

**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, 2015-September 29, 2017
<b>Authorized Representative Name:</b>	Zoë Anderson
<b>Authorized Representative Phone:</b>	520-882-2157
<b>Authorized Representative Email:</b>	<a href="mailto:zoe@heirloomfm.org">zoe@heirloomfm.org</a>
<b>Recipient Organization Name:</b>	Heirloom Farmers Markets
<b>Project Title as Stated on Grant Agreement:</b>	HOME GROWN: Promoting Tucson's New Permanent Farmers Market Pavilion
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-AZ-0163
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Tucson, AZ
<b>Total Awarded Budget:</b>	\$98,744

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: **Promote HFM’s Saturday & Sunday Markets at the Rillito Park Food Pavilion**

- a. Progress Made:

1. In March – July 2016 we ran Phase 1 of a print, TV, radio and digital “Get Real at Rillito” ad campaign during the end of the high peak visitor season into the slower summer months of the farmers market.
      2. Continuous monthly Search Engine Marketing (SEM) management.
      3. Continuous social media ad buys and post boosts to build more likes and followers on our social media (Facebook & Instagram).
      4. Continuous weekly updates with engaging content on heirloomfm.org website promoting the market, vendors, events, and farm fresh ingredients.
      5. In May 2016 HeirloomFM launched a newly designed website with video, blogs, event promo, SEM and UX (User Experience) in mind.
      6. Coordinated 11 farmers market seasonal events, which included live music, chef demos, veggie tasting tables, vendor deals and community partners. Promoted the events at the market, online and in print.
      7. Guerilla marketing campaign (flyers and yard signs) to hotels, coffee shops, tourism sites, and public facilities around the Rillito Park area.
      8. Organized two MarketShare SEED Survey days to measure the farmers market’s economic impact and seven headcounts at the Sunday Rillito Park Farmers Markets over the past two years.
      9. NEW CONTACT: Grant Project Manager Roxanne Garcia was let go in June 2017 and Marketing Coordinator Zoë Anderson took over Grant Project Management.
      10. In September of 2016 we expanded our market promotion to include a volunteer program at Rillito Park as a positive reflection of public relation. The Volunteers help vendors and market coordinators to setup and breakdown the market every Sunday. Plus, we utilize the volunteers for staffing our MarketShare SEED Survey and headcounts at the market. We now staff 8 regular rotating volunteers.

- b. Impact on Community:

1. Rillito Park gained 230k impressions on TV & Radio with its “Get Real at Rillito” 4 Month Campaign. The timing of these impressions show a peak in customers at the market, website views, and Google adwords analytics.
      2. 2016 Results from our SEED Survey and head counts at Rillito Park showed an increase 500 – 750 customers at the market on a regular basis and an increase of 1,000 more customers at the market on festival days
      3. Since October 2015 to August 2017 Rillito Park Farmers Market has increased the number of farmers/growers selling at the market by 5 for

a grand total of 16. Plus, increased its number of vendors at the market by 10 for a grand total of 89. 5% of those vendors have hired additional employees to help them with market efforts.

4. In combination with our bi-monthly print advertising with Edible Baja Arizona and Desert Leaf since 2015, our Rillito Park farmers and vendors were featured in the magazine with photos and a 1-page highlight article as well as a 3-page spread on Rillito Park.
5. Rillito Park vendors have seen an average increase of 56% in their 2016 yearly totals over 2017.
6. SEED Survey Results show that Rillito Park Farmers Markets' customers show that 80% stated that Rillito was their primary reason for visiting the neighborhood. Plus, 47% of the total respondents were regular weekly shoppers. 17% responded it was their first time visiting while 18% said they visit the market 2-3 times a month. We also surveyed that the median spending per customer was \$30 and the average spending was \$38.60.
7. With the success of branding and marketing efforts of Sunday Rillito Park Farmers Market we were offered to bid on a 9 year old Green Valley Village Farmers and Artisan Market in Green Valley, AZ. Management of the Market was awarded in May 2016. Since December of 2015 we now manage a total of 4 markets in Southern Arizona, increasing our market management to one new market. Our total market system (including all 4 markets) has increased by 151 vendors to a total of 240 vendors.
8. Prior to the new website launch the site heirloomfm.org on average received more views overall. However, the new site now retains users on average 1.5 minutes longer and has lower audience bounce rate of 10%. Users have increased their amount of page views to an average of 2.89 pages from 2.26. HeirloomFM.org won a Silver Addy Award for Best of Consumer Website Design in Tucson, AZ.
9. 15% Increase in SEM clicks and 33% impressions to heirloomfm.org website since the measurements taken since the launch of the new website and paid Google adword management.
10. The seasonal special events at the market highlighted the in season produce (ex. Citrus Jubilee, Tomato Basil Fest, Chile Fest) not only brought 1,000 more customers to the market, but farmers and producers reported selling out of the featured fruit or vegetable that day.
11. Social Media accounts have increased in followers: Facebook 11,162 Total (Increased by 2,729) and Instagram 1,573 (Increased by 1,457).
12. The integration of a Volunteer program at the market has created positive awareness and PR for Rillito Park. Older vendors specifically have enjoyed the extra help and give our volunteers discounts on shopping with them. Volunteers now stop by on a weekly basis to engage with our Market Info Booth and we see them engaging more with their community.

ii. **Goal/Objective 2: Develop and Implement an HFM Marketing Training Program offering technical assistance to vendors in order to assist and support them in effectively marketing themselves, their products, and their businesses.**

a. Progress Made:

1. Revamped the Training Program, to utilize small vendor groups to provide more focused marketing and individualized information and tutorial sessions.
2. Created a 16 page Vendor Marketing Best Marketing Practices Syllabus.
3. Recruited and met with 19 volunteer vendors to participate in the Training Program. Vendors were offered a \$25 Social Media Advertising incentive for their participation.
4. Monthly marketing tips and special event 'Vendors Deals' information were included in the Vendor eNewsletter as to provide extra marketing education to vendors who did not participate in the Training Program.

b. Impact on Community:

1. Participating vendors have communicated an eagerness to improve their social media marketing skills and set marketing goals for themselves.
2. Although vendor recruitment for the marketing meetings were lower than expected and the amount of incentive ad dollars redeemed were low, all vendor participants surveyed that their knowledge and interest in marketing their business has increased. Many vendors were inspired to open new business social media accounts and business websites. All vendors increased the amount of social media posts and boosted ads since the meeting. Some are now even teaching their fellow vendors how to use social media at the market. More than half the vendors are now expanding their advertising to print, online and networking opportunities since the meeting.
3. Vendors outside of the Training sessions engaged with the marketing tips that were provided in the Vendor eNewsletters. Vendors who participated in special event Vendor Deals experienced an increase in sales and traffic. The last 'Vendor Deals' showed an increase of vendor participation by 8 more vendors specials compared to last years event.
4. Because the marketing tools have been created from this program our Marketing Manager will continue to offer the Training Program to new and interested vendors given the positive reception and results.

iii. **Goal/Objective 3: Develop, implement, and manage a sustained collaborative marketing campaign between HFM and regional farmers market vendors.**

a. Progress Made:

1. Bi-monthly photography of farmers' products and weekly check-ins with farmers on what crops they're growing for promotion.
2. Execution of every other month special market events (highlighting seasonal crops to educate customers in a fun engaging way).
3. Execution of four 'Know Your Farmer' videos and blog with an online campaign and promotion at the market. Three other videos have been shot and edited, but weren't released due to Farmers seasonal timing requests.

4. Execution of the 'Get REAL' Vendor Certification for vendors who are selling as direct farmers, producers and ranchers at the farmers market. Plus, continued social media marketing to promote REAL Vendors.
- b. Impact on Community:
1. Increased customer engagement on social media and website for 'Know Your Farmer' Campaign.
  2. Website traffic continues to show our individual Vendor pages rank in the top 3 - 4 pages visited on heirloomfm.org.
  3. Our 'Who's Your Farmer?' Campaign has proven hugely successful with our vendors. The most successful was the 2<sup>nd</sup> video on Zamudio Eggs. Their video has reached over 8,300 views and the USDA shared our video as a educational piece to other farmers/ranchers. Zamudio Eggs has been very grateful for the exposure and has used this experience to further grow their business to meet customer fulfillment.
  4. The 'Get REAL' Vendor Certification received continuous positive feedback from customers, vendors and other Farmers Market Manager organizations for the REAL Vendor Certification program. Now other markets nationwide are considering using the flag strategy. The Town of Marana (AZ) has already implemented their own version of the Get REAL Certification Flags.
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: 7
    - ii. Number of jobs retained: 89
    - iii. Number of indirect jobs created: 24
    - iv. Number of markets expanded: 0
    - v. Number of new markets established: 1
    - vi. Market sales increased by \$5,994 and increased by 8%. *\*In 2017 Rillito Park yearly sales were very low in comparison to 2016 because of multiple rain days in January and February. Plus, in the month May we had two market days with triple digit temps. The above stats are based on sales in 2016 to 2017 during the months that were not affected by weather.*
    - vii. Number of farmers/producers that have benefited from the project: 89
      - a. Percent Increase: 11.25%
  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?
    - i. A total of \$33,979 in SNAP dollars were redeemed at Rillito Park by SNAP low income/low access during the duration of FMPP, showing an increase of \$4,200 compared to 2016 totals. FMPP advertising and guerilla marketing has helped to reach new populations with information on our market, farm fresh produce and low-income benefits.

4. Discuss your community partnerships.
  - i. Who are your community partners?
    - a. Wholesome Wave, UofA Master Gardeners, UofA Nutrition Network, Community Food Bank, Living Streets Alliance, Rillito Park Association, Local First Arizona, UofA Compost Cats, Tucson Village Farm, Pima County Food Alliance, Edible Baja Arizona, Tucson Foodie, Desert Leaf Magazine, Yelp Tucson, IronFist Design, Cabin22, Creative Slice, and 15 local chefs and restaurateurs.
  - ii. How have they contributed to the overall results of the FMPP project?
    - a. Our community partners participated in our market special events, published articles on our vendors and market and/or promoted the events and market to their network. The presence of our partners at our community events increases our reach, clout, attendance, and community development.
  - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?
    - a. We continue to actively collaborate with our community partners for future events. The endorsement and voluntary advertising provided by our partners connects HeirloomFM with additional customers and increased media presence.
  
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?
  - i. Peter Romano, our official market photographer & videographer, created most of the marketing media for the Home Grown campaign.
  - ii. Creative Slice developed our website at that integrated smoothly with our media campaigns and advertising highlighting our vendor community.
  - iii. Cabin22 Productions produced a 15 and 30 second TV and website commercials and 2 of our 'Know Your Farmer' videos.
  
6. Have you publicized any results yet?\*
  - i. If yes, how did you publicize the results? Not applicable
  - ii. To whom did you publicize the results? Not applicable
  - iii. How many stakeholders (i.e. people, entities) did you reach? Not applicable

\*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?
    - a. We collected info specifically on the Home Grown project. We collected feedback on the farmers market economic impact, market/vendor sales, Marketing Training Program, and 'Who's Your Farmer' Campaigns.
  - ii. What feedback was relayed (specific comments)?
    - a. All 'Know Your Farmer' Vendor Surveys from the farmers highlighted reported positive feedback on their videos with increased engagement with customers, new customer business, an increase in social media interaction. They felt that the videos conveyed their farm story appropriately and the need to tell their story was important.

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. If yes, how much was generated and how was it used to further the objectives of the award? Not applicable

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. When certain programs didn't meet the expectations of our grant or we came under budget on media buys and programing, we brainstormed more efficient ways to reach our goals for success. For instance, we now have a new successful 'Get Real' Certification program and community Volunteer program that saves us staffing costs. We could also pool information from our vendors in helping us brainstorm solutions.
  - b. The successes of our seasonal special events at the market were outstanding. It allowed us market to new audience to by emphasizing all our grant objectives: marketing Rillito Park, encouraging our vendors to market themselves to a new audience, and education on farmers and seasonal produce. This saved us time and money across the board.
    - a. Our Volunteer program served as another way to engage in our Rillito Park community. Volunteers helped us save money on staffing, have ambassadors in the public talking about their positive experience at the market, and build a stronger brand for Heirloom Farmers Markets. With the success of a new Volunteer program we are now planning on expanding this program to staff our Tasting Tables and Chef at the Markets for seasonal market events. The only expense this program incurred from FMPP with Volunteer Shirts used as an incentive to gain participants. Wehat with minimal efforts done behind the scenes gained us big rewards. We learned that with minimal efforts put into behind the scenes gained us big reward from this program.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
  - a. We were unable to successfully open a Saturday Rillito Farmers in November 2015 into the spring of 2016. With the competition of an established market less than a mile away on Saturday it was hard to find enough vendors to see the market past a 2-month period. Now that the Sunday Rillito Park Farmers Market has reached it's 3-year anniversary this past November 2017 as a thriving pillar in the community. The vendors now have trust in HeirloomFM's skills and the Rillito loyal clientele to support a new market Rillito. Time, trust, customer loyalty and vendor feedback are all factors on why we did not reach the goal of opening a Saturday Rillito Park Farmers Market. However, because of the great success in branding our Sunday Rillito Park Farmers Market we were approached by a veteran market of 9 years in Green Valley, AZ (30 miles south of Tucson, AZ) to take over management. We have now grown our market

system to one additional market on Wednesdays and doubled the amount of farmers and producers in our system.

- b. Modification to executing Marketing Training Program was made because of low interest in vendors despite the \$25 ad credit incentive. Altering the program to smaller meetings ended up being more productive since many of the vendors have different schedules and a spectrum of experience in marketing. Smaller meetings allowed us to offer more personalized marketing plans and lesson plans. We learned that the vendor businesses that sought to participate in taking the Marketing Training Program were vendors regularly taking steps to expand their business outside of the farmers market system.
  - c. The “Who’s Your Farmer’ videos were super impactful. However, we did not publish and produce the quantity of videos we originally stated. Much of this had to do with the distance of the farms from one another and not scheduling filming with the farms with the in season crops. Because of these issues and farmers not active at the market there were a 3 short films that were produced but not released. In the future, we will create a better production schedule accounting for crop timing and adding more production days at the farms. The videos that weren’t released will be used in the upcoming year to promote our farmers seasonal goods.
- 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: Not applicable.

#### 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. Marketing Coordinator will promote the positive results of the Home Grown FMPP grant via a press release and a fun infographic of all the progress and statistics from the surveys during the grant period. The press release and infographics will be created in house and sent to our community partners and media contacts, as well as published on our website and shared on our social media channels.
- 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? Not applicable.