

**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>	April 30 2016-October 30 2016
<b>Authorized Representative Name:</b>	Beverly Shaw
<b>Authorized Representative Phone:</b>	765-775-5161
<b>Authorized Representative Email:</b>	bshaw@westlafayette.in.gov
<b>Recipient Organization Name:</b>	City of West Lafayette
<b>Project Title as Stated on Grant Agreement:</b>	West Lafayette Farmers Market: Reaching Out, New Horizons
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	14-FMPPX-IN-0068
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	West Lafayette/IN
<b>Total Awarded Budget:</b>	\$26716

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: Increasing awareness of the West Lafayette Farmers Market (WLFM) in the community.**
    - a. Activity: Design and display WLFM ads on seven (7) city bus tail signs.
      1. Progress: 7 signs were designed and installed (see attachment A)
      2. Impact: WLFM worked with a graphic designer to create artistic, witty, and informative signs for advertising the market. While signs were being designed a contract with the city bus company was made. In this contract, it was agreed that 7 buses would display a sign during the market season. Due to bus routes, these signs were visible throughout Greater Lafayette informing everyone who saw these buses about the market, encouraging them to attend, and creating a community conversation about the WLFM; 7% of surveyed market visitors (new & returning) were made aware of the market by seeing the bus tails.
    - b. Activity: Design and display on West Lafayette city light poles and structures forty four (44) banners advertising the WLFM.
      1. Progress: 44 banners designed by professional graphics designer and installed (see attachment A).
      2. Impact: Banners provided exposure along city streets in high traffic areas. Received many spontaneous compliments about the new banners. Thirty six percent (36%) of market visitors surveyed reported being aware of market through seeing banners.
    - c. Activity: Create an Identifying Sign for the WLFM site.
      1. Progress: A semi-permanent sign developed and installed in lieu of a permanent sign; future city development plans argued for delaying the installation of a permanent sign (see attachment A). The current sign is quite visible, brightly colored, and invokes the WLFM theme for fresh foods. It officially marks the WLFM location and provides key information about market dates and hours. We hired a graphic designer who worked with our logo to create the sign. We wanted to keep it very simple so it only contains our logo, our name, our hours and the day of the week that we hold the market. We continually market “Wednesdays” in hopes of getting the public to think of our market on that day.
      2. Impact: A sign on a high-traffic street bordering the market site now informs all passersby every day of the location of the Farmers Market and its hours. Also, since it is always in place, all passing residents are reminded of the market year around. In addition, potential vendors who might be interested in joining a farmers market and other market operators are made aware of our market, providing for networking opportunities year around.
    - d. Activity: Create and air seven (7) radio ads weekly for twenty six weeks.
      1. Progress: 7 radio ads developed and aired at prescribed times (see attachment A). We chose to advertise on our public radio station since we feel like its audience most closely aligns with our market-goers. Its listeners tend to be community and family oriented.
      2. Impact: Ads targeted key demographics in the community; 9% of market visitors surveyed reported being made aware of the market through these radio ads. These ads

promoted product offerings at the market and attending the market. They also provided information on market location and times.

- e. Activity: Develop a WLFM website that is devoted exclusively to promoting the WLFM, sharing information about market events, and providing educational material about local agricultural producers and products.
  - 1. Progress: Website developed and in place for 95% of the market period in which it was launched. It provides user-friendly information about topics such as vendors, products, dates and times, and a market calendar (new site: <http://wlfarmersmarket.com/> ).
  - 2. Impact: WLFM page now much more informative, dynamic, and attractive. Market Facebook page site showed a notable increase in followers after the launch of the new website. Pre-launch followers equaled 4,975; post-launch follower count was 6,745.

**ii. Goal/Objective 2: Increasing the number and diversity of patrons at the WLFM.**

- a. Activity: We reached out to the community in a number of ways. We had advertising on the backs of seven buses throughout the market season, we installed a sign at the entrance to the market so passers-by would be reminded of the market even when it wasn't taking place, we had radio spots on our public radio station and we built a new website. Details are contained in the answers to Goal 1 above. In addition to raising awareness of the WLFM in the community, all of those activities were also intended to increase attendance of new patrons at the WLFM.
  - 1. Progress: Of the five activities proposed for achievement of goal 1, 100% of them have been achieved by this date.
  - 2. Impact: As a result of this coordinated effort to promote the market through multiple channels, attendance at the market has increased. On July 15, 2015 counts of people in the market were recorded every hour for 3 hours: 4:30pm: 133 patrons; 5:30pm: 143 patrons; 6:30pm: 139 patrons. Comparing the results to attendance in a previous year shows that there was a 40% increase in patrons at the market on this date. Sales depend on customer flow. This increase in patronage is encouraging and we hope it will lead to better sales for our vendors. More patrons also means more word-of-mouth promotion of the market. We hope it fuels even more growth.
- b. Activity: Direct mailing to low-income communities.
  - 1. Progress: A direct-mail post card was designed by a graphic designer and printed by a local printing company. We then identified low-income neighborhoods near the market with the assistance of a local mailing company. (see attachment A). Subsequently, 396 post cards were mailed to residents of the Richfield Apartments (104 units, 336 occupants), Country Villa Apartments (92 units, 320 occupants), and Friendship House (200 units, 400 occupants).
  - 2. Impact: In October 2016, as we reached the end of the market season, we visited two low-income apartment complexes in the vicinity of the market and asked if residents were aware of the market. 100% were aware of the farmers market! This was one of the challenges of this grant. Short of asking people their income, it's difficult to assess the financial status of our market goers. We know the postcard reached the targeted audience and we know that those neighborhoods are aware of the market but we did not question those residents about whether they visited the market as a result of our postcard. . . Perhaps the postcard campaign coupled with an additional incentive for attendance would be more effective. For example, if they brought the postcard to the market, they might receive a free apple—that would allow us to measure effectiveness. Future strategies will consider these options.

- c. Activity: Bring a Friend to the market.
  - 1. Progress: After consultation with the FMPP, it was decided to remove this activity from our grant promotion program. Discussions with FMPP made it clear that providing incentives in the form of “gifts” to participants would fall outside the funding authority we had with the grant. Therefore, this activity was abandoned.
  - 2. Progress: Not applicable.

**iii. Goal/Objective 3: Increasing the number and diversity of vendors at the WLFM.**

- a. Activity: Direct mailings to potential vendors.
  - 1. Progress: As the market got underway in 2015, it became clear that the other promotion activities of our grant program were attracting potential new vendors and new products. New vendor applicants were spontaneously coming to our Market Master and seeking to join the WLFM. These solicitations were so frequent that we decided not to conduct the direct mailing.
  - 2. Impact: As a result of our combined promotion efforts, we realized a sizable increase in vendors from the 2014 season to the 2105 season. The 2015 market gained 15 new vendors (10 more than our stated goal), a 50% increase over last year (see attachment A). We were so successful in attracting new vendors that our market was required to expand into an adjoining lot to accommodate them. Between the old vendors and new vendors, we also had a significant increase in new product introductions such as new craft items, baked goods, vegetables, and meats (see attachment A). Attendees at the market clearly noticed the new product offerings and spontaneously remarked on how much they enjoyed and valued this expansion of the market. Several of the new vendors became buyer favorites and served as a strong attraction for buyers to visit the market. The expansion of the market’s offerings and size created an overall sense of growth and energy that made it a more attractive destination for our community residents.

**iv. Goal/objective 1-3: Put in place a process to deliver our full marketing program and associated activities, i.e., all goals/activities 1-3 above.**

- a. Activity: Employ a marketing campaign coordinator.
  - 1. Progress: Ms. Grace Lemen, a senior at Purdue University, was interviewed and hired on 10/9/15 as the Marketing Campaign Coordinator. Grace worked with WLFM staff to develop plans, design specific activities as described above, and implement those activities. For example, she managed the creation of marketing materials working with a professional design company, developed, conducted, and analyzed data from surveys to gather information for metrics, compiled results, wrote reports, submitted those reports addressing any needed revisions, and served as liaison between city staff, the Market Master, vendors, customers, and any contract employees working with us.
  - 2. Impact: Grace was energetic and creative in developing market promotion activities for our program, implemented those activities in a timely and competent fashion, and ensured that all required deliverables were completed in good order. She communicated well with our staff and with the FMPP staff making sure any delays or difficulties were brought to light and resolved in ways that satisfied all parties. As a result, we completed all of our approved activities. Moreover, she gathered all data needed for our metrics and compiled them into understandable reports. Consequently, Grace submitted the three, required interim reports on time, providing a useful and

accurate accounting of our accomplishments. We would have been hard put to carry off this ambitious marketing program without Grace's fine leadership.

**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.**

- i. Number of direct jobs created: 1 (marketing campaign coordinator)
- ii. Number of jobs retained: 3 (staff)
- iii. Number of indirect jobs created: 55 (market vendors)
- iv. Number of markets expanded: If one considers the WLFM as a single market for our customers, then this market was expanded by the addition of new vendors and new products being introduced within this market.
- v. Number of new markets established: Fifteen (15) new vendors established within our market.
- vi. Market sales likely increased by \$176,590. We do not collect income data from our vendors as a matter of course. Nevertheless, an informal survey, conducted at the end of the season, asked vendors to give an estimate of their annual income for the year. Based on eleven respondents, the income for those 11 was \$105,318. If extrapolated to all vendors who participated this year (n=55), the total income for the market would be \$526,590. This number is likely inflated though since our sample tended to contain some of the largest vendors in our market.
- i. Number of farmers/producers that have benefited from the project: 40 existing vendors enjoyed the increased market attendance and the increased market awareness created by the marketing campaign. In addition, 15 new vendors were added to our market.
  - a. Percent Increase: 50% increase in vendors and 40% increase in attendance.
- ii. Beyond the above considerations, the overall impact of overall impact of our marketing campaign was beneficial in other ways:
  - b. For community members, the market became larger and more varied in scope with more vendor and product choices being made available to them. The market also became more visible to the community educating them to the market and its offerings. Consequently, we had greater attendance and increases in sales within the market. Moreover, the market's growth made it more vibrant and exciting. Crowds often shopped at the market and then stayed to eat in our outdoor dining court and listen to live music arranged by the market. We also believe this growth and vibrancy made our market an attractive venue for educational booths. This last year, we had more Not For Profit tents set up and active at the market than ever before including organizations such as the League of Women Voters, WIC, the WL Public Library, the Purdue University Mechanical Engineering Department, WL Tree Friends, and the WL Fire Department. All of this made the market a much more enriching community experience.
  - c. Vendors benefitted directly by being able to join and sell in a growing market. The 50% growth in new vendors also ensured that the economic benefits of the WLFM were spread even farther into our surrounding communities.
  - d. Finally, the growth in size and diversity of our market was motivating and helpful to the WLFM staff and volunteers and provided opportunities for the staff to promote the market in their interactions with the customers and vendors. The market became a larger, more exciting place to work, and more diverse in products and cultures represented. By virtue of our adding vendors and products, we had, for example, local meats produced on Indiana farms, fresh produce from multiple farmers in our region, hand-made crafts, a gourmet cuisine food truck, a local Italian food stand, and several

local bakeries. In addition to these excellent traditional Midwestern vendors and products, we had a Mexican food truck, Greek food, an Asian artist, two regional wine stands, artisan breads, Armenian pastries, and Korean Kim Chi and vegetables used in Asian cooking but not found at our local groceries. No doubt the market had an increased sense of growth, diversity, and excitement. All of this energized our staff and made it an exciting, rewarding place to work.

**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. We continued to see a large Asian contingent at our market but are unable to document if the number of international population increased. The same is true of low income/low access populations.
- ii. New businesses were created or enlarged for the 15 new vendors that joined the WLFM. These gains were made possible by making the WLFM market an attractive venue for vendors to join, by the Market Master being flexible and aggressive in reviewing and accepting new vendor applications, and by expanding the physical space of the market to allow the additional new vendors to join us.

**Discuss your community partnerships.**

- iii. Who are your community partners? City of West Lafayette, West Lafayette Public Library, WIC, League of Women Voters, Kiwanis, West Lafayette Tree Friends, Purdue University Extension and Purdue University Mechanical Engineering Department.
- iv. How have they contributed to the overall results of the FMPP project? WIC provided vouchers for low income attendees while the others provided booths for education or entertainment. These all add to the vibrancy of the market and expand its appeal.
- v. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? We fully anticipate these partnerships will continue into the years ahead.

**4. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? A number of contractors contributed to the work in the marketing campaign.**

- i. JustNatalie - graphic design for website, banners, bus tails, sign.
- ii. Williams Signs- banner creation
- iii. WBAA- radio spots
- iv. CityBus- bus tails
- v. SpeedPro- bus tail sign creation

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

- i. If yes, how did you publicize the results? We have not publicized results yet
- ii. To whom did you publicize the results?
- iii. 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?
  - a. Residents of two nearby low-income apartment complexes were surveyed.
  - b. Market attendees were polled regarding visibility of marketing efforts.

- c. Market vendors will give comments at a winter vendor meeting.
  - ii. What feedback was relayed (specific comment)?
    - a. 100% were aware of the market
    - b. As stated above, each form of our marketing program had some impact on increasing market awareness in our customer base. Seven percent reported being made aware of the market by seeing the bus tails; 35% of our customers were aware of the light pole banners; 9% reported hearing the radio ads about the market; finally, our web site followership rose to over 6,000 followers after redesign, an increase of almost 2,000 follower. i
    - c. Comments will be gathered this winter from vendors. Customers did remark that signs and banners were “like public artwork” and “were a good addition to our community.” We received many comments on the puns used on the bus tails! We also heard from listeners that radio ads should run before our Wednesday market, not on Thursday or Friday. They also commented that the signs were “useful” as a “reminder” and provided “useful information” about market operations.

**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? No. Any income generated was by the market vendors (x% increase in sales) but the grantee (City of West Lafayette) did not receive any income.
  - 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).** On the positive side, marketing efforts had a strong impact on community awareness of the market. They also increased attendance. We also are very pleased to have the new signage, banners and bus tails that were developed in this campaign. They will be used in the coming years and will definitely benefit our future promotion efforts. Finally, we believe this campaign resulted in indirect benefits. Our intensive promotion of the market contributed to attracting a number of new vendors allowing us to expand the footprint of the market and enhance our size and offerings. Also, partially due to the visibility and success of this market and having been awarded this grant, our redevelopment commission decided to invest further in it and budgeted \$100,000 for market site improvements in 2016. As a consequence, in late 2016 the market place was transformed into a more attractive and functional space. In place of concrete parking stops, we now have islands which have been planted with shade trees making the market more attractive for vendors, staff and shoppers. The trees, in time, also will help reduce the heat that vendors and customers experience during the summer market days. In addition, we added access to electricity for all vendors in 2017 which will hopefully attract a broader range of products (dairy, meats, etc.) and the forms in which those products are offered, e.g., taste tests will be easier for vendors to provide. We are really pleased with the marketing materials developed by our graphic designer. It’s worth the investment to have a professional creating our graphics and we will be able to use them in a number of applications for years to come.

- ii. There are still challenges, however. Market vendors still want more customers. While this campaign was a significant and successful effort, at present, we are not certain what more we can do to increase our customer base in the future. We feel like we've utilized the best methods possible to increase our audience. Attendance is largely influenced by the weather and it's difficult to get customers to the market in the pouring rain. Our planning efforts will examine this challenge. We also found it quite challenging to assess the number of low income and international customers attending the market. Again, future work will revisit this challenge.
- iii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:** If a market is planning to apply for this type of grant, they need to begin to identify and gather key metrics years before the grant is applied for or implemented. We were fortunate to have some data (attendance, # of vendors), but could have used more. Things like customer attendance counts from the low-income or international communities were just not measured in earlier years. Our market is an organic and relatively young organization and has focused on the basics, e.g., getting vendors, advertising, creating a good market space. Going forward, we are looking to plan more carefully for gathering useful data about market performance.
- iv. **Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:** Three lessons come to mind. First, having a program coordinator was invaluable. It freed the Market Master to concentrate on market operations while the coordinator concentrated on developing and implementing the marketing program, no small task. Second, subcontracting professionals for specialty tasks, e.g., materials design, led to efficiencies and high-quality products. Finally, while the USDA's goal may focus primarily on small farmers and their incomes, the city's goals also are focused on using our market to create a public gathering space for the community. While these goals are compatible, both need attention when developing and promoting our market. For example, we must work with the small farmers and recognize their needs. We also, however, must continue to publicize our market in every city newsletter and through the city's social media outlets to build community. Planning needs to serve the goals of both institutions.

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 noted above, where appropriate, all advertising materials will be carried forward for future use. Our social media efforts now explicitly focus on new customers and new vendors; small farmers will be emphasized as an important segment of our vendor base. Where appropriate, efforts also will focus on vendor retention. A stable vendor base year to year is important for our market.
- 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?**
  - a. We are planning themed days (Purdue day, dog day) at the market next year in hopes of increasing attendance.
  - b. We will continue our partnerships with community organizations including WIC.
  - c. We will reach out to surrounding communities to invite more vendors to apply.

### Bus Tail Sign



### WL City Street Banner



## Sign for WLFM



## Radio Spots on WBAA

Support for WBAA comes from, The West Lafayette Farmers Market. Open through October, the market is in Cumberland Park on Wednesdays from 3:30 to 7. Local ingredients and local inspiration are always in abundance. W L Farmers Market dot com.

Support for WBAA comes from, The West Lafayette Farmers Market. Accessible by City Bus, the market is held every Wednesday from 3:30 to 7 at Cumberland Park. Questions and answers at W L Farmers Market dot com.

Support for WBAA comes from, The West Lafayette Farmers Market, featuring music, wine and freshly prepared meals in the open-air patio. The market is held every Wednesday from May through October in Cumberland Park from 3:30 to 7. W L Farmers Market dot com.



Direct Mail Postcard (front)

### New Vendors 2015- 2016

- |                        |                         |
|------------------------|-------------------------|
| 1. Scones and Doilies  | 9. Two Guys Bakery      |
| 2. Maple Hill Farm     | 10. Paisley Chic        |
| 3. Sweet Revolutions   | 11. Kitchen Anatolia    |
| 4. Ravenwood           | 12. Michell             |
| 5. Two Cookin' Sisters | 13. Holy Cow Farm Fresh |
| 6. Stir and Stitch     | 14. Dad's Sweet Corn    |
| 7. Smoky Meat Sweats   | 15. The Homestead       |
| 8. Flood Plain Fruits  |                         |

### New Products Introductions 2015-2016

- |  |   |
|--|---|
| 1. S'more Bars                         | 21. Loofahs                               |
| 2. Pecan fig scones                    | 22. Pain au le vain                       |
| 3. Roast beef sandwiches               | 23. Oyster mushrooms (yellow pink, green) |
| 4. Kimchee                             | 24. Whoopee pies (chocolate and pumpkin)  |
| 5. Asian vegetables                    | 25. Power bars                            |
| 6. Pierogies                           | 26. Casserole                             |
| 7. Stuffed grape leaves                | 27. Cheeseball                            |
| 8. Tarts                               | 28. Jowl bacon                            |
| 9. Granola                             | 29. Happy salt                            |
| 10. Cashew clusters                    | 30. Ribs                                  |
| 11. Sourdough bread and rolls          | 31. Mac and cheese                        |
| 12. Blue potatoes                      | 32. Raw pet milk                          |
| 13. Sewn purses, coin purses, and bibs | 33. Egyptian walking onions               |
| 14. Jerky dog treats                   | 34. Pickled radishes                      |
| 15. Body spritzers                     | 35. Brownie stuffed surprise              |
| 16. Room and linen sprays              | 36. Peanut butter implosion               |
| 17. Grapefruit lotion                  | 37. Tie-dye sweatbands and blankets       |
| 18. Bags of pita                       | 38. Apple dumplings                       |
| 19. Raw butter                         | 39. Ciabatta                              |
| 20. Fine art paintings<br>Dried pastas |   |

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