development Corporation (CCEDC)
Project Title as Stated on Grant Agreement:	Crawford County Farmers Markets Grow
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-0181
Year Grant was Awarded:	2014
Project City/State:	Prairie du Chien, WI
Total Awarded Budget:	\$99,179

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

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

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

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
 - i. **Goal/Objective 1: Increase number of vendors and buyers utilizing farmers markets in Crawford County, Wisconsin in part through enhanced use of EBT point of sales technology.**
 - a. **Progress Made:** Successfully obtained EBT/Credit/Debit equipment for two of three markets. Market staff and vendors report increased customer traffic and sales over previous years, although we have been unable to obtain consistent, scientific data due to lack of staffing for onsite data gathering.
 - b. **Impact on Community:** Vendors and market staff and volunteers report increased customer traffic and sales, thus making the markets more attractive to vendors and buyers in future years.
 - ii. **Goal/Objective 2: Create and sustain one new farmers market within an unserved municipality in Crawford County by growing consumer base broadly through targeted direct business to consumer marketing merchandise program.**
 - a. **Progress Made:** Due to previous Authorized Representative’s illness, this goal was not achievable in the period of the grant. Market leadership has agreed to pursue the incorporation of a new nonprofit organization in the county to support all markets in the future and ultimately create a new market. USDA Staff approved this change to work plan in April 2016. **See Goal 4.**
 - b. **Impact on Community:** Not applicable.
 - iii. **Goal/Objective 3: Develop marketing plans with advertising budget to aid implementation for each existing and new farmers market in Crawford County, Wisconsin.**
 - a. **Progress Made:** Made significant advertising purchases including radio, billboard and newspaper and created a new website (crawfordfarmersmarkets.com). Also purchased promotional materials for distribution at markets including reusable shopping bags and shopping list refrigerator magnets showing market dates and locations. Most significantly, worked with the Survey Research Center at the University of Wisconsin-River Falls to conduct a countywide survey of residents who *do not* attend markets now to better craft our marketing strategies. For example, it was found that among Crawford County households, the top two factors in shopping for food are freshness (71%) and price(60%). Local food is not in itself a major driver, which is likely attributable to our county’s comparatively low income. Additionally, we found that three of the five top reasons people do not attend our markets are simply due to lack of knowledge: residents don’t know the hours, days, or locations. This is encouraging, as these are barriers that can be addressed with marketing. The full report is attached.
 - b. **Impact on Community:** The public profile of Crawford County’s farmers markets has been significantly raised and the survey results will help us make the most effective use of our marketing funds in the future.

iv. **Goal/Objective 4: Incorporate Crawford County Farmers Markets Grow as an independent nonprofit entity that can support all Crawford County Farmers Markets in the future and establish one or more new markets.**

a. **Progress Made:** Successfully incorporated a 501(c)3 nonprofit organization called Crawford County Farmers Markets Grow, Inc. which will make it possible for our markets in the county to fundraise, operate sustainably, and grow long into the future. As we are still in the early stages of the organization, we are conducting ongoing planning and preparation for local fundraising efforts.

b. **Impact on Community:** As Crawford County Farmers Markets Grow, Inc. matures, it will ultimately be able to hire staff, take out insurance policies, make efficient use of scarce marketing dollars, and take tax-deductible donations. Taken together, this will assure local funding sustainability for our markets in the long term.

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: 3
- ii. Number of jobs retained: 0
- iii. Number of indirect jobs created: 0
- iv. Number of markets expanded: 3
- v. Number of new markets established: 0
- vi. Market sales increased by: We were unable to obtain statistically significant data due to staffing issues, however vendors report increased sales and customer traffic.
- vii. Number of farmers/producers that have benefited from the project: Approximately 20 (all vendors at three markets in Crawford County)
 - a. Percent Increase: n/a

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?**

We successfully obtained no-cost EBT/Credit/Debit equipment for two of our three markets. As our project was behind schedule due to serious illness on the part of the first Authorized Representative, EBT was only implemented mid-summer of 2016. We are marketing the initiative heavily and anticipate greater EBT use in the coming years.

4. **Discuss your community partnerships.**

i. **Who are your community partners?**

Our community partners included the market leadership of the Ferryville, Gays Mills, and Prairie du Chien Farmers Markets, the municipalities of Ferryville, Gays Mills, and Prairie du Chien, the Crawford County Economic Development Corporation, University of Wisconsin-Extension, the Crawford County Community Fund, and the Crawford County Tourism Council.

ii. **How have they contributed to the overall results of the FMPP project?**

Community market leadership contributed guidance, oversight, and volunteer time to support the planning and implementation of the project. Our municipal partners supply

space for the markets to operate and cover them under their municipal liability insurance umbrella. The Crawford County Economic Development Corporation provides a legal framework for the administration of the grant and supported the creation of the new nonprofit organization Crawford County Farmers Markets Grow. UW-Extension supplied staff and administrative support for the grant. The Crawford County Community Fund supports our farmers markets on an ongoing basis through the “Crawford Markets Care” voucher program. Finally, the Crawford County Tourism Council provides collaborative marketing support for our farmers markets as they serve a role in tourism promotion.

iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant?

It is anticipated that all of these entities will continue to work with our markets in much the same fashion in the future. We see our markets as fundamentally a community collaboration.

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

A key component of the grant was the hiring of Market Coordinators for each market. These persons were key to the implementation of the grant, they handled the process of working with Marketlink to secure EBT/Credit/Debit equipment and worked with the grant Authorize Representative to prepare the most effective equipment orders for each market. In addition, the simple presence of paid staff at every market was considered by vendors to be a key benefit of the grant. In the future, Crawford County’s farmers markets will do everything possible to maintain those paid positions.

6. Have you publicized any results yet?*

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

Yes. A presentation summarizing the grant and its outcomes has been shared with community stakeholders and with regional community food systems professionals. A copy of this presentation is attached.

ii. To whom did you publicize the results?

The presentation was given at the 2017 Wisconsin Local Foods Summit, held in La Crosse, Wisconsin, to an audience of regional community food systems professionals. In addition, the presentation has been delivered to the Crawford County Economic Development Corporation Board of Directors, composed to public and private sector leaders throughout the county, and community stakeholders and vendors of all markets. In addition the grant, workplan and outcomes have been shared informally with colleagues in UW-Extension and other colleagues in community and economic development in Southwest Wisconsin.

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

Approximately forty professionals attended the session at the Wisconsin Local Foods Summit. Subsequent sharing with community stakeholders and amounted to approximately fifty further individuals and the various businesses and organizations they represent.

*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?

i. If so, how did you collect the information?

Feedback was collected continuously from community market leaders and vendors. Unfortunately, we were unable to obtain consistent, scientific attendance or sales data due to staffing constraints.

ii. What feedback was relayed (specific comments)?

Vendors reported an increase in customer traffic attributable to the grant. Many community members, volunteers and vendors expressed positive feedback about grant-paid marketing efforts as well, especially sponsorship of Wisconsin Public Radio.

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

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).

The key positive lesson for our organization was the need for paid staff present on market day. Maintaining those positions will be an objective for our markets long-term. In addition, the markets value marketing support on a countywide and regional basis, as opposed to piecemeal ad buys. The main thing that did not go as well as we could have hoped was data collection on market day. The Market Coordinators could not spearhead this process as they were busy with administrative tasks. In the future, if we are planning to collect data we will find a way to have trained volunteers on site to handle it.

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

Due to a serious illness, the original Authorized Representative had to leave his position and turned the project over to UW-Extension. This was a serious setback initially and required a change in the work plan, instead of creating a fourth market in the county we worked with USDA to revise the work plan to focus on the creation of a new nonprofit organization that could continue to support our small markets on an ongoing basis. The key takeaway from a problem-solving perspective is to be proactive about working with USDA to recalibrate objectives as needs change. USDA staff was helpful and flexible; we could not have succeeded without that relationship.

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:

Make very sure that your community and market stakeholders understand the implications of obtaining such a large grant ahead of time and the need to have a collaborative process in place to implement it. While such a grant is a great benefit to a rural county like Crawford, implementing and managing such a large project without enough capacity is tricky. Be prepared ahead of time and have the necessary stakeholder buy-in.

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.

We have successfully created the 501(c)3 nonprofit organization Crawford County Farmers Markets Grow, Inc. which will make it possible for our markets in the county to fundraise, operate sustainably, and grow long into the future. This could include the creation of another market in the county, a mobile market, a community supported agriculture (CSA) program or any number of other initiatives. In addition, we expect to be able to fundraise locally to retain the three paid coordinator positions created by the grant and continue with a coherent, countywide marketing strategy in accordance with our marketing plan.

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?

- Next steps for Crawford County Farmers Markets Grow, Inc.:
 - Conduct ongoing planning for implementation of 501(c)3.
 - Create a plan for sustainable funding of market coordinator positions.
 - Ensure markets can afford EBT/Credit/Debit fees in the long term.
 - Create a volunteer-driven fundraising program.
 - Continue targeted marketing as funding permits.

- Potential research
 - Further study addressing the most effective marketing of community food systems in rural areas.
 - Further study on the best strategies to attract underserved and underrepresented populations to farmers markets, again with a focus on the particular challenges of rural areas