Cultivating Farmers Markets in Central Oregon

Central Oregon Intergovernmental Council of Redmond, OR received $35,000 to promote and create sustainable farmers markets in Central Oregon by: increasing consumer and farmer participation in farmers markets; expanding access to markets by acquiring five EBT terminals; and developing a Web-based regional marketplace. Funds were used to pay for printing, advertising, banners, and Web site development; and the purchase of EBT equipment, tokens, dispenser, training, and miscellaneous supplies.

Final Report

USDA Farmers Market Promotion Project Grant, OR-162-2008-G-0746

Cultivating Farmers Markets in Central Oregon
Final Project 2008-2010

Farmers Markets' of Bend, Redmond, Prineville, Madras and The Dalles, Oregon

Prepared by:
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Central Oregon Intergovernmental Council
Redmond, Oregon: September 2010

CENTRAL OREGON
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COUNCIL

Project Summary

The goal of the *Cultivating Farmers Markets in Central* Oregon project was to increase the capacity of five local farmers markets to provide consumers with fresh healthy food and agricultural producers with new direct market opportunities. We proposed to do this by 1) adopting wireless electronic benefit transfer technology including SNAP and debit transactions, and 2) providing financial and technical expertise to markets for the promotion and marketing of this program to the community.

As with any grant program, there are twists and turns to the successes and challenges of implementing a new program. Challenges pop up in unanticipated way, while support comes from pleasantly surprising people and communities. The following final project report highlights every aspect of this project.

Summary of issue or problem being examine

Central Oregon is geographically large, but a rather small rural community in the middle of Oregon. Isolated from large urban areas and markets, our community is reliant on local farmers and retailers to provide fresh and healthy food. The alternative is to buy from the "west-side" of the state, which requires a 3-hour drive. In response to the need for fresher and healthier local food the Bend Farmers' Market was the created in 1998 as an access point for local shoppers; subsequent markets have popped up since in neighboring cities.

When Central Oregon Intergovernmental Council (COIC) began work on this project nearly 20,000 residents participated in the SNAP program, an annual value of $20.8 million; to date, there are nearly 37,000 participants, an increase of 30% in a 2-year period. Similarly, the state of Oregon contributed $1.1 million through Woman, Infants, Children (WIC) and Senior Farm Direct Nutrition Programs (FDNP) to the state's farmer's further increasing access to fresh and local foods. Once considered a luxury food for lower income levels, these goods are becoming more accessible and accepted through various federal and state community programs.

Many Central Oregon farmers participate in the local farmers markets yet there are still barriers to entry into these markets. The colder nights and shorter summers of the Central Oregon high desert plateau make it more challenging for local producers to grow a wide variety of vegetables and fruits for the market. Central Oregon farmers and ranchers are successfully producing value-added products like meats, eggs and cheeses, but only a small number are growing significant amounts of vegetables and fruits. With rising gas prices, farmers market coordinators are concerned that increased transportation costs will significantly limit the number of farmers that are willing to bring their produce to our region. This makes it increasingly important to encourage local farmers to take on the challenging - but not impossible - task of growing more produce in the high desert. To take on this challenge, Central Oregon farmers need strong signals from the market place that there will be consistent consumers of locally grown produce in the region.

1. **Major outcomes of the project**

	Overview of major outcomes of FMPP project
Oct. 2008 – Mar. 2009	• Assessed the needs of each Farmer's Market by attending board meetings and meeting with individual market managers; • Contacted EBT consultant and prepared workshop*; • Researched third party EBT providers including fixed and variable costs; • Developed marketing materials with graphic designer; and • Contacted OR Department of Human Service, Oregon State University Extension Service and NeighborImpact (local food bank) to assist with the implementation of the grant.
Apr – June 2009	• Three markets implemented the EBT program; • Partners assisted with marketing and promotion; • Designed and printed promotional material for the region's markets using the same design structure for each for continuity and familiarity; • Participated in 15 minute local live news interview about the EBT program; and • Coordinated with two markets to develop the program for next season.

Jul 2009 – May2010	• Developed marketing, publishing, and advertising materials;
	• Assessed the implementation of the third party EBT systems for the following:
	  o Customer Service
	  o Cost of transactions
	  o Technical support
	  o Fixed and variable costs during the season (excluding cost of machine);
	• Posted step-by-step directions on how to incorporate EBT into farmers markets on the Oregon Farmers' Markets Association website; www.oregonfarmersmarkets.org/EBT/ebt.html
	• 3 markets finished their season, debriefed with market managers and Boards;
	• Coordinated with 2 markets to develop their program for next season; and
	• Coordinated with Suzanne Briggs to improve programs for other markets.

Jun – Sep 2010	• Provided a presentation at the *Oregon State University Small Farms Conference* Feb 27th in Corvallis Oregon with 2 other panelists entitled: *It's A SNAP! Tips and tools from a panel of farmers' market mangers to establish electronic benefits transfer (EBT) for the Supplemental Nutrition Assistance Program (SNAP) or debit and credit cards at your market;*
	• 5 markets implemented the program in 2010:
	Bend Farmers' Market
	  Drake Park, June 2 – Oct 13
	  St. Charles Hospital, June 4 – Sept 24
	Redmond Farmers' Market, June 7 – Aug 30
	Prineville Farmers' Market, June 12 – Sept 25
	Madras Saturday Market, June 5 – Sept 4
	The Dalles, May – Oct; and
	• Worked with markets to analyze program benefits and challenges.

Farmers Market Manager's Workshop (Spring 2009)
COIC collaborated with Suzanne Briggs of "*collaboration"* to research and develop information about third party purchasing agreements, price comparison, and a cost benefit analysis. With this information, COIC sponsored an all-day free workshop with Suzanne and the Oregon Department of Agriculture entitled *COIC 2009 Farmers Market Mangers' Workshop*. This workshop provided market representatives a chance to decide what type of services they would like to provide their customers, if this service is feasible, and how they would implement the process. They drew upon the experience of the Pendleton Farmer's Market and learned the challenges and opportunities' as well as increase in revenue and participation. Participants also drew upon the experience and knowledge of three Oregon Farmer's Market Association Board members. This workshop was followed by a 2-hour presentation by the Oregon Department of Agricultural where they provided food safety handling information and certificates for participants as well as information about the new WIC and Senior programs.

This workshop was attended by the region's farmer's markets that are included in our grant in addition to market managers and representatives from South Eastern, North Central and Eastern and Central Oregon, Oregon Department of Agriculture personnel, Oregon Farmer's Market Board members.

Oregon State University Small Farms Conference Presentation:
It's A SNAP! *Tips and tools from a panel of farmers' market mangers to establish electronic benefits transfer (EBT) for the Supplemental Nutrition Assistance Program (SNAP) or debit and credit cards at your market*

As an employee of COIC and an Executive of the Board of Directors for the Oregon Famers' Market Association (OFMA), Katrina Van Dis provided a presentation at the *Oregon State University Small Farms Conference* Feb 27th in Corvallis Oregon with 2 other panelists (a market manger and a representative from Efunds Corporation). This workshop was well attended. COIC/OFMA's presentation provided information about the overall process from an organizational perspective including how to choose if your market is ready to implement an EBT program, how to choose a provider, accounting systems, and how to navigate the USDA SNAP application system.

2. **Specific contributions of project partners**

The following table lists both the in-kind and cash match provided by project partners

	Match	Rate
Redmond Farmers' Market The Market Manager provided many in-kind hours before, during and after the market season to review and learn the process, implement the project at the market and then talk about how to make it better in the future. Market manager worked with the local food bank to have	$ 2,040	$15/hr

volunteers manage the EBT machine during market hours.		
Prineville Farmers' Market The Prineville Market Manager and Board Members (5) provided many in-kind hours before project implementation and periodically throughout the process. The Market Manager provided in-kind hours to implement the program during the season	$ 1,530	$15/hr
Madras Saturday Market The Madras Saturday Market Board (7) and committed vendors met before the market embraced the project in the second year. This Board was very committed to the project and had a lot of input and insight.	$ 3,465	$15/hr
Bend Farmers' Market The Bend Farmers' Market Manager and Board Members (3) provided in-kind hours during the 2nd year of the program. Volunteers sat at the table during each of the two (2) markets to manage the EBT process.	$ 4,080	$15/hr
The Dalles Farmers' Market The Market Manger and Board (5) provided many in-kind hours before and during the EBT process as well as an Americorps/VISTA volunteer	$ 2,069	$15/hr
NeighborImpact The local food bank provided volunteers and the Deputy Director's time to help manage the EBT process at the Redmond Farmers' Market.	$ 410	$25/hr (avg.)
St. Charles Health Care The Hospitality Manger at St. Charles provided insight and meeting space	$ 60	$30/hr
OR Dept. of Agriculture (ODA) ODA provided in-kind hours while participating in the Market Manager Workshop in the Spring of 2009. They provide food safety handling certificates to participants.	$ 120	$30/hr
Oregon Famers' Markets Association (OFMA) The OFMA webmaster provided in-kind time to coordinate and set-up the step-by-step EBT program to (see link in Section 6)	$ 525	$25/hr
Oregon Farmers' Markets Association HHNI Grant (cash match) The Dalles Farmer's Market received a matching grant of $2,000 from the Oregon Farmers' Markets Association to implement the EBT program and provide marketing materials	$ 2,000	Cash match grant *
TOTAL	**$ 17,810**	

**See Appendix B: Final Project Overview for HHNI Grant – The Dalles*

3. **Results, conclusions and lessons learned**

The *Cultivating Farmers Markets in Central Oregon* project was very successful but did not go without challenges, changes, and opportunities. Famers' Markets are like personalities – they are all different. Each market varied in size, number and types of vendors and target audience. Each market had a different organizational structure and ability to create cohesion among members. In general, markets have growing pains between years 3 through 5; Central Oregon markets are no exception. As viable as this program could be, it is entirely dependent on the market manager or board members to embrace the program. As markets dissolve, change

members, and change vendors, the commitment to the market itself is sacrificed and abilities are limited in the capacity of the market to embrace an EBT system. Markets must embrace this program and be willing to financially and organizationally commit to the EBT system beyond the scope of initial capital infusion. Without acceptance by the majority of the members, the program becomes very limited in its capacity to serve the public. Below are the activities and lessons learned while implementing the project.

Activity 1: Provide informational workshop to area farmers markets
Results: The workshop mentioned in Section 1 provided an overview of the Electronic Benefit Program in general with specifics about third party systems that would work for individual markets. It also provided a meeting space for a market mangers and board members to come together, talk, and learn from each other. The Oregon Department of Agriculture provided a talk about food safety as well certifications for participants.
Lessons Learned: This workshop was extremely valuable for farmers' market members.

Activity 2: Implement EBT system at 5 regional markets
(Implementation) **Results:** The original goal of our project was to implement the EBT program at 5 markets in the first season (2009). What we didn't anticipate was the human factor: differences in community values and personalities of market managers and board members.
Lessons Learned: In the first season, three Central Oregon markets signed up for the program while the other two were not prepared. Because two markets didn't participate in year 1, The Dalles Farmers' Market (north of our region and scope of work) was able to participate in the program. COIC provided them the financial support while their Americorps/VISTA volunteer provided the expertise. During the second season, all 5 markets were up and running.

(Third Party Contractors) **Results:** Technical issues with the financial third party contractor were a major impediment to progress and a cause of financial stress for the markets. Two of the markets choose to use the provider *Fast Transact* to perform the back-end financial system for the EBT machine. Difficulties with *Fast Transact* included processing incorrect debits and refunds for the markets. These issues took months to resolve and when it was resolved it impeded both the Prineville Farmers Market and The Dalles Farmers Market from being able to set up and get a new machine with TXDirect for the 2010 season.

Out of the three third party EBT systems, every one of them had transactional errors with making deposits into the markets' checking accounts. What makes this even more frustrating is that the transactions of deposits into the checking accounts come in small and frequent increments, which makes it nearly impossible to balance with the markets records. Hopefully, this system will improve with time.
Lessons Learned: Although COIC spent a lot of time providing each market a cost benefit analysis and spent time talking with the providers there was still a mishap. Any type of electronic money transaction is difficult to understand and even more difficult to anticipate what kind of problems may arise. The best solution to this problem is to contact other markets (at least one) to ask about their experience with a certain company before signing a contract.

(EBT and Debit Statistics) **Results:** Success of this program can be determined in both qualitative and quantitative analysis. Unlike more urban areas, each city has its own respective farmer's market. Below are State and city populations, poverty and SNAP statistics and community profiles for each city.

City/Market	SNAP Eligible Households		% increase in SNAP	Community Profile			
	Nov 2009	Nov 2010		Pop.	Median Household Income	% living in poverty	% of children receiving free /reduced lunch
OREGON	348,140	395,943	14%	2.5 M	$49,000	13%	47%
Bend	6,495	7,907	**22%**	82,000	$64,000	11%	37%
The Dalles	1,758	1,891	8%	13,000	$34,000	12%	14%
Prineville	1,614	1,658	3%	8,000	$37,000	14%	56%
Madras	1,485	1,588	7%	6,000	**$33,000**	**20%**	**77%**
Redmond	3,690	4,183	13%	15,000	$50,000	10%	44%

In regions like Madras and Prineville where poverty levels exceed the State average, access to fresh and healthy food is extremely important. That said, all five markets had a decrease in the EBT usage from 2009 to 2010. The difference could be the down-turn in the economy (although we would naturally assume this would boost sales through an increase in SNAP participants). Part of the down-turn in sales could also be attributed to 1) technical issues with the EBT machine and service; 2) market management difficulties; 3) increase cost in vendor liability insurance (thereby decreases the number of vendors at the markets); and 4) limited farmer vendors and shorter seasons for food productivity (due to a late Spring/Summer in 2010).

The following table highlights the EBT and Debit sales for the 2-year grant period.

City/Market	Market Weeks	EBT Total		EBT % Difference	Debit Total		Debit % Difference
	2010	*2009*	*2010*	*'09 to '10*	*2009*	*2010*	*'09 to '10*
Bend*	40	-	$9,435	-	-	$5,394	-
The Dalles	16	$1,929	$1,061	- 44%	$861	$515	- 40%
Prineville*	13	$610	$402	- 34%	$296	$33	- 89%
Madras	14	-	$176	-	-	$257	-
Redmond	13	$1,745	$647	**- 63%**	$1,045	$3,423	**+ 227%**

**The Bend Farmers' Market had a total of 2 markets; The Prineville Farmers' Market did not have a machine at the beginning of the market due to financial issues with the first third party processor and had limited vendors because of an increase in vendor liability costs.*

See Appendix A: EBT and Debit Sales 2009 and 2010

Lesson Learned: Supporting and implementing an EBT program is challenging but extremely beneficial for the end users. Rural Farmer's Markets are very susceptible to the economic struggles of the economy as well as the struggles of individual vendors and artisans. Good and bad years vary depending on costs such as liability insurance and user fees, weather, location, and other extenuating factors such as market structure, and food and farm policies. Understanding the needs of an individual market is KEY to a successful EBT implementation. Specific marketing to target the niche audience is also important to capture greater sales.

Activity 3: Provide marketing/advertising support
Results: COIC provided technical support to create, print, and publish regional materials for participating markets. These materials included English and Spanish posters (11x17), postcards (standard and oversized), bus magnets, and a website. COIC also provided discretionary printing/marketing funds to the markets directly so that they could choose where best to use the monies. COIC partnered with the following organizations to assist the distribution and marketing of this program: (*See Appendix C: Press Releases and E: Marketing Materials).*

- Region 10 Department of Human Service
- NeighborImpact (local food bank)
- Wy'East RC&D
- Oregon State University Extension Service
- Oregon Farmers' Markets Association
- Deschutes County (varying departments)
- Oregon Department of Agriculture

Lessons Learned: It is difficult to know how successful marketing tactics are and what medium is the most efficient. Through our partnerships with Department of Human Service, local food banks, faith based organizations and non-profits we were better able to spread the word. Press releases provided a lot of coverage as well as subsequent newspaper articles and TV interviews.

4. **Current or future benefits to be derived from the project**

The benefit of this project was that each market was able to walk through the entire process with organizational, technical, and financial support from COIC. The benefits of this cannot be under-rated. Rural markets are limited in their capacity to implement new projects. By supporting these markets we have provided community members with greater access to local foods and increased revenue for local vendors. This project helped to set precedence for each market to provide for the community regardless of personnel and board member turnover. Other benefits include:

- Expanded opportunities for low-income access to local food
- Enhanced communication tools
- Deepened relationships with farmers' markets and community members
- Increased awareness of issues, needs and opportunities
- Regional networking

- Increased access for state farmers markets to understand the EBT process
- Increased food security for Central Oregon

5. **Additional information available (publications, websites)**

Additional information is provided in print form (posters and postcards), banners, large magnets for regional buses and a thorough step-by-step website explaining the entire process of how to apply for an EBT system (see Appendix E: Marketing Materials).

WEBSITES:
www.coic.org/cd/agriculture.html
www.oregonfarmersmarkets.org/EBT/ebt.html

6. **Recommendations for future research needed, if applicable.**

- Deeper understanding and greater transparency with third party financial processors
- Increased exchange of information between USDA FMPP program and past recipients
- Increased knowledge of reaching target audience
- Promote EBT when market is at its peak so that first time markets shoppers will not be turned off by the lack of abundance in food variety in early June
- Form partnerships with health and social service organizations to promote EBT
- Ensure vendors are trained and families with EBT/SNAP and WIC program**s**
- Display clear food prices and improve signage directing SNAP customers to EBT machine
- Consider EBT incentive programs such as SNAP dollar-per-dollar match, coupons, etc.
- Explore opportunities for expanding the inclusion of cooking demonstrations

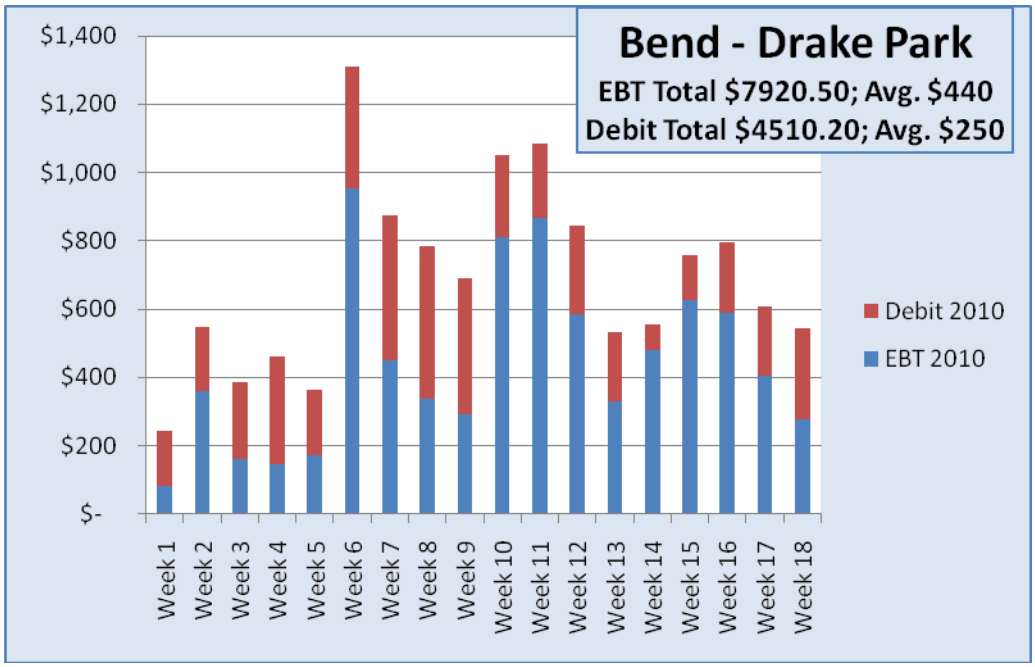
7. **Contact person for the project with telephone number and email**

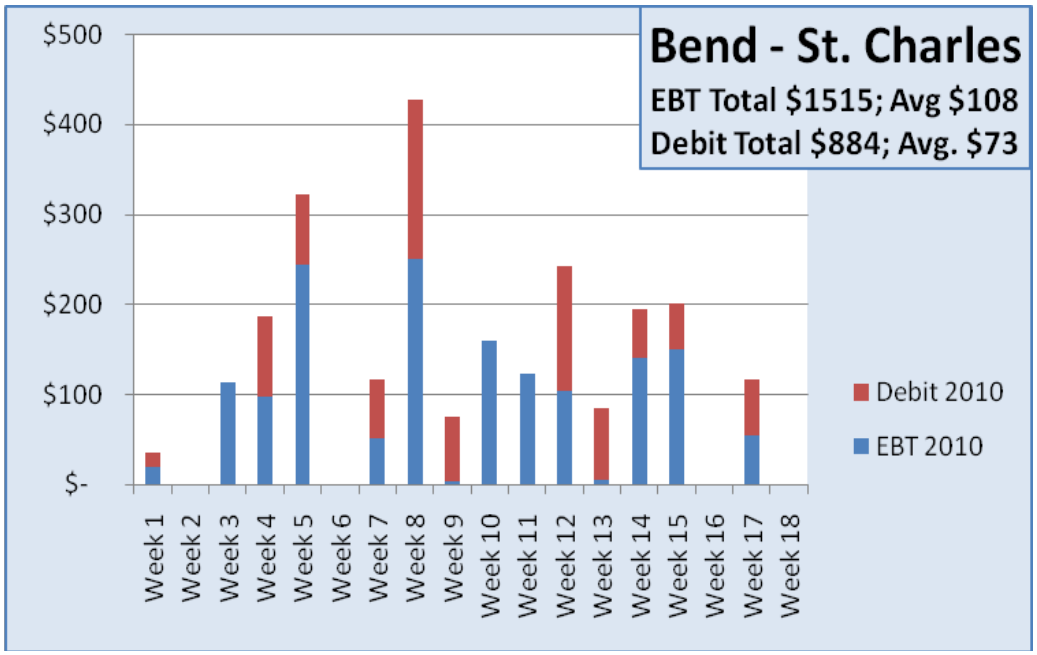
Katrina Van Dis
Central Oregon Intergovernmental Council
541-504-3307
kvandis@coic.org

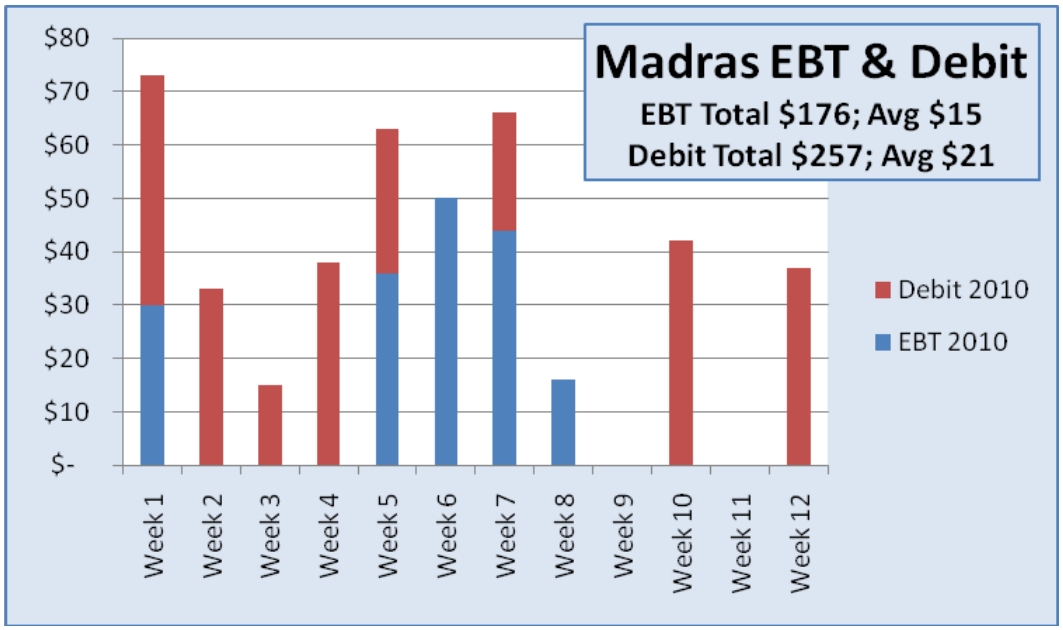
8. **Description of the people, organizations, marketing entities and/or communities that have benefited from the project's accomplishments**

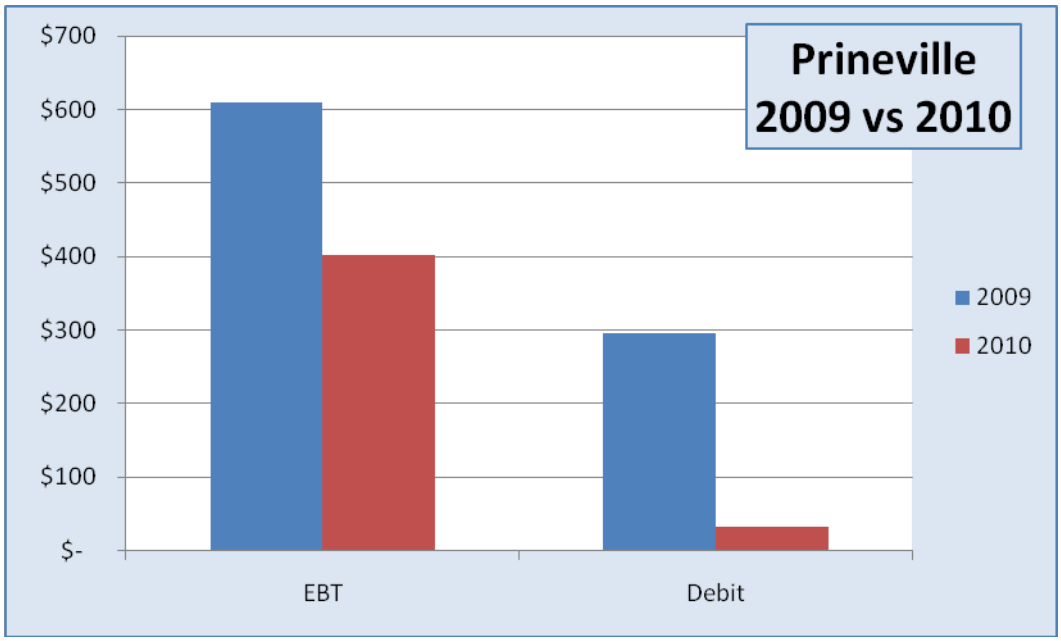
- Cities of Bend, Madras, Prineville, Redmond, and The Dalles (Counties of Deschutes, Crook, Jefferson and Wasco)
- Low-income and Senior populations
- Local food banks
- Department of Human Services
- COIC
- Regional farmers markets
- Local agricultural producers

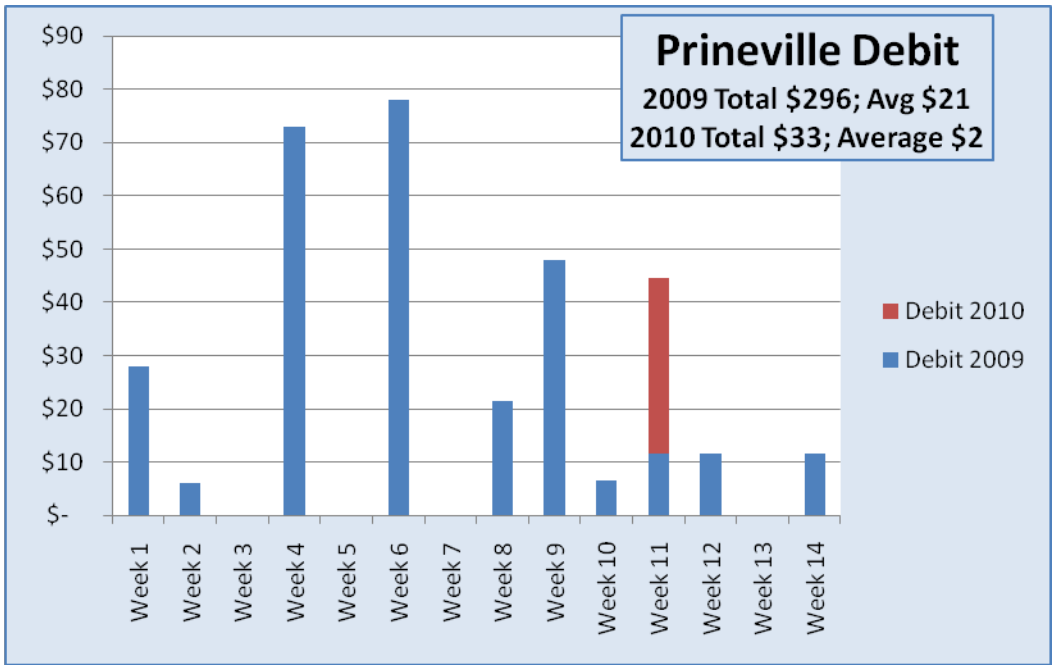
Appendix A: EBT and Debit Sales

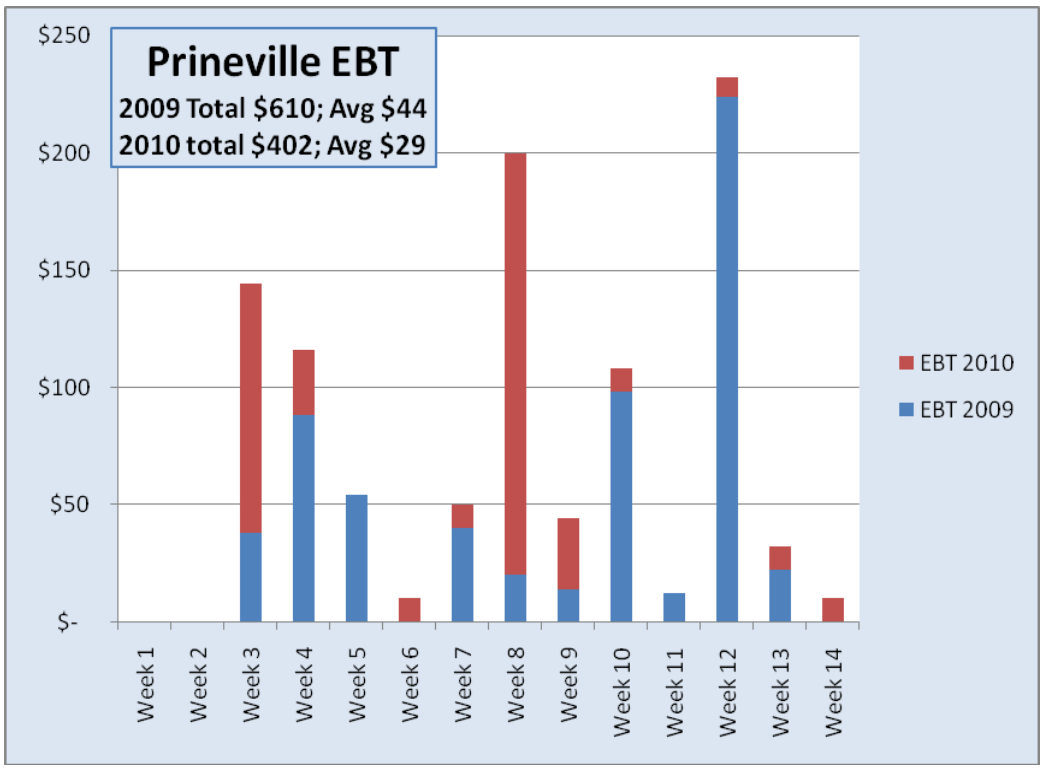


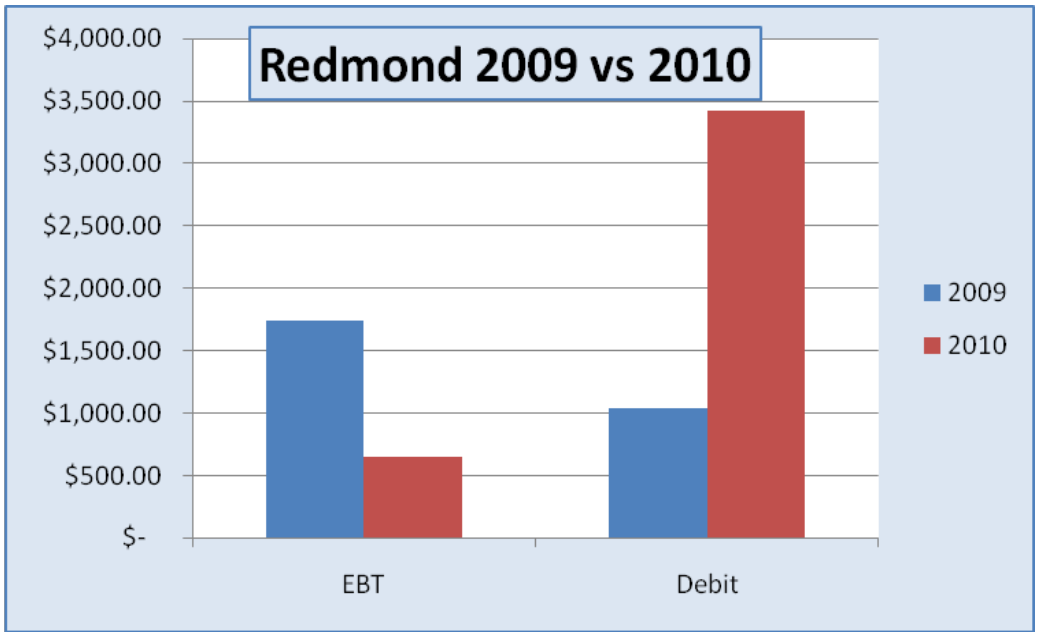


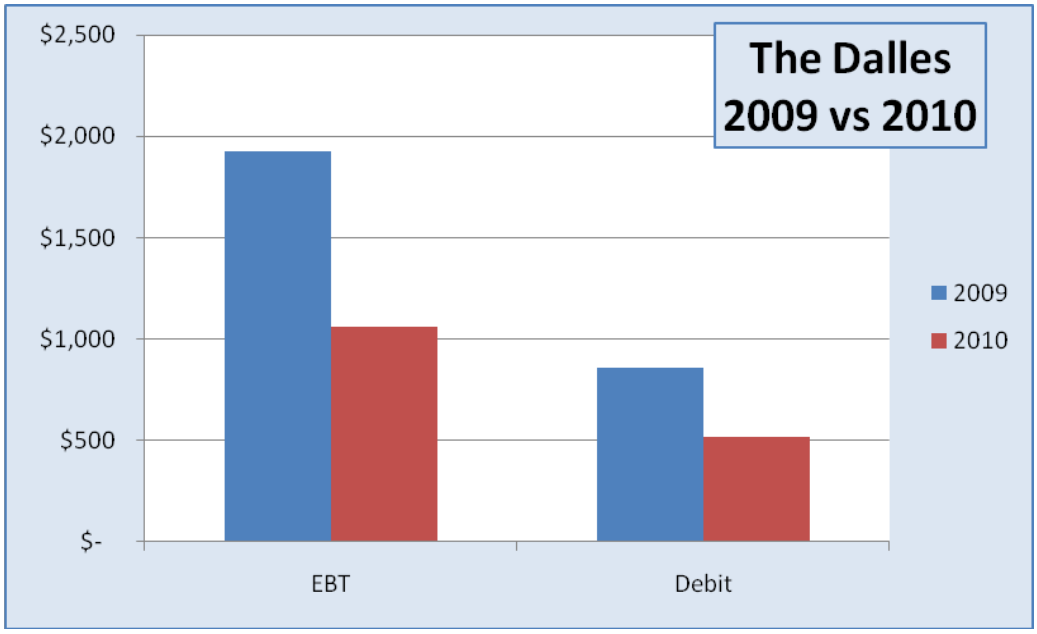

Madras EBT & Debit
EBT Total $176; Avg $15
Debit Total $257; Avg $21
$80
$70
$60
$50
$40
$30
$20
$10
$-
Week 1
Week 2
Week 3
Week 4
Week 5
Week 6
Week 7
Week 8
Week 9
Week 10
Week 11
Week 12
Debit 2010
EBT 2010

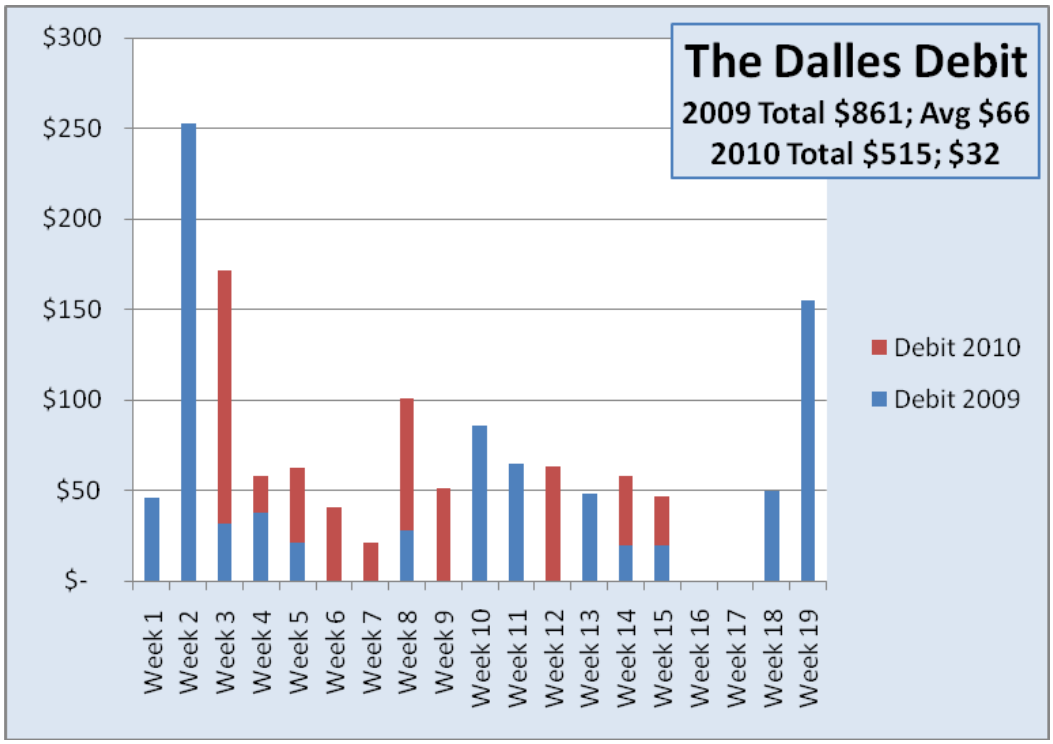

Prineville
2009 vs 2010
$700
$600
$500
$400
$300
$200
$100
$-
EBT
Debit
2009
2010

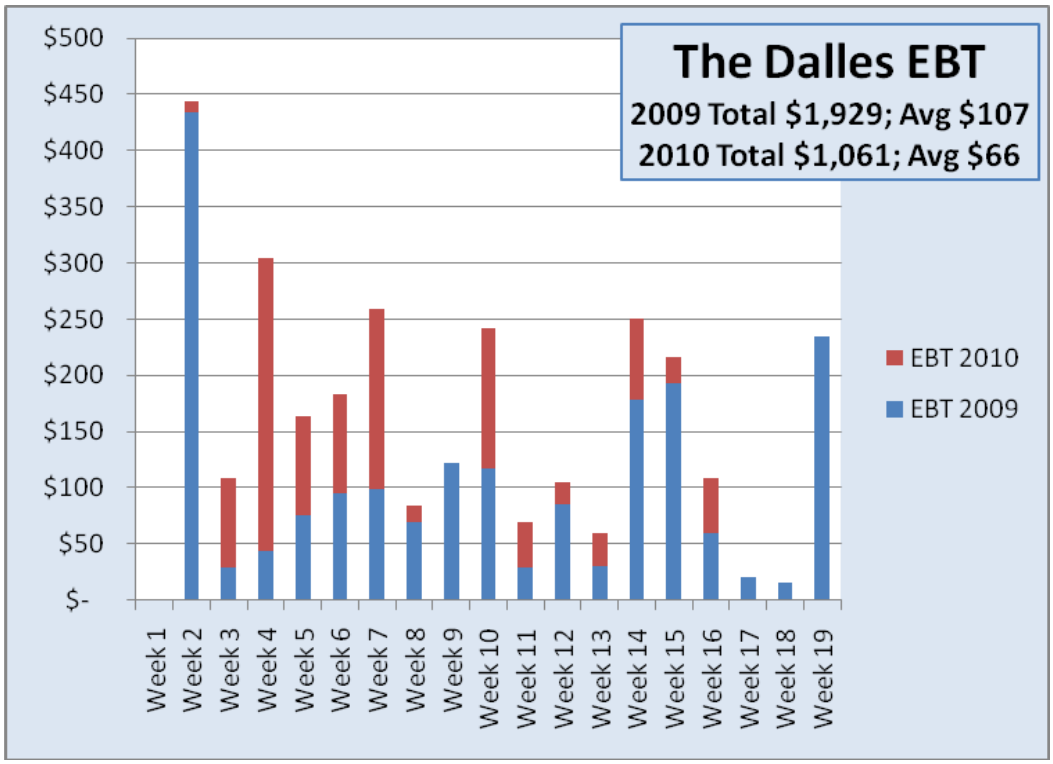

Prineville Debit
2009 Total $296; Avg $21
2010 Total $33; Average $2
$90
$80
$70
$60
$50
$40
$30
$20
$10
$-
Week 1
Week 2
Week 3
Week 4
Week 5
Week 6
Week 7
Week 8
Week 9
Week 10
Week 11
Week 12
Week 13
Week 14
Debit 2010
Debit 2009


Prineville EBT
2009 Total $610; Avg $44
2010 total $402; Avg $29
$250
$200
$150
$100
$50
$-
Week 1
Week 2
Week 3
Week 4
Week 5
Week 6
Week 7
Week 8
Week 9
Week 10
Week 11
Week 12
Week 13
Week 14
EBT 2010
EBT 2009


Redmond 2009 vs 2010
$4,000.00
$3,500.00
$3,000.00
$2,500.00
$2,000.00
$1,500.00
$1,000.00
$500.00
$-
EBT
Debit
2009
2010


The Dalles 2009 vs 2010
$2,500
$2,000
$1,500
$1,000
$500
$-
EBT
Debit
2009
2010


The Dalles Debit
2009 Total $861; Avg $66
2010 Total $515; $32
$300
$250
$200
$150
$100
$50
$-
Week 1
Week 2
Week 3
Week 4
Week 5
Week 6
Week 7
Week 8
Week 9
Week 10
Week 11
Week 12
Week 13
Week 14
Week 15
Week 16
Week 17
Week 18
Week 19
Debit 2010
Debit 2009


The Dalles EBT
2009 Total $1,929; Avg $107
2010 Total $1,061; Avg $66
$500
$450
$400
$350
$300
$250
$200
$150
$100
$50
$-
Week 1
Week 2
Week 3
Week 4
Week 5
Week 6
Week 7
Week 8
Week 9
Week 10
Week 11
Week 12
Week 13
Week 14
Week 15
Week 16
Week 17
Week 18
Week 19
EBT 2010
EBT 2009

Appendix B: Final Project Overview for HHNI Grant – The Dalles

HHNI 2009 Final Project Report: Research Summary

The Dalles Farmers' Market
Primary Project Goal: EBT machine purchase *(and related expenses)*

The primary research question for this project was, "Will the market's ability to accept food stamps, WIC and Senior vouchers improve access to fresh, local foods for low-income individuals *and* increase gross sales for market vendors?"

The Dalles Farmers' Market closed its market season Oct. 10 with $61,364 in total sales. The EBT program generated $1,966 for market vendors (3.2 percent of total market sales). The debit program generated an additional $825. Vendors would not have accessed this income stream without The Dalles Farmers' Market EBT Implementation project. For the season, the market processed 94 food stamp transactions (an average of 5.2 per market) with an average transaction value of $23.19. However, this average is extremely low given that 4,422 Wasco County residents participated in SNAP in July 2009 — 18.6 percent of the county's population. Because the majority of SNAP recipients do not know that The Dalles Farmers' Market accepts SNAP benefits or have reasons for not redeeming SNAP benefits at the market, there is demonstrated need to increase outreach efforts to low-income families and individuals receiving government assistance who struggle to access and afford fresh produce and local food.

In addition, efforts to recruit and train 11 vendors to participate in the Farm Direct Nutrition Program generated $897 sales for the vendors. The market received 9 percent of the WIC vouchers and 7 percent of the Senior vouchers distributed in Wasco County.

Although it's clear that the these government nutrition assistance programs improved access to fresh, local foods for low-income individuals and provided a new income stream for market vendors, use of the EBT program was low. Because this project was designed to implement the EBT program, the market coordinated a focus group with 10 SNAP recipients to determine how the market can improve the program next season. The results of this discussion are summarized below.

On Oct. 19, The Dalles Farmers' Market, in coordination with the Mid-Columbia Council of Governments, facilitated a discussion with 10 TANF and SNAP clients. The TANF (Temporary Assistance for Needy Families) program provides cash assistance to low-income families with children to aid them in becoming self-sufficient. To qualify for TANF, families must have very few assets, and little or no income. Like the SNAP program, TANF benefits are not intended to provide for a family's full needs, but to assist with needs and connect individuals to community and government resources while they seek employment.

- 100 percent of participants were aware that The Dalles Farmers' Market accepted the Oregon Trail Card
    - Some reported seeing the HHNI-funded postcards at DHS and other locations
    - Others never saw any advertising but learned by word-of mouth

- However, most participants did not shop at the market in 2009
    - Reasons include: forgetting, transportation, inconvenient day and time, no signs directing SNAP clients to booth with EBT machine
- Most participants view the farmers' market as more expensive than grocery stores

What might influence you to use the market regularly?

- Better variety of fruits and vegetables
- Larger quantities
- Lower prices
- Incentive program
- More convenient location
- Reliability of products available
- Knowing what's available in advance
- Clear distinction between who's selling and who's in charge
- More volunteers to man information booth and EBT machine
- More advertising

CONVERSATION SPOTLIGHT:
"It takes five pounds of potatoes for one meal at my house. For it to be more worthwhile for me, I shop quantity. Because otherwise, with what they give us on food stamps, you can't make ends meet when you've got a bigger family and they eat like that so and that's how I shop. I compare by quantity. Twelve little potatoes for $1, how many of those 12 potatoes is it going to take to feed each and everybody in your family? You're looking at price per pound and how much it costs for a whole meal. If you're paying $20 for one meal for your family, that's $60 a day if you're having three meals a day and you just can't afford it when you're on food stamps."

Issues Identified:
- Vendors lacking knowledge about the EBT/SNAP program
- SNAP clients feeling uncomfortable at the market
    - When prices were not displayed, SNAP shoppers felt uneasy having to ask if food was affordable or not
- Transportation, time and gas
- Ineffective outreach/advertising

Summary:
Although participants understand the value of purchasing and consuming fresh produce, and supporting local farmers and the community, the barriers for this ultra low-income group to

access the market supersede. The inaccessibility of the EBT machine and market in general, and lack of outreach appear to be larger issues than cost concerns.

Recommendations:

- Work with market manager and Gorge Grown Food Network to ensure vendors are effectively trained and familiar with the EBT/SNAP program
    - Improve educational handouts and booth signage
- Work with market manager and vendors to display clear food prices on individual booths
    - Make shopping at the market easy!
    - Consider offering value price-per-pound options for large quantities
- Better signage at the market directing SNAP customers to the EBT machine and listing "deals of the day" or bargains.
    - Banner with SNAP logo at market information booth
- Increase outreach to underrepresented populations
    - Place promotional materials throughout the community, targeting low-income service locations
    - Move farmers' market banner to different locations in town throughout the season
    - Use marquees at schools and downtown businesses to advertise what's in season
- Recruit volunteers to assist with EBT and information booth shifts
- Explore community-supported, money-saving incentives: SNAP dollar per dollar match, coupons, discount cards, sales, Farm Bucks
- Explore an arrangement with the Transportation Network and Mid-Columbia Council of Governments to provide a bus service to City Park on Saturdays

Community Voices on EBT and The Dalles Farmers' Market

Below are quotes from low-income TANF and SNAP clients on the EBT/Oregon Trail Card and The Dalles Farmers' Market.

"If I knew that cucumbers were five for $1 there, if you guys had advertised that ahead of time, I'd force myself to go there every week."

"I think that it needs to be advertised way better. There are no signs or anything directing you to that booth where you get the tokens."

"Ya, the taste difference you can really tell. Right off the farm."

"Man that was the highlight of my weekend you guys. It was really cool that we could use it to buy plants."

"It was fun. I liked taking the kids."

"I think if they would have advertised a little bit more, I would have been down there more."

"Bigger quantity, more variety. To me, I shop quantity. It's not worth just going and getting a little bit of something because that little bit just feeds one of my kids."

"I always shop by price per pound. I think we all have to. I don't think any of us can afford not to."

"I think I went into the farmers' market with a totally different attitude. I would indulge myself. That was my splurging for the week, going to the farmers' market. I set that money aside to go play with, to go have fun."

"Selection. I have six kids that live in my home so it's really about quantity. The farmers' market I like because I make a lot of fresh salsa. I prefer locally grown stuff. I think that it tastes better. I think I would have been there more if I would have known more about it or knew how easily accessible it was. It's not real helpful even once you're there. You're still pretty lost."

"I buy more vegetables and fruit than I do meat."

"It puts back in the community and hopefully the community will put back into its own people."

"For being the first year, I thought it went pretty good."

"I think there's room for definite improvement."

ACTUAL BUDGET

EXPENSE NAME OR DESCRIPTION (ie: labor; specific equipment; specific fee; etc.)	**EXPENSES**
Fiscal Agent	$200
EBT Operation	$800
Bulk Mailing Postage	$171.85
Promotional Flier and Postcard Printing	$547.87
SNAP Focus Group Stipends	$200
SNAP Logo Banner	$80.28
TOTALS:	**$2,000.00**

Appendix C: Press Releases

FOR IMMEDIATE RELEASE (June 2010)

Food Stamps accepted at Regional Farmers' Markets
Food stamp users are now able to access fresh food at farmers' markets. This season, Bend, Prineville, Madras and Redmond Farmers' Markets will be expanding access for residents to purchase fresh, local and affordable vegetables, fruits, and meats. Using a wireless electronic transfer system, Oregon Trail (food stamp) participants and debit users can now swipe their card to make purchases.

"This is a win-win situation for everyone. Our project enables low-income residents' access to local and fresh food, increases the capacity of the markets to provide to a wider audience, and directly supports farmers in the region", states Katrina Van Dis of Central Oregon Intergovernmental Council (COIC). With the support of a USDA grant, COIC is working with local farmers' market managers and board members to increase the capacity of the region's farmers' markets.

Since the beginning of the economic recession, the State of Oregon has seen a 46% increase in the number of food stamp recipients; Central Oregon has seen a 19% increase in the number of food stamp recipients in the last year. Over 40,000 individuals can now purchase fresh food that couldn't before.

"The system is easy", states Nora Shapiro of Madras Saturday Market, "an Oregon Trail or debit card user swipes their card like they would in the supermarket and in return they receive wooden tokens. These tokens are then used as an alternate currency with our vendors". The tokens are unique to each market but do not expire and can be used like cash.

Local farmers in the region have stepped up to the plate in terms of providing fresh products at the farmer's markets and are excited about this opportunity. "This program is absolutely wonderful", says Jerre Kosta Dodson of Dancing Cow Farm and Board Member of Prineville Farmers' Market. "To be able to give back to the community is important for my husband and me. We want to provide healthy choices for all individuals, which is one of the main reasons we farm."

Not only can Oregon Trail recipients buy fresh food but also WIC (Women, Infant and Children) clients and seniors (Senior Farm Direct Nutrition Program). These programs are different than the Oregon Trail system where instead individuals receive vouchers or checks from the State of Oregon that can be used at eligible vendors.

For more information on all of these programs visit the Oregon Farmers Market Association website at www.oregonfarmersmarkets.org or contact:

Central Oregon Intergovernmental Council

Katrina Van Dis, Natural Resource Program Coordinator
(541) 504-3307
kvandis@coic.org

FOR IMMEDIATE RELEASE (November 2009)

Food Stamp Use Boosts Redmond and Prineville Farmers' Markets Sales

Buying local and fresh food has been difficult but is getting easier for the over 30,000 food stamp recipients in Central Oregon. This year Redmond and Prineville Farmers' Markets introduced a new wireless electronic benefits transfer (EBT) system where Oregon Trail (food stamp) participants, and debit customers, could use their cards to buy fresh breads, produce, meat and dairy products.

Central Oregon Intergovernmental Council (COIC) partnered with Redmond and Prineville Farmers' Markets to purchase wireless machines for each market and to help with the promotion and marketing of the new program. With the support of a USDA Farmers Market Promotion Grant, families and individuals are now able to swipe their cards at participating markets.

"Using food stamps shouldn't be a barrier for low-income customers to access fresh and local food" states Katrina Van Dis of COIC. By taking out the middle man, vendors are able to sell their products at lower prices making it more affordable for everyone. "The EBT machines made it possible for low-income families to shop at the farmers market, a marketplace they thought they couldn't afford" states Jerre Kosta Dodson of Dancing Cow Farm in Prineville.

Local farmers felt the benefit of the program. "Opening the market to the food stamp customers brought in members of our community that hadn't been at the market before. It was great to have folks asking about the vegetables, looking for ideas in how to prepare them and returning to my booth because they found things that they really liked" said Kim Kambak, Prineville and Bend Farmer's Market vendor.

Providing direct markets for farmers and customers decreases the cost of the food and increases the amount of money kept in the community. "Buying local helps to keep Central Oregon residents' dollars in the community which is a definite plus for local farmers and businesses", states Van Dis.

COIC hopes to bring on board the Madras Saturday Market and Bend Farmer's Market next year.

For more information on this program visit: www.coic.org under Community Development or email Katrina Van Dis at kvandis@coic.org

For more information regarding food stamps and farmers' markets in Oregon visit: www.oregonfarmersmarkets.org

FOR IMMEDIATE RELEASE (July 2009)

Redmond and Prineville Farmers' Markets Now Accept Oregon Trail and Debit Cards!

Starting this market season, Redmond and Prineville Farmers' Markets will be expanding access to residents, particularly low-income, to purchase fresh, local and affordable vegetables, fruits, and meats. Using a wireless electronic benefits transfer (EBT) system, Oregon Trail (food stamp) participants and debit users can now swipe their card and purchase local, fresh produce, even on a fixed income.

Central Oregon currently has over 30,000 food stamp recipients. Often, recipients are limited in their options for purchasing fresh, healthy foods. "Given Central Oregon's current economy, it is imperative that we respond to the needs of the community by providing increased services and accessibility to programs such as this", says Holly Hutton of NeighborImpact.

With the support of a US Department of Agriculture grant, the Central Oregon Intergovernmental Council is working with local farmers' market managers and board members to increase the capacity of the region's farmers' markets. "This is a win-win situation for everyone. Our project enables low-income residents' access to local and fresh food, increases the capacity of the markets to provide to a wider audience, and directly supports farmers in the region", states Katrina Van Dis.

Local farmers in the region have stepped up to the plate in terms of providing fresh products at the farmer's markets and are excited about this opportunity. "This program is absolutely wonderful", says Jerre Kosta Dodson of Dancing Cow Farm and Board Member of Prineville Farmers' Market. "To be able to give back to the community is important for my husband and me. We want to provide healthy choices for all individuals, which is one of the main reasons we farm."

This step will also help keep Central Oregon residents' dollars local. Households that once felt limited to purchasing fresh foods from out of the area will now be able to actively vote with their dollar and keep their money local.

Madras Saturday Market and Bend Farmer's Market are expected to offer this program this market season. For more information visit: www.coic.org under Community Development.

Redmond Farmers' Market
June 15 – August 24
Monday 12pm to 5pm
Evergreen Elementary
437 9th Street

Prineville Farmers' Market
June 6 – October 17
Saturday 8:30am to 12:30pm
Downtown Plaza on 3rd Street
Across from the courthouse

Appendix D: Central Oregon Food Needs Assessment: Farmers' Market Overview

See next page

FARMERS' MARKET OVERVIEW

The Face of Local Agriculture & Hub for Healthy Communities

Introduction

Farmers' markets across the region are diverse, reflecting the character and values of their communities and farms. In this chapter we explore the faces, challenges and opportunities of our local farmers' markets.

Farmers' markets play an important role for producers, consumers and the community at-large; benefits include:

1. Providing a direct-market opportunity for local farms and ranches
2. An opportunity for marketing and face-to-face consumer interaction and education.
3. Stimulating local economic activity for neighboring businesses by attracting consumers to the community and serving as a supportive incubator for micro entrepreneurs.
4. Increasing availability of and access to fresh, healthy local produce. This is particularly important in rural communities where the availability of fresh produce in stores is limited.

Methodology

The source of information and community input for this chapter came from a series of interviews with board members from the Prineville, Madras and Bend farmers' markets conducted between March and June 2010.

Interview Topics Included:

- FM history
- FM vision & mission
- Public and local government support
- Vendor recruitment
- EBT & Low-income access to FM
- Challenges, successes & aspirations for FM

Madras Saturday Market

Started 5 Years Ago
Vendor Cost $10 membership, $20/booth
Non-Profits have a table to promote services
EBT 2010
Venue City charges the market to use the park

The Madras Saturday Market was started five years ago by a small group of Madras residents. Last year (2009) the market switched from a loose committee to a more formalized board of directors model, but still has limited capacity with no market manager; no current board member was a part of the initial market.

Goals

- Increase vendor sales by 10%
- Enhance relations with the City of Madras, community health groups, etc.
- Hire a market manager
- Increase vendor consistency and community attendance of market; these issues were perceived to go hand-in-hand.
- Increased communication with other farmers' markets in the region to learn from each other, avoid making the same mistakes, and encourage cooperation rather than competition.
- Start a Friends of the Market sponsorship program

> "In my opinion, this is one of the finest community-healthy events that Jefferson Co has going for it. This has engaged more people with more opportunities than any single thing I can think of. In four short years, it has gone from a way for a few people to increase their cash flow to a full blown community event."
>
> *– Survey Respondent, Hope for the Rural and Urban Landscape: Building Social Capital in Jefferson Co, OR , Sandy Monchamp*

Prineville Farmers' Market

Started 5 Years Ago
Vendor Cost $10/week
EBT 2009
Venue Park & Rec. Dept. donates park usage to market

Goals:

- Enhance vendor recruitment
- Collaborate with other organizations to increase EBT outreach
- Encourage more local food production
- Grow the market

> "The heart is good in this market...with that it will work. It would be great if we could grow."
>
> *– Prineville FM Board Member*

The Prineville Farmers' Market was started five years ago by the current core group of market board members with help from OSU Extension agent, Mylen Bohle. The group expressed that there was strong community support from the beginning with a successful local business sponsorship program and the opening of a brand new downtown plaza that the City of Prineville allows the market to use for free.

Bend Farmers' Market

Started: 15 years ago
Vendor Cost: $30/week
EBT: 2010
Venue: Drake Park and St. Charles Hospital

The Bend Farmers' Market was started 15 years ago by the Bend Downtowners' Association. In its third year the market transitioned to a market manager and board of director's organizational format.

Around its 5th or 6th year the market really became a social community event and began to grow to the thriving market it is today thanks to the inclusion of a mid-sized farm from the Willamette Valley in concurrence with the population boom. Market board member and local farmer Jim Fields describes the market growth as their biggest success.

Jim Fields, market board member and owner of Fields Farm, noted that Deschutes Co has the highest redemption rates for WIC Farm Direct Vouchers and remembers a market day when WIC moms bought out his whole farm stand.

Farmers' Market Board of Directors and Market Manager Interview Themes

Vision and Mission

The three farmers' markets explored in this chapter represent two rural communities with markets started just five years ago and one urban market started nearly 15 years ago. Though these markets vary greatly along rural/urban lines, size, diversity of products, and so on, they exhibited shared successes and values that speak to the dynamic nature of farmers' markets; the following three benefits were emphasized as part of the market mission:

1. Offering a viable direct marketplace for local producers.
2. Building community.
3. Promoting local food production.

Community

All three FM interviewees highly valued community building and perceived strong community support despite poor economic conditions. Local FMs all initiated a variety of activities to create a community environment and turn the FM into an "event" (including cooking demonstrations, live music, etc.) which were reported as successful.

"If we had a banner that would be it that we really are a community."

"[There is a] sense of community amongst the vendors. There is no cut-throat. We are concerned that we all walk away every week feeling that we've been treated fairly and that no one is cut our feet our from under us-we're not in competition."

"There are also customers concerned with fairness at the market: they will buy eggs from Dancing Cow and Billie one week and then buy eggs from Kim the next week. They spread the money to try to keep us alive ... It's a community thing."

"You see the same people out there every week ... There are people that buy one pound of hamburger from Dad (Breese) every week. He tells them they can buy more than one at once, but they like to come back every week"

– *Interview Quotes*

Economic Development

Farmers' markets play an important role in local economic development by:

1. Creating a direct marketplace for small and mid-sized producers
2. Serving as a supportive incubator for beginning farms, ranches, and food-related micro enterprises.
3. Spurring increased spending at neighboring businesses.

Both rural FMs emphasized the potential for the market to support and encourage increased local food production and food-related micro enterprises.

Do farmers' markets attract people downtown, or do they merely sell to people that are already there

At two weekend markets the primary draw for downtown shoppers was the farmers' market; Albany (88%); Corvallis (78%).

Once there, do farmers' market shoppers also shop at neighboring businesses?

Between 33% and 65% of those attending the market also did additional shopping at neighboring businesses.

OSU Small Farms Technical Report Number 16: How Do Farmers' Markets Affect Neighboring Businesses?

Lev, Brewer, Stephenson

The presence of local food markets may also spur consumer spending at other businesses in a community. The spillover spending could support the retail sector in a community if, for example, a farmers' market draws consumers to an area where they would not have otherwise spent money.

USDA ERS Report #97, May 2010

Photos from Bend Farmers Market, 2010

Vendor Recruitment & Retention

Both rural FMs expressed limited capacity for vendor recruitment because of the absence of a market manager in one case, and because market board members were themselves vendor/producers with limited time for outreach efforts.

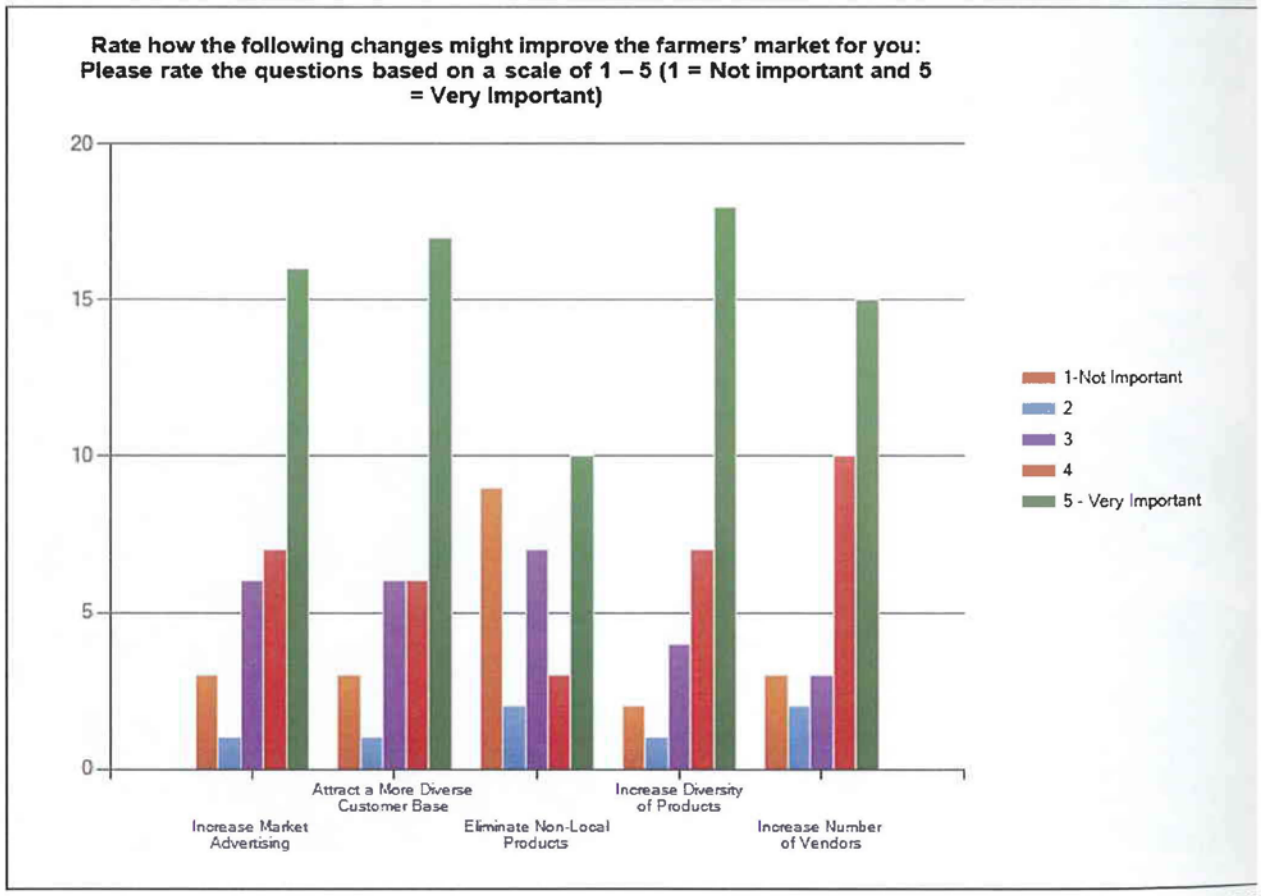
"We need someone specific who is going to try to continue to recruit vendors. The growers are all busy and it's hard to recruit when they're all growing … We need a dedicated staff member to do that."

– *Prineville FM Board Member*

In addition, "increase diversity of products" and "attract a more diverse customer base" were rated as the top two changes that might improve the FM for producers, followed by "increase number of vendors."

This signals that producers, as well as FM organizers, see consumer and vendor growth as interdependent.

The urban FM did not report vendor recruitment as a challenge, and in fact, have a lengthy vendor waiting list. The Bend FM dealt with the chicken-or-the-egg scenario around the markets' 5th year by recruiting a mid-sized farm from the Willamette Valley that was able to offer a greater amount and diversity of produce, and earlier in the season, which attracted more consumers followed by the recruitment of a second mid-scale Valley farm leading to further consumer growth. While this brings greater economic viability to the FM, it presents barriers for small-scale local producers to vend at the market; the smaller Bend market is intended to act as the incubator for these producers. However, the Producer Survey results indicated that producer priority lay with offering a higher diversity of products to attract more consumers, and not with giving precedence to Central Oregon producers; "eliminate non-local products" was ranked lowest by Producer Survey respondents as a change that might improve the FM.



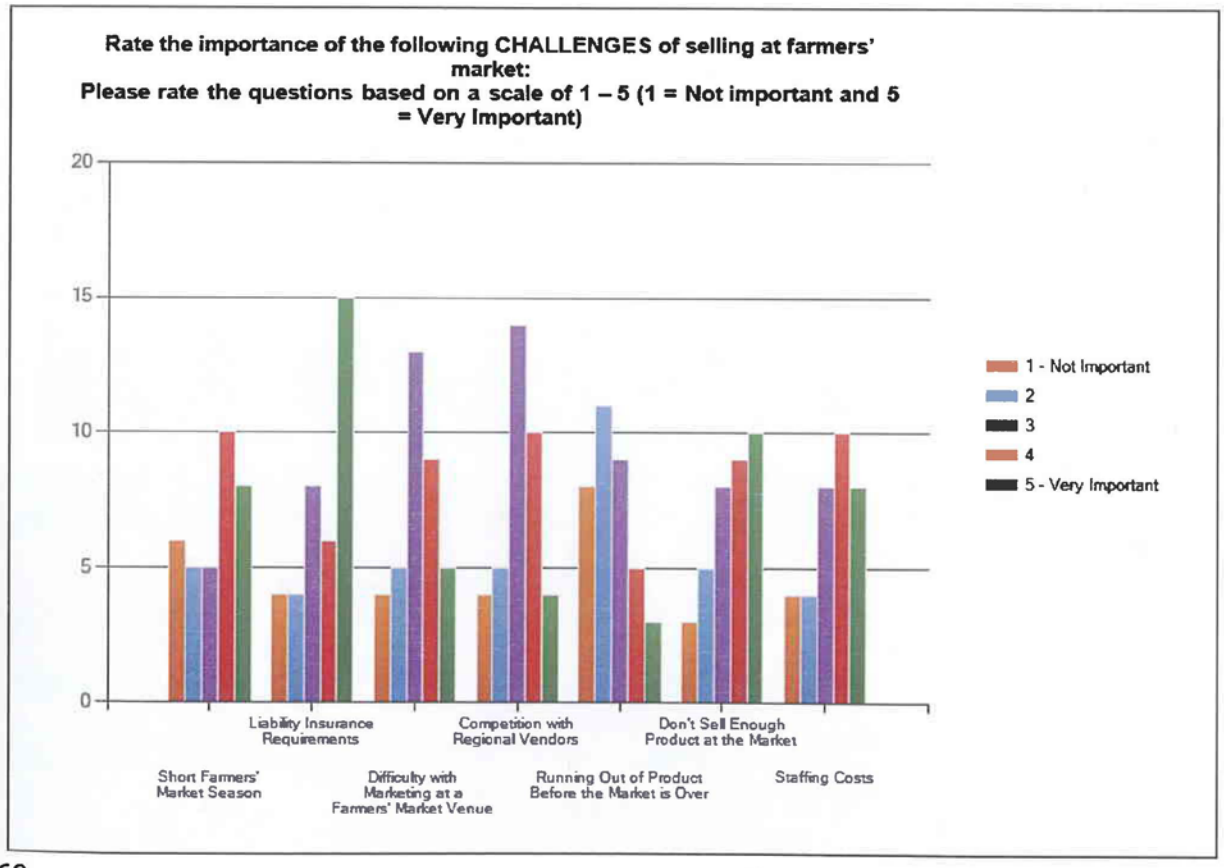
For small vendors, farmers' markets appeared to operate as a relatively low-risk incubator for new businesses and a primary venue for part-time enterprises in a nurturing environment. Business skill development may be an attractive benefit in areas where few other options are available to acquire additional skills and market experience.

– *USDA ERS Report #97, May 2010*

As seen in other food system sectors, interviewees commented on the chicken-or-the-egg factor in growing their FM: more customers will not come until there are more vendors and products; more vendors will not participate until they see more consumer attendance to make the market economically viable and worth their time.

Rural FM interviewees also identified the lack of sales data for their markets and the required liability insurance as barriers for potential vendors. This is supported by the Producer Survey results in which producers reported "liability insurance requirements" (41% "Very Important" rating) and "don't sell enough at the market" (29% "Very Important" rating) as the top two challenges of selling at the FM.

> If they [vendors] knew they would make money, they'd be there … If customers saw a consistency in vendors they might come more consistently.
>
> –*Madras FM Board Member*
>
> "I really think if we had more vendors, and more products, it would go. I don't think we're even close to tapping the demand."
>
> – *Prineville FM Board Member*



Consumers

Farmers' markets provide an opportunity for consumer education and the face-to-face consumer-producer interaction that defines local food purchasing.

Consumer-related **challenges** reported by interviewees included:

1. Consumer unfamiliarity with local agriculture, seasonality and buying direct
2. The need for increased diversity of consumer base that would more accurately reflect the community.

Consumer-related successes were the sense of community created at the market and the loyalty of the markets' consistent customer base.

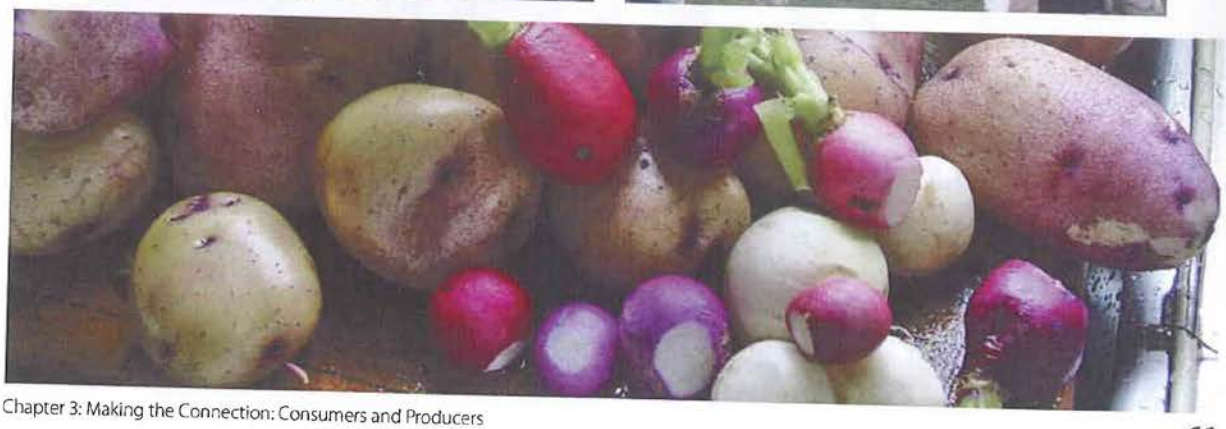
"Last year it became a social thing. People actually come and hang out at the market. It's a social thing now on Saturdays. There are also customers concerned with fairness at the market: they will buy eggs from Dancing Cow and Billie one week and then buy eggs from Kim the next week. They spread the money to try to keep us alive."

– *Prineville FM Manager*

Consumer Survey: "Where do you get your food?" Farmers Markets and Fast Food were about even.

Dot Survey: Besides Supermarkets question: FM ranked 2nd, after 'small, independent stores'

Consumer Survey: After grocery stores and various forms of food assistance, fast food restaurants (18.4%) and farmers' markets (16.7%) were ranked highest for where one gets food.



SNAP & WIC at the Market

In 2009 a USDA Farmers' Market Promotion Program (FMPP) Grant was secured by the Central Oregon Intergovernmental Council (COIC) to implement EBT machines at all the FMs in the region.

The EBT machines allow Oregon Trail food stamp cards to be accepted at the FM in addition to debit cards; this increases market and vendor revenue in addition to increasing fresh, healthy food access for low-income consumers.

FM interviewees emphasized the importance of accepting EBT transactions in the wake of the economic recession increasing the number Oregon Trail users in the community. For Jefferson County the element of healthy food access was emphasized in light of their recent ranking as the unhealthiest county in the state by the Robert Wood Johnson Foundation.

"These are the people that are most removed from their food … They need it the most."

"It's certainly something I think our community would utilize—I mean look at us, we have the highest unemployment rate in the state, the number of new home sales has dropped dramatically, foreclosures are off the charts."

– Prineville FM Board Member

"We need to do a better job of advertising … I think we would need to find several agencies to help with outreach."

– Prineville FM Board Member

"The EBT reaches to a section of the community that does not have access … we have to talk about good nutrition and how it affects health."

– Madras FM Board Member

Sandy Klein, of NeighborImpact, & Quinton Wiest, volunteering at the Bend Farmers' Market EBT booth. 2010

PARTNERSHIPS & COLLABORATION

The three FMs included in this study expressed varying levels of support and collaboration with local organizations and the City. Only one of the three markets was able to use the FM venue free of charge, while the other two must pay a fee to the City and the Parks and Recreation Department.

The Madras FM interviewees expressed a strong interest in establishing a relationship with the City and the Chamber of Commerce, feeling that they were in a unique position to help promote the FM and recognizing the economic development potential the market poses to the City.

All three markets expressed interest in collaboration with public and community health organizations and social service providers to promote SNAP and WIC at the FM.

OVERVIEW: Challenges & Opportunities

Challenges

- Vendor recruitment and consistency
- Marketing and Community Outreach; need to increase diversity of customer base and level of community attendance
- EBT outreach
- Barriers to market growth and community outreach due to the lack of a market manager or the limited capacity of board members to go above and beyond the administrative needs of the market.
- Need for increased local food production

Opportunities

- EBT Outreach
- Market Capacity Building
- Partnerships & Collaborations
- Vendor Recruitment, Retention & Consistency

EBT Outreach

Though the installation of EBT machines at all three markets was celebrated by interviewees, greater emphasis must now be placed on the process of marketing and outreach around this new benefit. Successful outreach programs will require collaboration between diverse community partners and the market management teams; this includes, but is not limited to, community and public health providers, DHS, and other social service and grassroots organizations.

In an age of convenience and superstores, the unique qualities of farmers' markets pose both benefits and challenges to low-income shoppers. While farmers' markets offer access to fresh healthy local foods and the opportunity to support the local economy, market shopping on a limited budget requires enhanced meal planning and preparation.

An Oregon Food Bank study investigating SNAP client perceptions regarding shopping at the farmers market found that:

A dilemma for farmers markets is how to promote real cost-saving strategies that serve both shoppers and participating farmers. This requires an aggressive strategy for promoting farmers' market thrift, based not on cheap food, but on creative home economics. Food stamp shoppers would benefit from techniques for meal planning, shopping, and cooking that require little more time than is currently spent seeking discounts and preparing packaged foods.

– *"Barriers to Using Urban Farmers' Market" 2005*

In 2009 VISTA volunteer Katherine Locke conducted research at the Dalles Farmers' Market, seeking to answer the following question: ***"Will the market's ability to accept food stamps, WIC and Senior vouchers improve access to fresh, local foods***

for low-income individuals and increase gross sales for market vendors?:"

Issues Identified:

- Vendors lacking knowledge about the EBT/SNAP program
- SNAP clients feeling uncomfortable at the market (When prices were not displayed, SNAP shoppers felt uneasy having to ask if food was affordable or not)
- Transportation, time and gas
- Ineffective outreach/advertising

Summary:

Although participants understand the value of purchasing and consuming fresh produce, and supporting local farmers and the community, the barriers for this ultra low-income group to access the market supersede. **The inaccessibility of the EBT machine and market in general, and lack of outreach appear to be larger issues than cost concerns.**

Recommendations

EBT Outreach

Both of these studies indicate that the most prominent barriers to farmers' markets for low-income consumers are not related to cost, but instead to overall market and EBT accessibility and the need to shift food skills and perceptions around cooking, shopping and meal planning to make market shopping comparatively feasible and convenient. Creating a market and EBT outreach plan based on these findings will require collaboration and partnerships between diverse players in the community. The following recommendations are intended to present opportunities for addressing the issues identified through the CFA process.

- **Interviewee Suggestion:** Promote EBT when market is at its peak so that first time market shoppers will not be turned off by that lack of abundance in early June.
- Form partnerships with health and social service orgs to promote EBT.
- Ensure vendors are trained and familiar with EBT/SNAP and WIC programs.
- Signage: Display clear food prices and improve signage directing SNAP customers to EBT machine.
- Consider EBT incentive programs such as SNAP dollar-per-dollar match, coupons, etc.
- SIDE BOXES: Forest Grove FM donations for EBT match, EMO Coupon Program.
- If a Rapid Market Assessment is conducted include an element of research into perceptions of effectiveness of EBT at the market.
- Explore opportunities for expanding the inclusion of cooking demonstrations at the FM.

The Ecumenical Ministries of Oregon offer an alternative form of low-income outreach to the farmers' markets through their "That's My Farmer" Coupon program.

Coupon books are sold at congregations, with 10% of sales serving as donations to fund the distribution of free coupon books to low-income members of the community.

In 2010 the Forest Grove Farmers' Market, run by the non-profit group Adelante Mujeres, was able to provide a dollar-for-dollar match of up to $5 for EBT shoppers.

EBT match programs offer an incentive for first-time and returning low-income market shoppers.

Funding for this initiative was secured through $700 in donations from Forest Grove community members and a $1,500 donation from Aramark at Pacific University. Other models for fundraising and starting match programs exist across Oregon.

Market Capacity Building

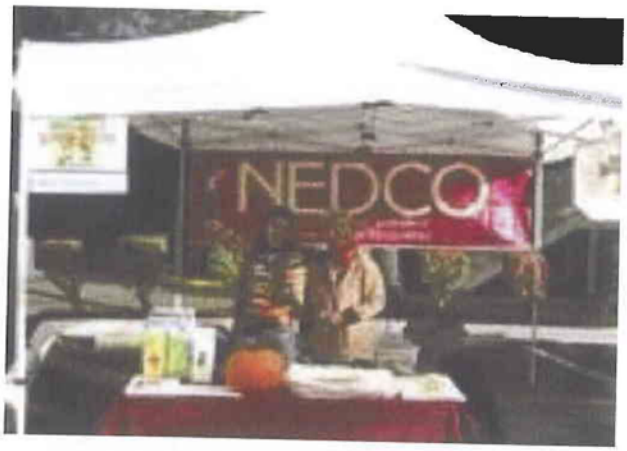
- Look into establishing internship opportunities to address limited capacity of board.
- Seek funding to hire market managers
- Explore opportunities for a community sponsorship program for the Madras FM.
- Conduct Rapid Market Assessments to gather information about consumer perceptions about the market, have information to offer potential vendors, measure the success of the EBT program, and highlight the economic development effects of the FM.
- Producers expressed interest in having a year-round FM to address the impacts of a short market season for non-produce vendors; this may be an opportunity to explore the viability of a winter FM.

Partnerships & Collaborations

- Strengthen relations with City, the Chamber of Commerce and other natural partners to address marketing, venue issues.
- Partner with local agricultural support agencies and organizations to offer enhanced vendor training opportunities
- Increased collaboration between all FMs in tri-county region could help build market capacity, promote collaboration, and create opportunities for seeking grant funding together to address universal issues such as EBT outreach barriers.
- Look into other vendor models that are flexible to the needs of producers of varying sizes.

Vendor Recruitment, Retention & Consistency

- Enhance vendor support and training opportunities to recruit new vendors and build skills of existing vendors.
- Explore alternative vendor participation models to meet the needs of farms of varying size and capacity



The Neighborhood Economic Development Corporation (NEDCO) greatly increased the capacity of their Springfield Farmers' Market by creating 3 internship positions filled by local community college students, responsibilities included:

- Coordinate volunteers for EBT incentive program
- Enhanced outreach to Latino community
- Evaluate effect of farmers' market on downtown businesses, market vendors, and stakeholders
- Vendor recruitment
- Evaluate effectiveness of EBT program

Appendix E: Additional Information – Marketing Materials

MAGNET FOR REGIONAL BUSES

POSTERS AND POSTCARDS