

# Winning Grants with Logic Models: Improve Project Management and Evaluate Success



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Service

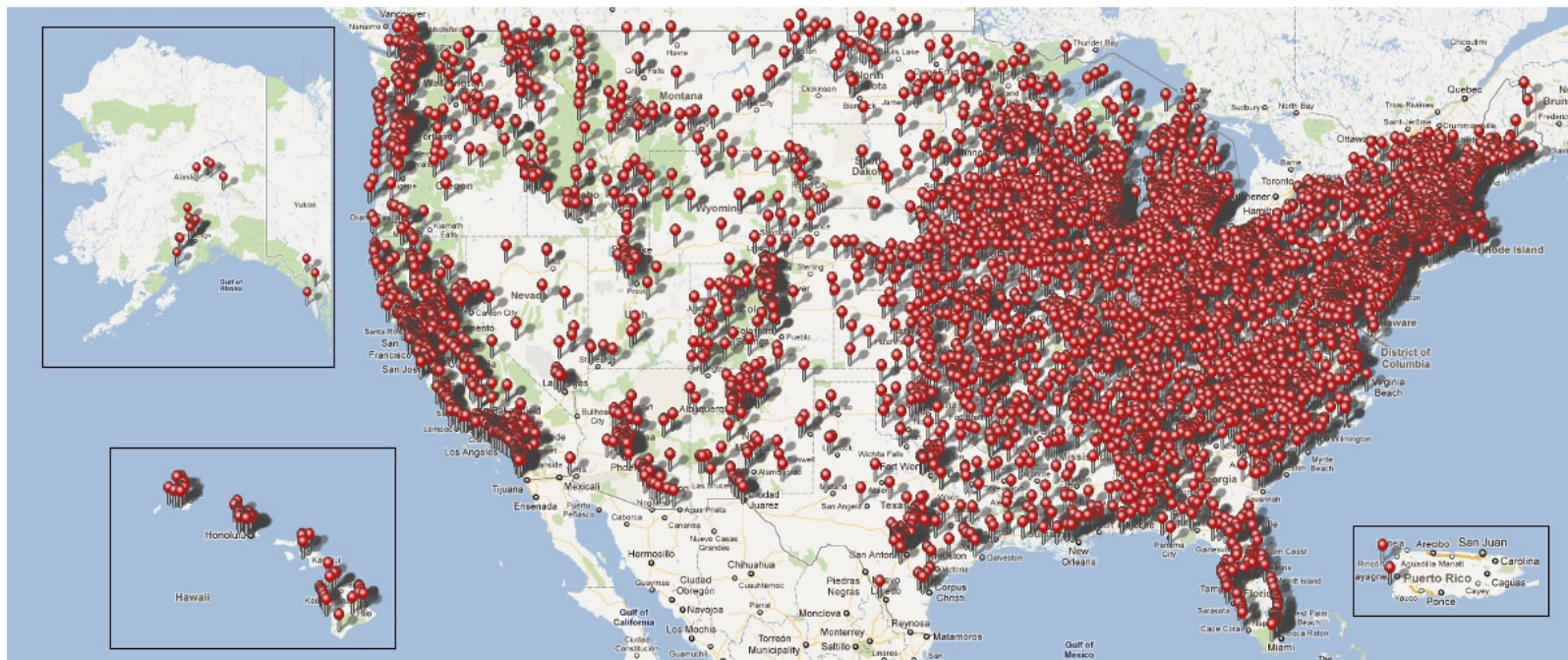
**Moderator:** Stacy Miller  
Farmers Market Coalition

April 17, 2012



# Growth!

## U.S. Farmers Markets October 2011



<http://farmersmarkets.usda.gov>



farmers ★ consumers ★ communities



evaluation  
innovative  
proofread workshop  
reimbursement in-kind  
management  
grant  
need program  
budget  
funds  
narrative  
long-term  
inputs  
director  
measurement  
costs  
support  
outcomes  
proposal  
agreement  
templates  
performance  
outputs  
plan  
project  
deadline  
forms  
strategy  
matching  
amount  
partners  
staff income  
grants.gov  
schedule  
edit  
activities  
maximum consultants  
training  
workplan  
personnel  
short-term  
goals  
objectives  
grants



FARMERS  
MARKET  
COALITION

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# Logic Models

- Useful in planning, implementing, evaluating, and communicating
- Show the relationships between what we do (activities) and what results (outcomes)
- Are a “roadmap” to guide a team
- Make our assumptions **EXPLICIT**
- Specify the indicators of success to be measured throughout a project



# Why Measure?

- What gets measured gets done
- If you don't measure results, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't see success, you can't learn from it
- If you can't recognize failure, you can't correct it
- If you can demonstrate results, you can win public support.

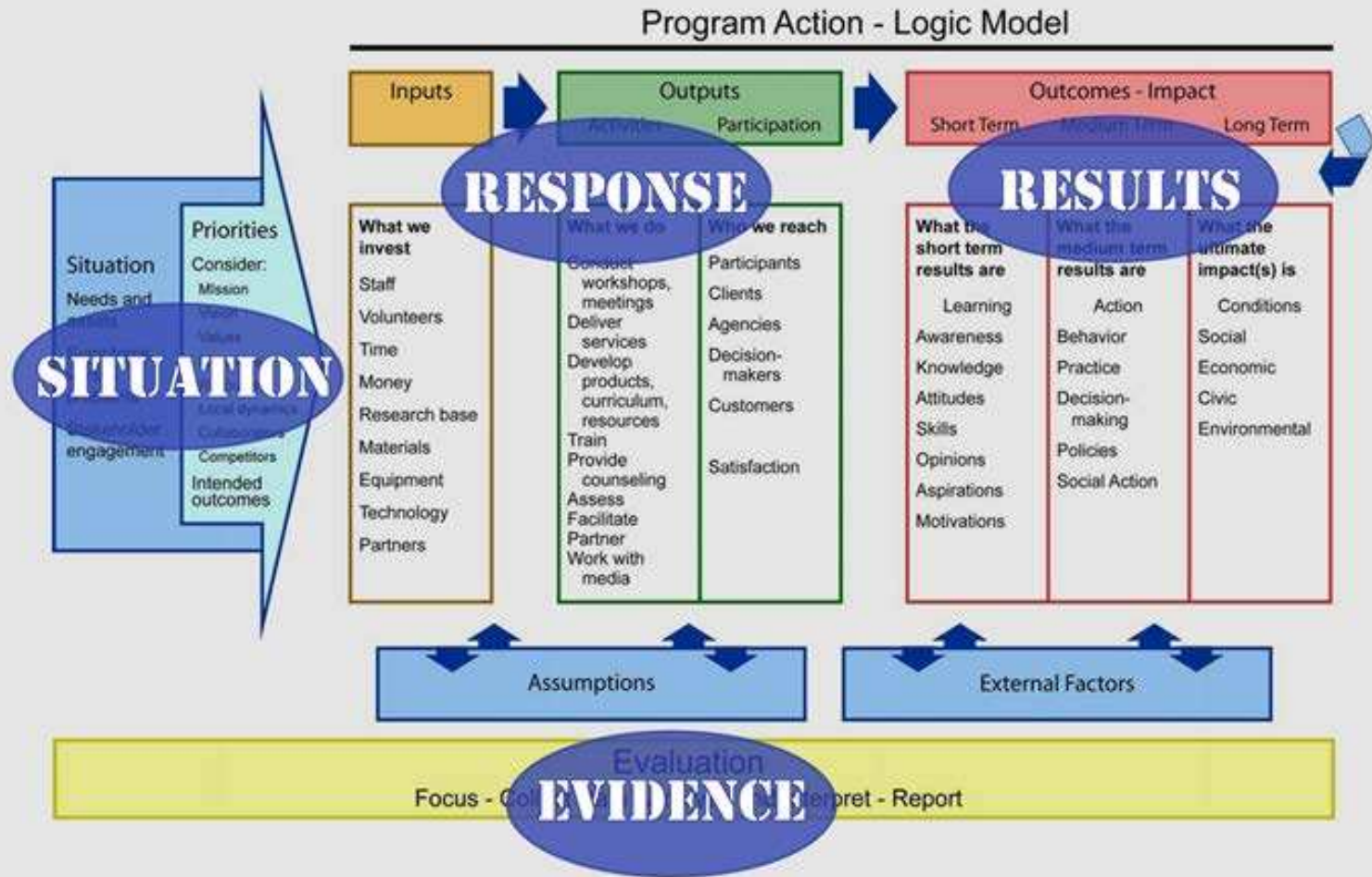
Reinventing Government, Osborne and Gaebler, 1992



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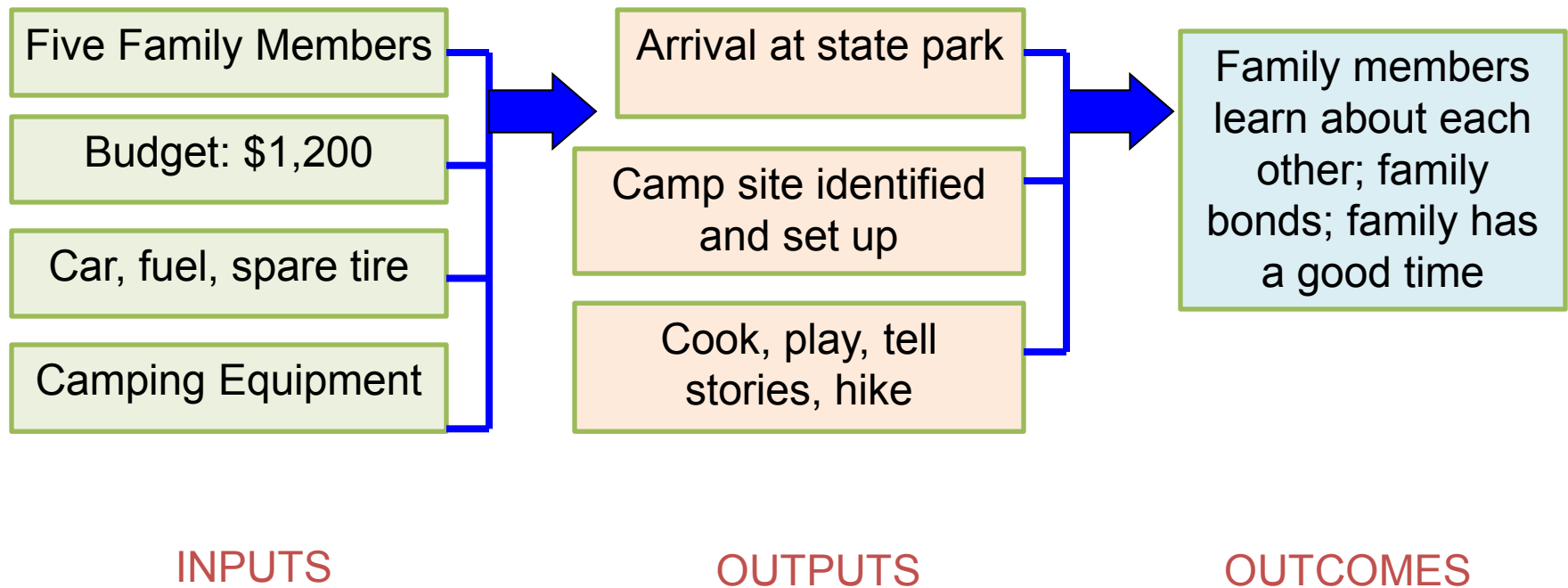
# PROGRAM DEVELOPMENT

Planning – Implementation – Evaluation





# Entry level logic model– Family Vacation



# How do we measure success?



Photo credit : Lisa Bralts  
Urbana's Market at the Square (IL)



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# Measuring Impact

- Output: Number of cooking demonstrations staged
- Output: Number of farmers transitioning to organic methods
- Output: Quantity of community partners
- Output: Number of youth attending educational events
  
- Outcome: Increase in per shopper expenditures/visit
- Outcome: Increase in diversity and variety of fresh fruits and vegetables available at market
- Outcome: Increase in number of zip codes served
- Outcome: Increase in per farmer sales



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# Farmers Market Promotion Program (FMPP) Grant Program

## Performance Measurement: Understanding a Logic Model



**Agricultural  
Marketing  
Service**

Carmen H. Humphrey, Branch Chief and Program Manager  
Farmers Market Promotion Program (FMPP) Grant Program  
Marketing Services Division  
Agricultural Marketing Service, USDA

April 17, 2012





# FMPP Grant Program

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Farmers Market Promotion Program (FMPP) is  
*...a competitive grant program to assist in  
establishing, expanding, and promoting  
farmer's markets and to promote direct  
producer-to-consumer marketing.*

See application documentation  
required at: [www.ams.usda.gov/FMPP](http://www.ams.usda.gov/FMPP)

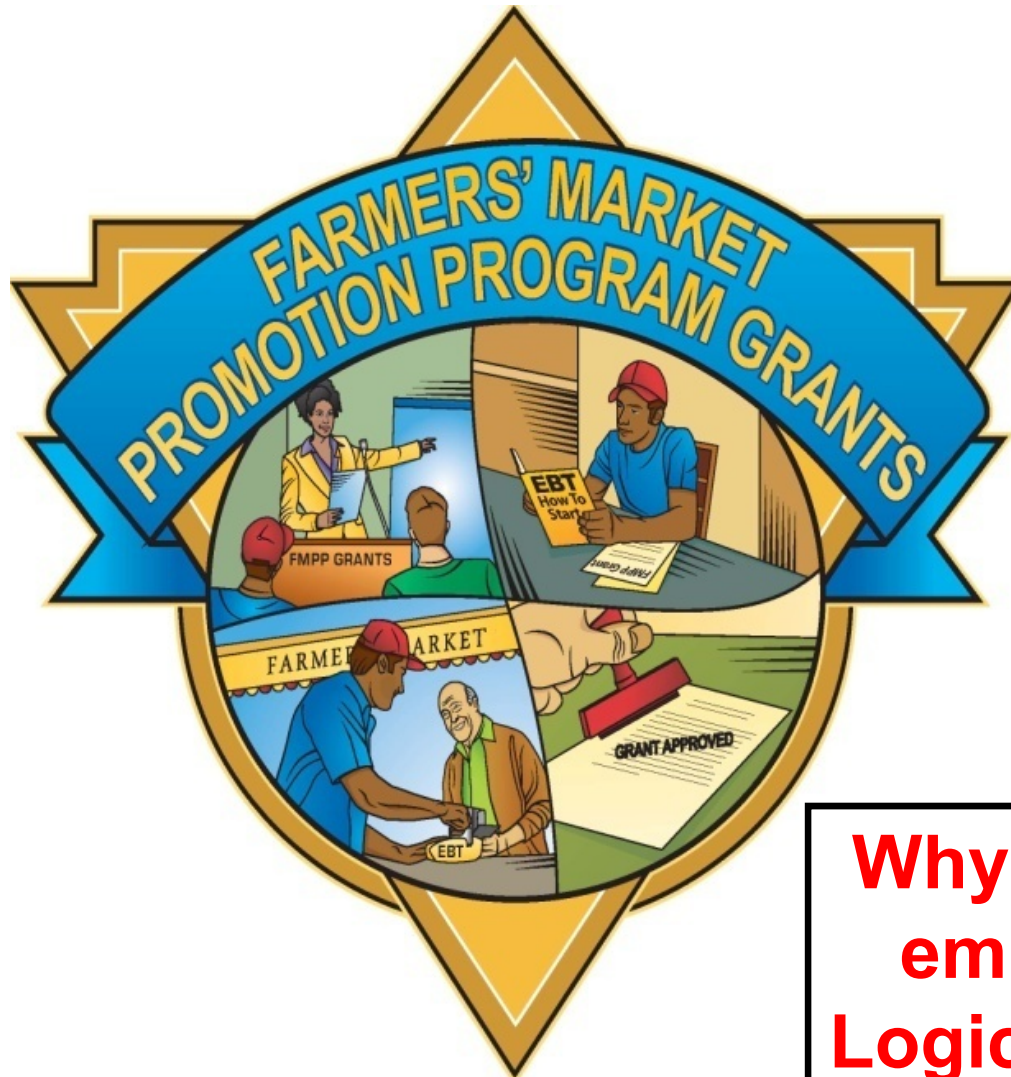


# FMPP Grants, Cont'd.

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- Authorized by the Farmer-to-Consumer Direct Marketing Act of 1976
- FY 2012 budget = ***approx. \$10 million***
- ***10% of total budget goes to new EBT projects at farmers markets***
- **No matching required**
- Minimum/maximum grant amount = ***\$5,000 to \$100,000***
- Project length = ***up to 24 months***



**Why is there an  
emphasis on  
Logic Models for  
FMPP in 2012?**



## 2012 FMPP Evaluation Criteria / Application Scoring



Measurement Element	Maximum Points
1. Direct Benefit to Farmers/Producers	25
2. <b>Quantitative Evaluation/Measurement/LT Impact</b>	20
3. Reasonableness of Budget	20
4. Degree of Capacity/Collaboration/Partnership	20
5. Need for Project	10
6. Sustainability	5
Maximum for non-priority projects	100
7. FMPP Priorities: Food Deserts/20% Poverty Rate	5
Maximum for priority projects	105

# Quantitative Evaluation & Performance Measurement



## ∞ Involves:

- ☐ What is an **Evaluation**? How will you measure results?
- ☐ **Establishing baseline** information – What is happening now?
- ☐ **Mapping your project**; what steps do you plan to take – Creating your Logic Model
- ☐ **Logic Model---** *Resources, Activities, Outputs, Costs, Outcomes, Performance Measures*
- ☐ **Reporting Performance**

# Evaluation



***Evaluation of your project*** includes:

- ∞ ***Systematic collection of information to determine if the project is successful or unsuccessful***
  - *How will you collect this information?*
  - *Research, survey/questionnaire, interviews, other?*
  - ***What changed as a result of your project activities?***
  
- ∞ ***Analysis of the Information - Did your efforts make a difference?***
  - *If so, how can you tell?*
  - *What changes have occurred as a result of this effort?*





# Establishing Baseline

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***Baseline*** information provides the Agency and reviewers an understanding about ***what is*** currently happening:

∞ ***What is the current situation?***

- *This is the “BEFORE” situation*
- *Define what is current state.*

∞ ***What needs to be changed and/or added?***

- *These are the gaps to be filled*



# Map Your Project

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***Mapping your project*** provides the steps you plan to take to implement your project:

- ∞ The map shows and tracks your activities (***outputs***) and results (***outcomes***). The project map is illustrated on a *logic model*.
- ∞ ***The Logic Model*** – Incorporates the organization's logical steps (*map*) planned over the course of your project in order to achieve their desired results (meeting their ***goals and objectives***).



# Logic Model

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A **logic model** provides the Agency and reviewers a summary of the implementation plan for your project on one page. A logic model includes:

- ⌘ **Inputs** (resources)
- ⌘ **Activity(ies)** (description of each activity planned)
- ⌘ **Outputs** (activity details)
- ⌘ **Costs** (budget costs/costs needed to implement)
- ⌘ **Outcomes** (results)
- ⌘ **Performance measures** (list of indicators used to gauge project performance (meeting your goals and objectives)).





# Logic Model - Input

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An ***input*** provides a summary of the people and resources your organization will have available, use, or need. Some examples include:

- ⌘ ***Personnel***
- ⌘ ***Equipment***
- ⌘ ***Supplies***
- ⌘ ***Other – for example, meeting space, community space/land//facilities***
- ⌘ ***In-kind/matching contributions***

# Logic Model - Activity



The ***activity(ies)*** provides each step (implementation item) for your project. Some (basic) examples include:

- ∞ ***Advertising to promote a farmers market*** [this activity will be used as ***our example*** over the next few pages]
- ∞ ***Training for farmers*** (indicate type/purpose of training)
- ∞ ***Increase consumer participation in CSA***

# Logic Model - Outputs



**Outputs** provide a summary of the implementation plan for your project. These activities provided to beneficiaries, may include:

- ⌘ **Activity(ies)** (often quantitative) [X number of radio announcements, X newspaper advertisements during season]
- ⌘ **Services**
- ⌘ **Events**
- ⌘ **Products**

Other output examples include: workshops, counseling, and products provided to beneficiaries to change behavior; increase knowledge; and/or an increase financially and personal improvement.

# Logic Model - Costs



**Costs** provide a summary of costs for each planned activity within the model. Same as the detailed (TM-30 and/or TM-31) supplemental budget summary, costs should be provided by activity and equal the total FMPP supplemental budget. *As a reminder:*

- ⌘ **Costs** [fifteen (15) 30-second radio advertisements = \$375]
- ⌘ **Costs** = (groups of) budget line items
- ⌘ *Ensure any changes made to your TM-30 and/or TM-31, supplemental budget summary, are reflected in the logic model*



# Logic Model - Outcomes

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**Outcomes** provide a summary of “what results” or “what changes” you expect to happen to beneficiaries/systems as a result of the project. Outcomes include:

- ⌘ **Short-term benefits** (changes in awareness, knowledge, skills, attitudes, opinions and intent) – [i.e., **Draw more customers to the market**]
- ⌘ **Medium-term benefits** (changes in behaviors, decision-making and actions)
- ⌘ **Long-term benefits - impact** (changes in social, economic, and environmental conditions)

**Outcomes may be intended and unintended, positive and negative. Be sure to record and report each.**





# Logic Model - Measures

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***Performance measures*** provide a summary of the “indicators” that answer the question whether the project is achieving or has achieved its objectives.

- ∞ ***Quantitative measures*** (numeric changes/values in the planned situation)
- ∞ ***Qualitative measures*** (less about numbers, more about changes in attitudes, behaviors, and awareness)



# Logic Model - Measures



## ***Example Project -- Advertising to promote a farmers market:***

- ∞ ***Quantitative measures*** (numeric changes/values in the planned situation):
  - Customer counts
  - Percent change in the number of customers (from the beginning of season before radio advertisements, to the end of season after radio ads)
  - Percent change in average sale per customer from beginning to end of season
- ∞ ***Qualitative measures*** (less about numbers, more about changes in attitudes, behaviors, and awareness):
  - Customer survey of how the customers learned about the market (which media; what compelled them to come)



# Logic Model - Measures

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As the project progresses, performance measures can be collected through planned *evaluation* methods (including interviews, surveys, and observation).

Measures also take into account *evaluation* findings, *baseline info*, any *external factors*, AND *outcomes* to determine if adjustments are needed in the map/plan.



# New Way of Thinking

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***Instead of this:***

***Goals and objectives = results***

***(logic model – something we have to create)***

***Think instead:***

***logic model creates/illustrates desired results***  
***= completing your goals and objectives***

# Logic Model - Example

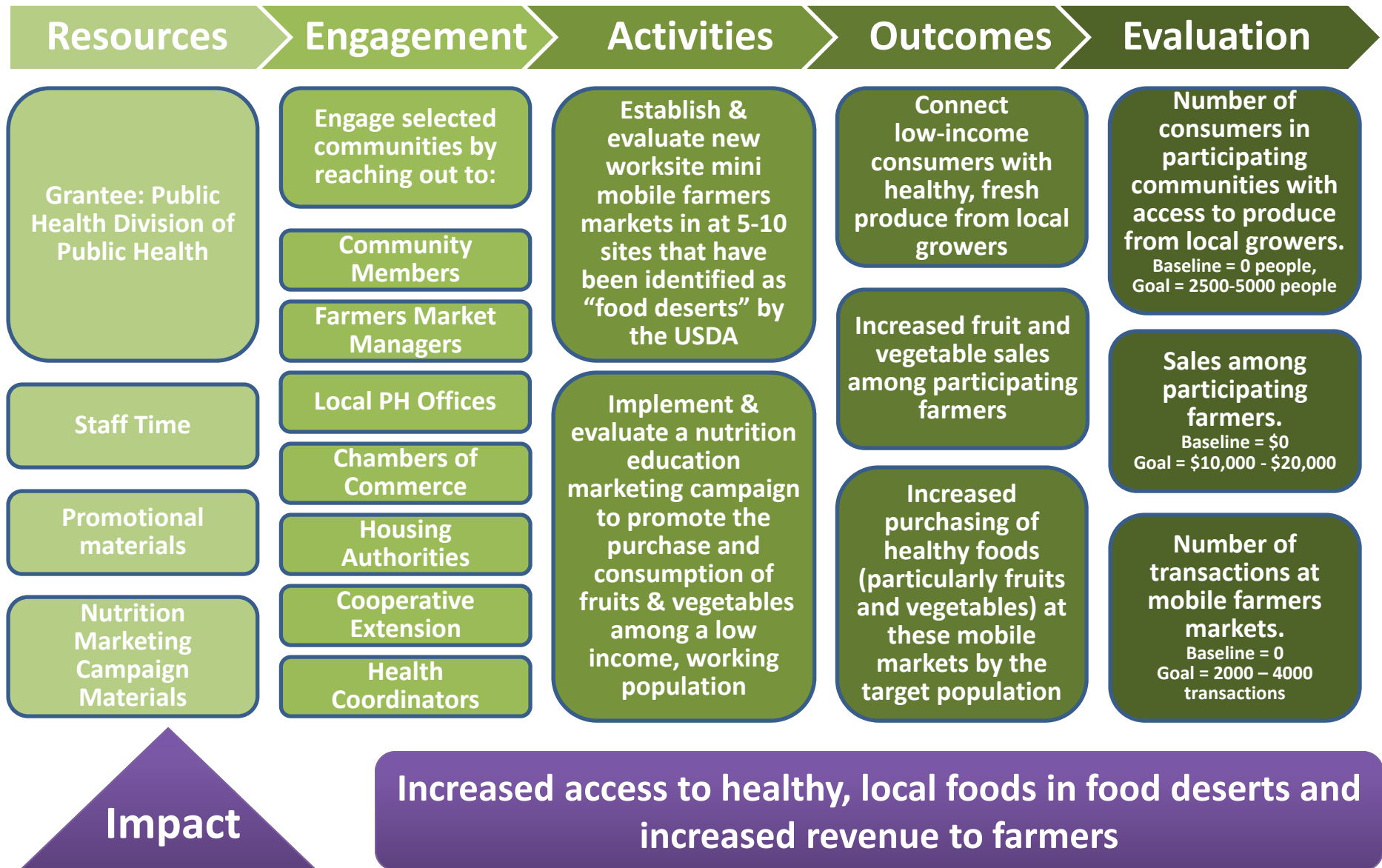


## Targeted Strategies to Increase Awareness and Participation in the Newtown Farmers Market

Activities	Outputs	Performance Measure	Estimated Costs	Outcomes	Performance Measure
<p><b>Describe each of the activities that you plan to undertake.</b> Example s:</p> <p>Activity B. Conduct advertising to promote the farmers market to three low-income neighborhoods</p>	<p><b>Identify the delivery target for each activity.</b> Example s:</p> <p>Print advertisements in local newspapers during market season</p> <p>Public service announcements (PSA) during market season</p> <p>New market entrance sign</p>	<p><b>List the indicator (performance measure) used to gauge project performance.</b> Example s:</p> <p>Weekly advertisement placed in (local paper) for 5 months (May-Sept)</p> <p>30-second PSAs ran (on local radio or television) every Friday morning during the market season (25 total)</p> <p>New sign installed at farmers market entrance</p>	<p><b>Indicate cost (supplemental budget summary) to implement each activity.</b> Example s:</p> <p>B.1. 20 print ads @ \$100 = \$2,000</p> <p>B.2. Personnel time for ad and PSA preparation and placement: 15 hours @ \$25/hour = \$375</p> <p>B.3. Sign + installation = \$1,500</p> <p>FMPP request – activity total = \$3,875</p>	<p><b>Describe the short-, medium, or long-term impact(s) that the activities will achieve.</b> Example s:</p> <p>Draw new customers to the market</p> <p>Increase loyalty (regular attendance) of existing customers</p> <p>Increase consumption of local agricultural products</p>	<p><b>List the indicator (performance measure) used to gauge project performance.</b> Example s:</p> <p>Customer counts: 300 customers-May 350 customers-June 425 customers-July</p> <p>% change in no. of customers</p> <p>Customer survey of how customers learned about the market (which media)</p> <p>Customer survey to learn how much customers spent and whether they will return</p>



# USDA FMPP Application: Mobile Farmers Markets



Opinions, findings, conclusions or recommendations expressed in this chart are those of the authors and do not necessarily reflect the view of the U.S. Department of Agriculture.

# Performance Measures: Calculations

- 1) The increase of low-income consumers in accessing fresh produce from local growers;
  - Measure: Number of consumers in these communities who currently have access to fresh produce from local growers
  - Baseline: 0
  - Goal: 2,500-5,000 people.
  - Calculation: 5-10 sites x 500 people per site = 2500-5000 people
- 2) The increase in sales among participating farmers,
  - Measure: Sales among participating farmers
  - Baseline: 0
  - Goal: \$10,000 - \$20,000.
  - Calculation: \$5 per encounter x 20 encounters per day x 20 market days x 5-10 sites = \$10,000-\$20,000
- 3) The increase of purchases for the target low-income population at the mobile markets.
  - Measure: Number of transactions at mobile farmers markets
  - Baseline: 0
  - Goal: 2000 – 4000 transactions.
  - Calculation: 5-10 sites x 20 encounters per market day x 20 market days (20 weeks) = 2000-4000 transactions.



# Logic Model Examples

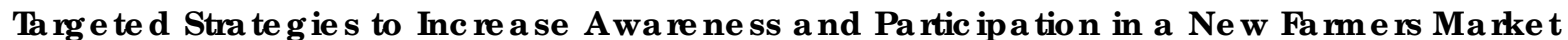
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**Did you see anything  
missing?**

**Anything that should have  
been included?**

**Anything asked for in the 2012  
FMPP Guidelines (p 27)?**

[illegible]



# 2012 FMPP Program

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**For important information  
regarding applications see  
the 2012 FMPP Guidelines @  
the FMPP website.**

**Ensure you have everything in the  
Grants.gov application. Missing and  
incomplete applications w/be rejected.**





# 2012 FMPP Priority

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## **Increasing Healthy Food Access in Food Deserts and Low-income Communities**

Projects with measurable output and outcome that focus on **developing healthy food direct-marketing outlets in food deserts and low-income communities**. These projects must improve food access by

- **developing and expanding marketing outlets that sell healthy foods in food desert and low-income communities or**
- **improve infrastructure** (processing, storage, and other equipment) **and distribution** (transportation, including refrigerated transportation) **for direct marketing outlets**.



# 2012 FMPP Priority



## Increasing Healthy Food Access in Food Deserts and Low-income Communities

- Under FMPP, healthy foods include whole foods such as fruits, vegetables, whole grains, fat-free or low-fat dairy, perishable (fresh, refrigerated, or frozen) or canned lean meats, and nutrient-dense foods and beverages encouraged by the [2010 Dietary Guidelines for Americans](#).
- See the *Guidelines* for more information. Direct producer-to-consumer marketing outlets will include, but not be limited to, farmers markets, CSAs, and road-side stands.



# 2012 Applications



- ✓ Forms SF-424, SF-424A, and SF-424B via [Grants.gov](http://Grants.gov)
- ✓ On SF-424 – question #15 – “Add Attachments”:
  - Written Proof of Eligibility
  - **Written Proof Contractor / Subawardee Debarment Status** (use EIN/tax ID# under [www.epls.gov](http://www.epls.gov))
  - **Evidence of Contractor / Subawardee CCR registration and DUNS number** (receiving \$25,000 or more in FMPP funds – [www.CCR.gov](http://www.CCR.gov))
  - **Proof of qualifying status for priority project designation** (see page 8-9, and 17 of 2012 FMPP Guidelines)



# 2012 Applications



- ✓ On SF-424 – question #15 – “Add Attachments,”  
Cont’d:
  - TM-29, Project Proposal Narrative
  - TM-30, Supplemental Budget Summary **#1**  
Project Activities other than New EBT and/or
  - TM-31, Supplemental Budget Summary **#2**  
New EBT Projects Only (as applicable)
  - Other Supporting Documents (as applicable)



# FMPP Grant Team

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**Questions about 2012 program,  
call 202-720-0933 or email staff @  
[USDAFMPPQuestions@ams.usda.gov](mailto:USDAFMPPQuestions@ams.usda.gov)**

∞ **Carmen Humphrey**  
Branch Chief

∞ **Karl Hacker**  
Economist

∞ **Ricardo Krajewski**  
Economist

∞ **Camia (Mia) Lane**  
Mgmt. Analyst

∞ **Linda Browne**  
Ag. Marketing Spec.

∞ **Maria Pratt**  
Detail - Mgmt. Analyst



# Important Links

Sample Logic Model

[http://farmersmarketcoalition.org/wp-content/uploads/2012/04/Sample\\_FMPP\\_Logic\\_Model\\_April\\_2012.doc](http://farmersmarketcoalition.org/wp-content/uploads/2012/04/Sample_FMPP_Logic_Model_April_2012.doc)

FMPP Performance Measurement and Evaluation

[http://1.usa.gov/FMPP-Eval\\_Measurement\\_Guide](http://1.usa.gov/FMPP-Eval_Measurement_Guide)

W.K. Kellogg Foundation Logic Model Development Guide

<http://bit.ly/kellogg-logic-model-guide>

Evaluation Logic Model Templates

<http://bit.ly/uwisc-logic-model-templates>

Sample Logic Model: Community-Based Food System (University of Missouri)

<http://bit.ly/missouri-comm-food-system-model>

Sample Logic Model: Community Nutrition Education (University of Missouri)

<http://bit.ly/missouri-nutrition-educ-model>



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# Thank you!



Farmers markets are good for everyone.  
Join us to make them even better.



[www.farmersmarketcoalition.org](http://www.farmersmarketcoalition.org)



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