

Identifying and Addressing Professional Development Needs in State and Regional Farmers Market Associations

Farmers Market Coalition (FMC) of Martinsburg, WV received \$65,602 to survey the needs of farmers market associations; provide networking and leadership opportunities to them; and develop training opportunities for farmers markets, market managers, and farmers/vendors. Funds were used to conduct an online survey of farmers market associations; develop the FMC listserv as a communications and references tool; develop and deliver training and educational materials; host monthly association conference calls; develop a pool of farmers market association trainers and presenters; host seminars for members; and start a “train-the-trainer” program for association leaders..

Final Report



Identifying and Addressing Professional Development Needs in State and Regional Farmers Market Associations

Final Report for 12-25-G-0768

Submitted by the Farmers Market Coalition

Project Summary

With rapid growth in the number of farmers markets nationwide, many state and regional associations have been established to meet the changing needs of market organizations, market managers, and market vendors. These umbrella organizations have the potential to play a pivotal role in addressing the obstacles faced by their members at a grassroots level.

The purpose of this project, starting October 2008, was to inventory the needs and assets of all state/regional farmers market associations in the United States and respond to these needs with networking opportunities, training, and professional development education for their leaders. As the only national organization representing farmers markets, the FMC is uniquely positioned to serve as a resource for the growing number of state and regional farmers market associations in various stages of growth.

This project was designed to foster organizational development, leadership, board governance, and strategic partnerships skills among state and regional farmers market associations and their boards to improve their capacity to meet the changing needs of member markets and farmer/vendors over the long-term. To do so, the project 1) inventoried needs and assets of existing associations; 2) provided networking and leadership opportunities to these organizations; and 3) developed and coordinate professional development training opportunities in specific high-priority areas related to organizational development, leadership, and management, as identified by the needs assessment.

Project Approach

Descriptions of how the issue or problem was addressed. Identify the processes, techniques, tools, events, technology, and actions taken to implement the project.

FMC began the project by developing a comprehensive survey for distribution to state farmers market organization leaders, with input from a select group of those leaders along with other FMC board members. A free-lance project coordinator was hired in January 2009, when the survey was implemented in late 2008, and a summary of the results published in February 2009. gain access to a vast clearinghouse of resources on these topics by becoming members of the American Society of Association Leadership (ASAE) (see Appendix G). The project director, with assistance and guidance from the Leadership Network will utilize these sample tools, case studies, and other resources in the development of fact sheets and curricula which will be delivered via web-based seminar, fact sheets, and on the FMC web site. For topics of more universal relevance, this project will also pilot a 'train-the-trainer' component which will provide incentives for state/regional FMAs to deliver face-to-face professional development trainings at the farmers market organizational level, using the curriculum as-is or modifying to meet the needs of their member market representatives.

Goals, Outputs, and Outcomes Achieved

This project incorporated three main objectives, each building upon one another:

Objective 1: Inventory the leaders, needs, assets, types, and stages of organizational development of all state/regional farmers market associations in the United States

A survey of 52 questions was implemented in January/February 2009, after significant feedback and revision from FMC board members and other volunteer leaders in the field. A response rate was over 70%, yielding 26 complete surveys. Incentive gifts were sent to all respondents, with the first 10 respondents also getting signed copies of the Deborah Madison cookbook *Local Flavors*. A copy of the survey is included in Appendix A.

In spring 2009, the survey report, *Services, Structures, and Self-Identified Needs of State Farmers Market Associations/Organizations*, was published May 2009 on FMC web site (<http://www.farmersmarketcoalition.org/fma-survey-summar/>) and circulated electronically to all respondents, as well as through the FMC newsletter (see Appendix B).

The report discussed a variety of characteristics associated with state farmers market associations/organizations (FMAs), including

- Stage of Growth: *FMAs have become more active over the past two decades, and reach many producers who participate in direct sales farmers markets*
- Resources: *FMAs have limited budgets, slim staff, and rely heavily on volunteers*
- Structure: *Many FMAs are stand-alone organizations governed by Boards or committees which vary in size, composition, and commitment*
- Services: *FMAs offer a broad range of services to their members including state conferences, program implementation and technical assistance*
- Challenges: *FMAs see recruiting/supporting new vendors as biggest challenge for their members, and resource management the biggest challenge for themselves*
- Networking: *FMAs could benefit from more professional development, peer-to-peer communication, and best practice learning*

In addition, the [list](#) of state farmers market associations was updated and is maintained on FMC's web site.

Objective 2: Provide networking opportunities for state farmers market associations to facilitate information and resource sharing across the spectra of geography and stage of organizational development

Listserv, newsletter, and social networking tools

In the course of this project, FMC relocated its listserv to a Google Groups platform, and now, a year and a half later, 390 discussion threads are archived for viewing by subscribers at <http://groups.google.com/FMC-list>. The listserv grew from 200 to more than 650 subscribers during the project period. FMC staff moderate the list, periodically circulate the listserv policy, and circulate pertinent information as needed.

FMC's quarterly newsletter also saw significant improvements in the course of this project, and was re-named *the market beet* in April 2009. The newsletter was redesigned with volunteer design assistance and renamed *the market beet*. A template was created for each newsletter, with a section devoted to state organization news. Newsletters are distributed to nearly 2,000 subscribers directly via email, and printed copies were disseminated a variety of conferences, as well as all of the nine sponsored state-level trainings. The [fall 2009 edition](#) of FMC's newsletter, *the market beet*, including guest articles by

the Michigan Farmers Market Association and the Memphis Farmers Market, and the [winter 2010 edition](#) included coverage of nine Information Marketplace mini-grant awardees and opportunities through the Healthy Incentive Pilot Program and other projects (see Appendix C). Published Fall 2008, Winter 2009, and Spring 2009, Summer 2009, Fall 2009, and Winter 2010 newsletters. However, we found that layout into PDF format was time intensive and not very useful. Beginning in 2010, *the market beet* articles are archived on the FMC web site at www.farmersmarketcoalition.org/category/news

FMC entered into social media platforms as well, engaging state and local leaders in discussion of timely topics and providing an efficient mechanism for information dissemination. Project Coordinator Wendy Wasserman started a [twitter account](#) that has proven to be an effective medium for reaching a broad constituency of farmers market stakeholders, including state and regional leaders. At the end of the grant period, FMC has more than 800 twitter followers, and had posted more than 600 links. A [facebook cause](#) was launched at approximately the same time, and now has 588 cause members. In summer 2010, with the help of in-kind support from the Wallace Center, a transition was made to a [facebook page](#), where daily posts are made more easily. There are currently more than 300 people who 'like' FMC's facebook page, and this number grows steadily every week.

Web site upgrades and Conference Calls

In November 2009, web site upgrades were complete, improving navigation in a tab pull-down menu and in the left side navigation. The [Resource Library](#) was moved to a new platform (Joomla), with easier search, submit, and share functions. Though this project was cumbersome and resource intensive with regard to managing contractors, we feel that it has resulted in improved access to resources and greater usage of the web site. A volunteer was recruited to help monitor and fix broken links, and the library now houses a total of 474 entries. 'Resources for state associations' section was folded into the Resource Library for easier searchability. 2009 and 2010 state and regional training events were posted on [FMC Event Calendar](#), where members can add and update events on their own.

On May 26, 2009, FMC hosted its first member conference call discussion, "The Flip-Side of Success: Balancing the Number of Farmers and Markets." Notes and recording available to all FMC members on web site (see Appendix D). Follow-up discussion thread set up on-line and working group convened.

A Farmers Market Leadership Network, with a one-pager and interest form developed for the Farmers Market Leadership Network (see Appendix E). Nine have completed interest forms were completed, and data aggregated into one spreadsheet. These network participants were recommended as presenters to several of the organizations requesting agenda-planning assistance. With limited resources, the network was kept informal and used for the purpose of recommending speakers when asked by state, regional, or national organizations about good presenters on certain topics.

Farmers Market Leadership Network: Selected Volunteers

Fred	Broughton	South Carolina Dept of Agriculture	Marketing Specialist
Liz	Carollo	NYC Greenmarkets	Publicity Coordinator
Diane	Eggert	Farmers Market Federation of NY	Executive Director
Sally	Haines	Colorado Farmers Market Association	Executive Director
Eileen	Nichols	Webb City Farmers Market	Market Manager
Mercedes	Taylor-Puckett	Kansas Rural Center	Farmers' Market Project Coordinator

Don	Wambles	Alabama Farmers Market Authority	Director
Deborah Christie	Yashar Welch	ALBA Ohio Farmers' Market Management Network	Food Systems Program Manager OSU Extension

Objective 3: Develop and facilitate delivery of training and education in specific high-priority areas related to organizational development, leadership, and management, as identified by the needs assessment.

In the proposed FMPP plan of work, FMC pledged to host four webinars. Fortunately, it was discovered early in the project that the Wallace Center for Sustainable Agriculture had funds to conduct trainings for market managers as well. The webinar schedule finalized after analysis of survey results, discussion with FMC Education and Advocacy Committee, and collaboration with the Wallace Center at Winrock International. It was decided to combine resources to create a six-webinar series called 'Information Marketplace,' that could meet our joint goals. An annual webinar license was purchased from Adobe Connect, and technical components put in place for audio recording of all webinars. The header below was created for use on the FMC web site as well as on emails promoting the series.



Six webinars were scheduled throughout the summer of 2009, with fifteen peer leaders serving as presenters, building leadership skills in the field. The schedule and topics were as follows:

- **Strategic Planning in the Real World: How to Put No Staff, No Money, and Big Dream to Work for Your Organization.** June 9, 1 p.m. Eastern. Nicole de Beaufort, [4th Sector Consulting](#) & Karen Wagner, [Oregon Farmers' Market Association](#).
- **Best Board Practices and Meetings that Matter: An Introduction to Nonprofit Governance.** June 23, 1 p.m. Eastern. Roseanne Stead, [Tides Center](#).
- **Sowing Value, Reaping Rewards: Recruitment, Services, and Administrative Systems for Successful Membership Organizations.** July 14, 1 p.m. Eastern. Brian Snyder and Michele Gauger, [Pennsylvania Association for Sustainable Agriculture](#) & Jeff Cole, [Federation of Massachussetts Farmers Markets](#).
- **Measuring Success: Market Record-Keeping and Evaluation.** July 23, 1 p.m. Eastern. Chris Curtis, [Neighborhood Farmers Market Alliance](#) (Seattle, WA); Bernie Prince, [FreshFarm Markets](#) (Washington, DC); Darlene Wolnik, [marketumbrella.org](#) (New Orleans, LA)
- **Food Safety First: GAPs and Food Safety Issues for Farmers Markets.** August 18, 1 p.m. Eastern. Betsy Bihn, [National GAPs Program](#) Coordinator, Cornell University; Andy Sarjahani, Virginia Tech Sustainability Coordinator; Brigitte Moran, [Marin Farmers Markets](#).
- **EBT and Nutrition Outreach: Practical Advice from Successful Programs.** September 16, 1 p.m. Eastern. Diane Eggert, [Farmers' Market Federation of New York](#); and Mike Hurwitz, New York City [Greenmarket Farmers Markets](#).

Over the course of the series, there were more than 360 registrations for the webinars, with 50 people registering for multiple sessions. Participant evaluations revealed positive perception of relevance and usefulness (see Outcomes section).

The webinars and handouts were archived on line at www.farmersmarketcoalition.org/information-marketplace, which has been visited 2,716 times since June 2009. Handouts and additional materials were created by the presenters and combined into a PDF packet as an online resource to supplement the archived webinar. Webinars were archived in Adobe Connect for one year, until the Adobe account expired. In April 2010, a partnership was developed with the Wallace Center at Winrock International to convert the webinars into Youtube videos. All six webinars are now on the FMC Youtube channel, FMCorg.

At the end of the series (September 2009), Information Marketplace Winter Workshop Mini-Grant applications were solicited from state farmers market organizations, out of which nine were selected (see Appendix F). Eligibility requirements included organizational representative participation in at least three Information Marketplace webinars, and agreement to prepare an event report and final agenda. Letters of agreement (Appendix G) were then created with:

- South Carolina Association of Farmers Markets Market Managers Workshop (Columbia, South Carolina; January 28, 2010)
To support market manager scholarships for a convening of 50 managers for a grant-writing workshop and an annual meeting of the association (see Appendix H).
- Kansas Rural Center (Topeka, Kansas; February 1, 2010)
To pay for travel costs for keynote presenter Darlene Wolnik of marketumbrella.org at the Kansas Farmers Market Conference for Organizers (see Appendix I).
- Maryland Department of Agriculture (Annapolis, Maryland; January 29, 2010)
To pay for travel costs for keynote presenter Diane Eggert, Executive Director of the Farmers Market Federation of New York (see Appendix J).
- Washington State Farmers Market Association (Renton, Washington; January 29, 2010)
To cover presenter mileage, fees, and meals at 'Raising the Canopy Together' WSFMA Annual Conference (see Appendix K).
- Missouri Farmers Market Association (Cabool, Missouri; January 23, 2010)
To support lodging costs for conference scholarship participants at the Missouri Farmers Market Conference (see Appendix L).
- Oregon Farmers Market Association (Corvallis, Oregon; February 26, 2010)
For room rental, food safety speaker stipend, and meeting supplies, and breakfast refreshments for annual OFMA meeting (see Appendix M).
- West Virginia Farmers Market Association (Morgantown, West Virginia; March 2-3, 2010)
To support scholarships for managers of five new farmers markets to attend the WV Small Farms Conference and WVFMA Strategic Planning meeting (see Appendix N).
- Michigan Farmers Market Association (East Lansing, Michigan; March 9, 2010)
To support the 3rd Annual Market Manager Boot Camp, in particular the set-up of an on-line registration system and audio visual needs (see Appendix O).
- Ohio Farmers Market Manager Network (Reynoldsburg, Ohio; March 4-5, 2010)
For DVD and on-line recording of Ohio Farmers Market Conference (see Appendix P).

In addition to working with these nine organizations to implement professional development trainings, FMC's Executive Director wrote and delivered keynote addresses at Washington State Farmers Market Association annual conference as well as the Massachusetts Farmers Market Manager

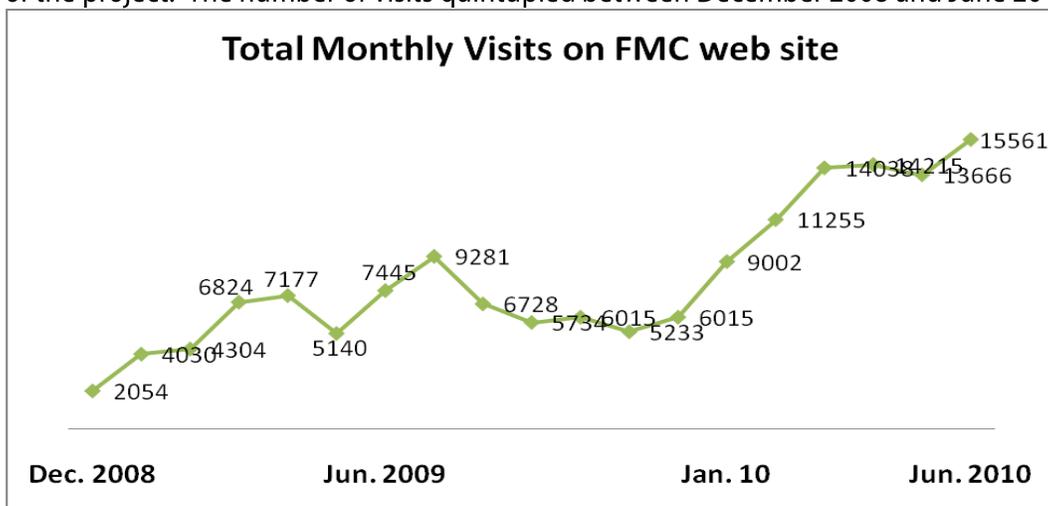
Workshop (see Appendix Q).

FMC has referred state organizations and agencies in Virginia, Maryland, Maine, and elsewhere looking to start farmers market associations to other state associations of 'best practice' from which to learn. For example, representatives from Maine attended the Massachusetts Farmers Market Workshop in March 2010 as they were learning about ways in which they might form an association.

At the start of the project, FMC sought to become more acquainted with the field of association management by joining the American Society of Association Executives. As a result, FMC received a) subscription to 'Associations Now,' a monthly magazine devoted to best practices in associations, b) discounts on copies of [The Volunteer Leadership Issue](#), which were provided to each survey respondent, and c) access to the Knowledge Center of sample policies and documents for associations (see Appendix R).

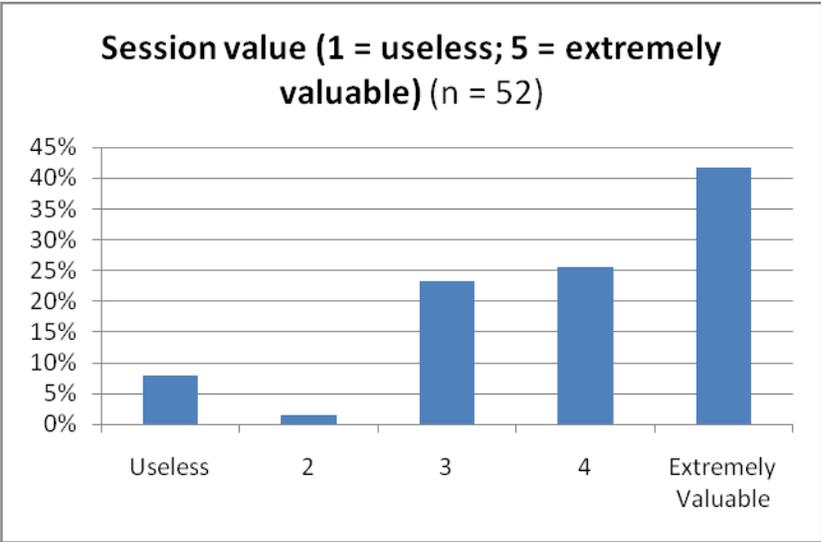
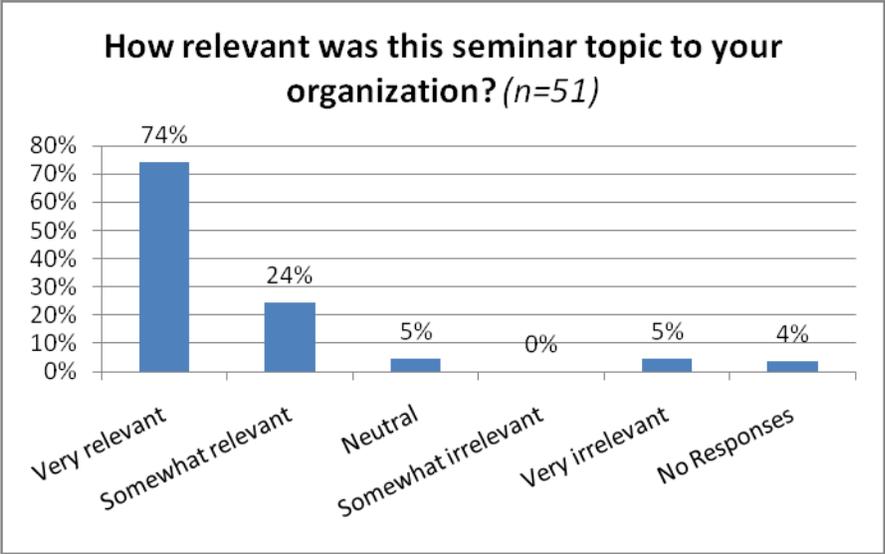
Outcomes

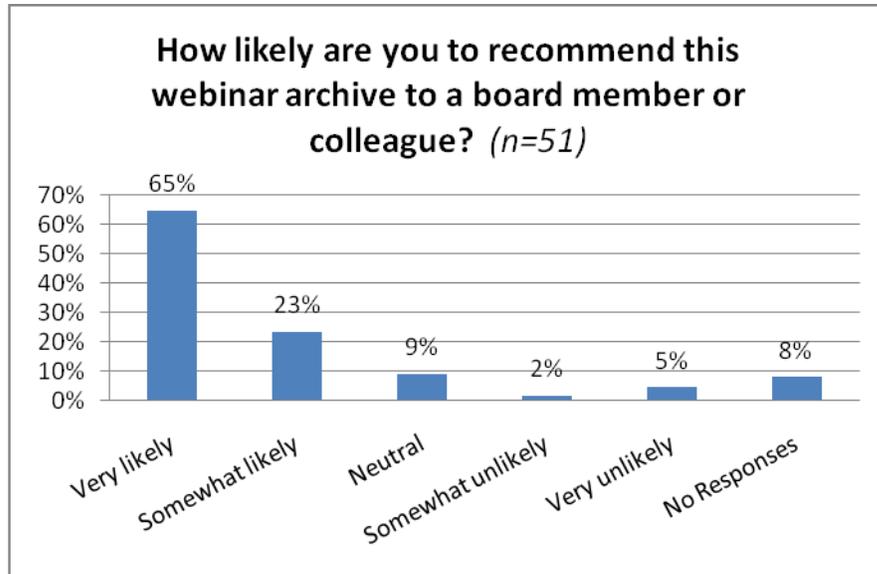
- An increase in number of state farmers market association members of the Farmers Market Coalition. There are now 18 formally organized state farmers market association members of FMC. All in all, FMC membership increased more than 200% during the project period.
- States such as Maryland, Illinois, Idaho, Maine, and Virginia are now exploring the feasibility of implementing state farmers market associations, and have contacted FMC for resources.
- Increased traffic on FMC web site (measured in total unique visits per month), over the course of the project. The number of visits quintupled between December 2008 and June 2010.



- An increase average weekly postings on FMC listserv: In November 2008, there were 21 posts to the listserv. In July 2010, there were 61, and 100 in June 2010. The increase has been relatively steady over the 21 months of the project.
- A nearly 100% increase in the number of subscribers to FMC's newsletter: From 1,000 in 2008 to nearly 2,000 in mid-2010.
- Since the start of the grant, the FMC listserv has nearly doubled in subscribers, from 365 in October 2008 to 670 in August 2010. 460 discussions are archived for subscribers at <http://groups.google.com/group/fmc-list/topics>. The list has emerged as a go-to resource for networking and sharing among market managers and farmers market advocates.
- Improved access to samples and other resources designed to help farmers markets succeed via FMC Resource Library and Information Marketplace archives.
- Improved access to contact information for state farmers market organizations via FMC web site.

- More than 200 individual farmers market organizations received management best practices training through state level workshops in Maryland, Kansas, Oregon, Washington, Ohio, Missouri, South Carolina, Michigan, and West Virginia.
- Improved understanding of the issues and priorities of state farmers market organizations
- Stronger relationships and engagement with leaders in state farmers market organizations and understanding among such organizations about the role of the Farmers Market Coalition.
- Survey of webinar participants (implemented after each session), revealed sense of relevance, usefulness, and eagerness to recommend the recorded webinar to others.





Beneficiaries

- Existing state farmers market associations benefited from networking with other similar organizations through the Information Marketplace webinar series, 'Flip-side of Success' Conference Call, and from fact sheets and sample documents that have helped increase their professional capacity to operate strong, financially solvent organizations for the benefit of farmers markets and the farmers they serve. Specifically, those organizations directly benefiting from the Information Marketplace Education & Training Mini-Grants are referenced on page four of this report.
- Budding/future associations and similar grassroots efforts to develop statewide associations distinct from state departments of agriculture (ex. Maryland, Pennsylvania, etc.) have, through this work, begun to 'sit at the table' and learn from more established organizations. Representatives in North Carolina, Maine, Idaho, and Virginia have received technical assistance from FMC regarding potential resources or speakers for workshops.
- Farmers market managers benefited by having access to on-line training opportunities and the the same organizational development curriculum as state associations. Tools and resources available to the Farmers Market Coalition will be shared with its membership at large, and can be communicated through the much larger newsletter subscription list of more than 1,000 markets and vendors. Representation of market managers on the FMC Board of Directors also increased during the project period, due to increased involvement and networking with state and local leaders.
- Farmers market vendors have access to a comprehensive list of farmers market associations, as well as departments within public agencies that work directly with farmers market issues, and beginning direct marketing farmers have greater access to comprehensive lists of markets in their areas. Producers also benefit from having more professionally-run state farmers market organizations, and well-trained market managers. Producers in most of the nine states awarded mini-grants also participated in the workshops conferences.

- Farmers Market Coalition staff and board members benefited by having access to ASAE's broad spectrum of organizational management and professional development resources, which have been utilized internally to improve board governance and nonprofit management skills. The FMC also benefited from increased visibility, membership, and strengthened partnerships with state/regional FMAs, all of which will contribute to the FMC's long-term credibility and financial sustainability.

Lessons Learned

Webinars

Evaluations completed by the presenters revealed that 87% of presenters had not previously presented in a webinar, and most agreed that they felt it was an effective way to communicate. We did recognize that most presenters probably would have been more comfortable presenting had they received more in-depth training in advance, and hope to familiarize presenters with the platform earlier in advance when hosting future webinars.

Over time, participation in the webinars increased, as did our staff's comfort with the technology. Minor technical difficulties with participants entering the 'meeting room' were dealt with early on, so that the last three sessions were smooth sailing.

Leadership Network

Because there were no resources tied to participation in the Leadership Network in order to cover for time used in writing articles, mentoring others, or presenting at workshops, the program really had limited reach. In retrospect, it seems clear that some degree of incentive is important to attract practitioners at the local or regional level to step up and share their best practices with others.

It was determined that providing regional listserv infrastructure for farmers market organizations (an initially proposed) was not a relevant desire of most organizations, as they already had some sort of formal or informal electronic listserv.

Information Marketplace mini-grants

We found that monthly conference calls with Information Marketplace Mini-grantees were not necessary, although we connected them with one another one-on-one as needed to provide technical assistance on certain topics, in particular advice on agenda content and presenters.

Contact person

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Appendix

- A. State Farmers Market Association Survey Questions
- B. State Farmers Market Association Survey Summary Report
- C. Winter 2010 edition of *the market beet*
- D. Flip-Side of Success' Conference Call Notes
- E. Farmers Market Leadership Network One-Pager
- F. Information Marketplace Education and Training Stipend Application Form
- G. Information Marketplace Sample Award Agreement (Michigan)
- H. South Carolina Association of Farmers Markets Market Managers Workshop
- I. Kansas Farmers Market Conference for Organizers Report and Agenda
- J. Maryland Farmers' Market Conference Report and Agenda
- K. Washington State Farmers Market Association Conference Agenda
- L. Missouri Farmers Market Association Annual Meeting Report and Agenda
- M. Oregon Farmers Market Association Annual Meeting Agenda
- N. Ohio Farmers Market Conference Agenda
- O. Michigan Farmers Market Association Market Manager Boot Camp Report and Agenda
- P. West Virginia Small Farm Conference Agenda
- Q. Massachusetts Farmers' Market Managers Workshop Agenda
- R. ASAE & the Center for Association Leadership: Professional Membership



State Association Survey

Your time is valuable. We estimate that this survey will take approximately 35-45 minutes to complete on line. In appreciation for your time, the Farmers Market Coalition will be offering a special gift to the first ten respondents who fully complete the questionnaire.

The goal of this survey is to accurately assess the characteristics and stages of growth among farmers market associations and to better understand the needs and assets in each state. While your answers will not be entirely anonymous, they will be kept confidential, and only FMC staff and members of the survey team will have access to the raw data. You may be contacted later in 2009 with follow-up questions, or asked to participate in the Farmers Market Leadership Network. Utmost discretion will be used in the analysis and reporting of this data, and we will make every effort to refrain from correlating data with specific respondents in any reports available to the general public. Your organization's financial information will be kept entirely confidential and will be aggregated anonymously in the final report. Respondents to this survey will be provided with a copy of the final report, which should allow you to learn more about the characteristics of other organizations.

Please note that the term 'association' is used throughout this survey simply for consistency's sake to refer to organizations which may refer to themselves as federations, alliances, authorities or a variety of other names.

Please be honest and accurate. Thank you!

Basic Information

1. Contact Information

First name: _____ Last name: _____

Organization name: _____

Your title: _____

Address: _____

City: _____ State: _____ Zip: _____

County: _____

Phone: _____

E-mail address: _____

Web site: _____

2. In what year was your farmers market association founded?

3. Are you employed by another organization that serves as a fiscal agent for the association (like a department of agriculture, university, or other nonprofit)?

Yes

No

Membership

1. How many markets are included in your total membership?
2. How many farmers are represented at your member markets? If you don't know the exact number, please provide your best estimate. (box-numeric only)
3. What percentage of all the markets in your state are members of your organization?
4. Do any of your member markets have restrictions regarding the sale of non-local farm products?
 - Yes
 - No
5. If yes, approximately what percentage of your member markets prohibit the sale of non-local farm products?
 - 0%
 - 10%
 - 20%
 - 30%
 - 40%
 - 50%
 - 60%
 - 70%
 - 80%
 - 90%
 - 100%
6. Does your organization operate with a written definition of farmers market?
 - Yes
 - No

If yes, what is that definition?

7. Who can join your association?
 - Anyone can join, (including farmers markets, roadside stands, on-farm stands, and CSA operators)
 - Open to all self-declared farmers markets that include more than one farmer
 - Open to farmers markets which meet our organization's definition of farmers market as indicated in question 6 above
 - Open only to certified farmers markets
8. Do you charge membership or institutional dues?
 - Yes if yes:
 - a. What is your least expensive level of membership dues (in dollars) :___
 - b. What is your most expensive level of membership dues (in dollars):___
 - No dues charged.

Membership Services

1. What kinds of services does your association provide to its members? (Please check all that apply)

Insurance and Risk Management Tools

- Product liability insurance for vendors
- General liability insurance for markets
- General liability insurance for vendors
- Directors and Officers Liability Insurance
- Health Insurance
- Other (please specify)

Grant and Resource Support

- Technical assistance on writing grants
- Re-granting or mini-grant programs
- Cost-share funding for market promotion
- Acts as nonprofit fiscal agent for member markets
- Other (please specify)

Nutrition - Related Programs

- Training on WIC and Senior FMNP voucher redemption
- Training on EBT certification and terminal usage
- Access to EBT/Credit card terminals
- Administration of FMNP programs
- Nutrition education
- Other (please specify)

Training and Education

- Statewide conferences
- Regional training workshops for producers
- Regional training workshops for market managers
- Educational materials for market managers (e.g. fact sheets, guides)
- Educational materials for farmers
- Sample documents and forms for market operations
- Other: *(please explain)*

Market Start-up and Management Services

- Technical assistance for market start-up
- Technical assistance for market operations
- Provides direct oversight of and manages one or more markets
- Other : *(please explain)*

Networking and Information sharing

- E-mail listservs
 - Operated by you
 - Operated via a pass through from another organization
- Newsletters (print or electronic)
- Mentoring programs

- Public access pages on a dedicated website
- Other : *(please explain)*

Market Promotion to the General Public

- Develops and published promotional materials for consumers
- Maintains directory of markets on web site
- Promotional programs (e.g. tours, advertising, signage, etc)
- Other: *(please explain)*

Policy and Advocacy

- Federal/state/local advocacy
- Other

Other (please explain):

2. If you offer access to insurance as a benefit of membership, does the association receive any portion of fees, commissions, or other financial rewards?
 - Yes
 - No
 - Not applicable

Organizational Structure

1. Is the farmers market association incorporated as a stand alone organization (as opposed to being housed within another nonprofit or state agency)
 - Yes (If yes, skip the next question)
 - No

2. Is your association registered as a not-for-profit organization in your state?
 - Yes
 - No

- 2b. If yes, how is the association recognized by the IRS?
 - 501(c)(3)
 - 501(c)(5)
 - 501(c)(6)
 - None of the above
 - No, not registered as a non profit
 - Non Profit status pending

3. Who governs the activities of your association?
 - Board of Directors
 - Advisory Council
 - Steering Committee
 - Other (please describe):

4. How many individuals are on the governing body? _____

5. How many directors/council members are the following (please make sure that the totals amount to the same number as indicated in the previous question. If one existing board member technically falls into more than one category, please place them in the category of their primary responsibility).
- Farmers ____
 - Market Managers ____
 - University Extension ____
 - State Department of Agriculture ____
 - Non-profit organization ____
 - At-large community member
 - Other, define: _____
 - TOTAL: _____
6. Are there currently any vacant seats on the governing body?
- Yes
 - No
7. For how many years can a person consecutively serve on the governing body? _____
8. In what format does your board meet most frequently? How does the board/governing body meet and with what frequency for each meeting method?
- Conference call, frequency: _____
 - Face to face, frequency: _____
 - Email meetings, frequency: _____
 - Web based, frequency: _____
 - If web based , which programs are used?
9. What roles does your board of directors/governing body serve for the organization? Please check all that apply.
- General guidance and direction
 - Policy development
 - Identifying financial and human resources
 - Securing financial resources
 - Representing needs of the membership
 - Evaluating and ensuring compensation of executive staff
 - Volunteer to assistant with day-to-day management
 - Advocacy on behalf of membership to policymakers
 - Financial accountability
 - Program development
 - Other: _____
10. How many standing committees are currently active on your board of directors/governing body?
11. Please rank your perception of the board/governing body's ability to carry out the responsibilities carried out with regard to guiding the organization, representing your membership, and identifying and securing resources.
- Excellent
 - Good

- Average
- Fair
- Poor

12. What would you say are the greatest challenges to your board/governing body? (please select all that apply)

- Inexperience and lack of training in board governance
- Time management (i.e. they are too busy to devote the time necessary to complete assigned tasks)
- Committees have no accountability, are ineffective
- Meetings are unproductive
- Executive committee does all the work
- Tensions and conflicts go unresolved
- Inability to fundraise
- Interferes too much in day to day management of the organization
- Other (please explain):

13. Does your organization have a strategic plan?

- Yes
- No
- No, but there are formal plans to write one in 2009

13b. If yes, how useful is the strategic plan when making decisions, determining annual plans of work, writing grants, and communicating your goal to potential funders, sponsors, or partners?

- Very helpful
- Somewhat helpful
- Not sure
- Somewhat unhelpful
- Very unhelpful

13c. How often is your strategic plan reviewed and updated?

- Annually
- Every couple of years
- At the end of the term of the plan
- Once in place, it is not altered

14. Does your organization have an emergency management plan that explains what should happen (and by whom) if a natural disaster, serious illness, or other event were to occur?

- Yes
- No

Human Resources

1. How many staff are employed by your association?

Full time _____

Part time _____

None _____

2. How many volunteers (including unpaid interns) regularly work for your association?
3. How many volunteer hours would you estimate are donated to your organization on a monthly basis?
(please include hours worked by volunteer board members as well as other volunteers)
4. How satisfied are you with your organization's ability to recruit qualified volunteers for on-going positions
(for example, positions not limited to one-time fund raising events)?
 - Very satisfied
 - Somewhat satisfied
 - Not sure
 - Somewhat unsatisfied
 - Very unsatisfied
5. How satisfied are you with your organization's ability to retain qualified volunteers for ongoing positions?
 - Very satisfied
 - Somewhat satisfied
 - Not sure
 - Somewhat unsatisfied
 - Very unsatisfied
6. How satisfied are you with your organization's ability to retain qualified volunteers for ongoing positions?
 - Very satisfied
 - Somewhat satisfied
 - Not sure
 - Somewhat unsatisfied
 - Very unsatisfied
7. Are you employed by the organization?
 - Yes
 - No
8. How frequently do you participate in professional development opportunities to help you better manage
your organization? (This can include reading books or articles, attending workshops, or taking part in online
trainings.)
 - Once a week
 - Once a month
 - Three or four times a year
 - Once a year
 - Less than once a year

9. How frequently do you communicate with other people in similar positions in other state farmers market associations?
- Once a week
 - Once a month
 - Three or four times a year
 - Once a year
 - Less than once a year
10. With the current economic climate, the stage of development of your association, and the involvement of your board/governing body, how do you perceive the security of the future of your association?
- Very secure
 - Somewhat secure
 - Neither secure or insecure
 - Somewhat insecure
 - Very insecure

Funding

1. Please choose the range which best describes your organization's operating budget for the most recent fiscal year. Please include all sources of funding, including sponsorships, grants, dues and non-dues revenue, and in-kind donations of services or equipment.
- Less than \$50,000
 - \$50,001-\$100,000
 - \$100,001-\$150,000
 - \$150,001-\$200,000
 - \$200,001-\$250,000
 - \$250,001-\$300,000
 - \$300,001-\$350,000
 - \$350,001-\$400,000
 - \$400,001-\$450,000
 - \$450,000-\$500,000
 - \$500,001 or greater
2. What percentage of this operating budget is accounted for by the following? Please make sure all your percentages add up to 100%.
- Competitive federal grants ____
 - Cooperative agreements with federal agencies ____
 - Competitive state grants ____
 - Cooperative agreements with state agencies ____
 - Grants from private foundations ____
 - Membership dues ____
 - Conference revenue ____
 - Other non-dues revenue ____
 - Fees for services ____
 - Donations ____
 - Fund raising events ____
 - Corporate sponsorships ____

3. How many grant proposals were written and submitted by your organization in the last year? (empty numeric box)

3b. How many proposals were awarded?

4. Do you have a written policy for accepting corporate sponsorships?

- Yes
- No

5. How satisfied are you with your organization's ability to raise funds?

- Very satisfied
- Somewhat satisfied
- Not sure
- Somewhat unsatisfied
- Very unsatisfied

Advocacy

1. On a scale of 1-5 (with 1 being not at all active and 5 being very active), how active would you say your organization is in educating state and local policymakers about the benefits of supporting farmers market growth and development?

- 1 Not at all active
- 2
- 3
- 4
- 5 Very active

2. Has your organization been successful in getting policy changed or enacted at the state level?

- Yes
- No

2b. If yes, please briefly explain the policy and your organization's influence.

Challenges and Needs

1. Please list the top three challenges you perceive as obstacles to the continued growth and development of farmers market in your state.

- 1.
- 2.
- 3.

2. Please explain the largest challenges to your association's success in addressing the challenges you refer to in the previous question.

3. If you were to participate in web-based professional development opportunities designed to help you improve your association's operation and governance, which topics would be of most interest to you? (Please check all that apply)
- Board member roles and responsibilities
 - Building strategic partnerships with other organizations
 - Conflict management and resolution
 - How to create and use a strategic plan
 - Productive meetings and effective committee structure
 - Member recruitment/Member benefits
 - Volunteer recruitment and recognition
 - Grant-writing
 - Grant management and reporting
 - Fundraising
 - Human resources: Independent contractors versus employees
 - Risk Management/Insurance
 - Member services
4. Please use the space below to indicate other topics that would be of professional interest to you and other leaders of your organization.

Leadership Opportunities

The Farmers Market Coalition is working with the Wallace Center at Winrock International to support the professional development of farmers market managers, market sponsoring agencies, and state farmers market associations. This peer-to-peer learning community will help define educational priorities as well as plan and coordinate regularly-scheduled leadership activities such as conference calls, webinars, and occasional preconference tracks at regional conferences.

Would you like to learn more about the Farmers Market Leadership Network?

- Yes
- No

Other comments:

THANK YOU for your time and commitment to growing farmers markets!



Services, Structures, and Self-Identified Needs of State Farmers Market Associations/Organizations:

A Survey Summary Report prepared by Wendy Wasserman for the Farmers Market Coalition

May 2009

The Farmers Market Coalition (FMC) initiated a study of state farmers market associations in January 2009, surveying all known existing farmers markets associations in the United States. The data in this report is based on data collected from 26 respondents representing state associations in 26 states. The purpose of the survey was to identify how FMAs are organized, how they operate and what they need to continue best supporting member markets across the country. An additional goal was to identify areas where FMAs could benefit from professional development, peer-to-peer learning and other services offered by FMC. Generally speaking, the terms *FMA*, *association*, and *organization* are used interchangeably throughout this document to include federations, alliances, and other network terms.

Methodology

The survey ran for over three weeks (1/20/09-2/11/09) and was managed by Constant Contact. The wide survey pool was 33 respondents, each a representative or staffer from a state-level organization working directly on farmers markets. The survey pool was developed based on the best available knowledge of existing statewide organizations that provide services specifically to farmers markets. Organizations were included in the survey pool whether they were just developing at the grassroots level, were housed under an existing organization, operated independently as a nonprofit, or, in at least one example, independently housed within a state agency.

The survey pool included FMAs with wide variety of experience, organizational structure, history, size, and membership. Some surveyed FMAs have been operating for decades, while others are still being formed. For example, one responding association had just incorporated the month before the survey was sent. Some mostly operate as

“virtual” organizations, relying heavily on their online presence, while others are physically housed in partnering government or nonprofit organizations. Most, but not all, of the organizations surveyed are currently FMC members.

Each respondent was contacted at least four times about the survey, including a pre-survey email that previewed the questions, notification in the FMC newsletter, and e-mail and phone reminders as appropriate. There were 59 questions, with a combination of multiple choice, scales, and open ended questions. Nearly 75% of the original pool (representing 26 FMAs) completed the questionnaire in full. This report is based on their responses.

Summary of Findings

Despite their variety in size of operation, scope of work, and how long they have been operating, all FMAs share many common features. These include:

- **Stage of Growth:** *FMAs have become more active over the past two decades, and reach many producers who participate in direct sales farmers markets*
- **Resources:** *FMAs have limited budgets, slim staff, and rely heavily on volunteers*
- **Structure:** *Many FMAs are stand-alone organizations governed by Boards or committees which vary in size, composition, and commitment*
- **Services:** *FMAs offer a broad range of services to their members including state conferences, program implementation and technical assistance*
- **Challenges:** *FMAs see recruiting/supporting new vendors as biggest challenge for their members, and resource management the biggest challenge for themselves*
- **Networking:** *FMAs could benefit from more professional development, peer-to-peer communication, and best practice learning*

1. FMAs have become more active over the past two decades, and reach many producers who participate in direct sales farmers markets

FMAs have been operating since in the mid 1960s, but the majority of current organizations were formed in the early 1990s to represent farmers markets on the state level. Nine of the organizations surveyed started or began the process of formation within the last five years. The majority of FMAs (61%) do not offer a standard definition of farmers markets and reflect varying degrees of discretion in defining their constituencies. Currently, FMAs have a vast range of membership numbers, varying from 9-200 member markets which in turn represent between several hundred to 2000 farmer/producers per state. However, most FMAs have wide variability in membership requirements, some restricting membership solely to farmers markets. Fifty percent report that membership is open, but not limited to, farmers markets, roadside stands,

farm stands etc. Most FMAs collect membership dues, which can vary from \$10-\$1000 annually. The majority of dues are in the \$25-\$50 range per year for membership.

2. FMAs have limited budgets, slim staff, and rely heavily on volunteers

Generally speaking, most FMAs operate with small (or no) staff and limited financial resources. Over 61% of FMAs surveyed report annual budgets of less than \$50,000. More than two thirds of FMAs rely on membership dues as their primary revenue source with some supplemental income coming from competitive state and/or federal grants, or cooperative agreements on the state level. On average, FMAs report being relatively unsatisfied about their ability to raise operating funds, yet still feel somewhat secure about the financial future of their operations.

Slightly more than one-half (57%) of the respondents presently operate as stand-alone organizations, with the rest operating within an umbrella organization like an agricultural nonprofit or state government agency. Over one-half of the surveyed FMAs are registered with the IRS (as either 501c3 or 501c6), with an additional 15% awaiting pending applications for 501c status. However, 42% of FMAs indicate no IRS registration.

FMA staffing is very slim. If there is a paid staffer, it is usually one person. While some organizations are still developing their volunteer programs, most established FMAs rely heavily on volunteer labor. Donated hours can run between 30-40 per month or, as one FMA noted “too many to count.” Seventy-three percent of FMAs report feeling between very unsatisfied to neutral on their ability to recruit volunteers. At the same time, FMAs are as equally satisfied as they are unsatisfied with their ability to retain volunteers once they have been recruited. Many FMAs are putting extra effort into developing and refining their volunteer networks.

3. Most FMAs are governed by Boards or committees which vary in size, composition and commitment

Most FMAs operate under a Board of Directors, averaging about seven to nine members. Three organizations are governed instead by an advisory council, while two are governed by a steering committee. For the purposes of simplicity, the term “Board” in this report refers to several types of governing bodies. The vast majority of FMAs relies on their governing body, yet operate without a strategic plan. Board membership tends to be drawn from farmers, market managers, and state departments of agriculture, though some include University Extension personnel, representatives from other nonprofits, or at-large community members. Most Board communication is done via email and face-to-face meetings, with periodic conference calls. Only one organization

reported using web-based meeting technology. FMAs identified these five areas as top priority for their Boards:

- Offering general guidance to the association
- Helping develop policy procedures
- Attending to the needs of the membership
- Developing relevant programs
- Advocating on behalf of the association

Though FMAs rely on their Boards for general guidance, it is clear that many FMAs find using their Boards successfully a challenge. Most FMAs report that Board members can't commit enough time to meet the scope of work under FMAs' purview. Others cite their Boards' inability to fundraise, a general lack of training about Board development, and a general feeling that the Executive Committee, rather than the entire Board, assumes most of the work, as additional major challenges to effective Board management.

Table 1.

Perceived greatest challenges to boards/governing bodies

	n	%
Board members are unable to commit enough time	19	73.1
Inexperience and lack of training in board governance	8	30.8
Inability to fundraise and develop resources	8	30.8
Executive committee does majority of work	7	26.2
Ineffective or Inefficient Committees/subcommittees	4	15.4
Tensions and conflicts go unresolved	1	3.8

Despite these challenges, 66% of FMAs indicate a “good” or “average” feeling about the effectiveness of their Boards.

4. FMAs offer a broad range of services to their members including state conferences, program implementation and technical assistance.

FMAs support member markets in a variety of ways – from providing technical advice in market management, to marketing and promotion services, to helping facilitate insurance purchasing, to general advocacy. The survey examined eight general service areas:

- Insurance and Risk Management (including facilitating general liability and other types of insurance)
- Grants and Resources (including offering technical assistance in identifying, research and writing grants as well as offering cost sharing options for marketing promotions and other outreach activities that require direct expenditures).



- Nutrition-related services (including training on federal EBT/FMNP programs)
- Basic Training and Education (including professional development for market managers and vendors)
- Services related to market start ups and operational management
- Professional networking and informational sharing (including developing listservs, websites, and newsletters)
- Market promotion (including publishing market directories and other consumer educational materials)
- Policy & Advocacy (on the local, state and federal level)

While FMAs offer services in each of these broad topic areas to their membership, the amount and depth of service support in each area varies. All but one organization reported offering networking and information sharing services, while 92% offered some kind of education and training, and 85% offered some kind of market promotion. Policy an advocacy was one of the least frequently reported category of services.

Table 2

Most commonly offered services by state FMAs

	n	%
Organizing state wide farmers market conferences	21	80.8
Providing educational materials for market managers, such as fact sheets, guides, and other materials	19	73.1%
Providing technical assistance for start up markets	19	73.1%
Creating sample documents, forms and other materials relating to market operations	18	69.2%
Producing an email listserv for members	18	69.2%
Maintaining a statewide market directory	17	65.4%
Creating educational materials specifically for vendors/farmers	17	65.4%

The majority of FMAs also provide services like: publishing a newsletter (electronic or print) for their members, providing regional training for vendors and market managers, offering technical assistance for market operations, creating public access web pages, creating promotional materials for consumers, and engaging in state and/or local policy debates relevant to farmers markets. Some additional FMAs offer unique member services like intensive business development and marketing program for farmers market enterprises, one-on-one mentoring, and a state based referral guide for best practices in the farmers market field. Other FMAs work closely with their state department of agriculture on food safety issues, or market promotion initiatives like Farmers Market Awareness week. Other FMAs are able to coordinate co-operative opportunities for their members to purchase merchandising materials, processing equipment and/or promotional items.



Fewer than one-half of FMAs help facilitate insurance opportunities for their members. Of these FMAs, five offer general liability for markets as organizations, while others help facilitate vendors purchasing their own individual general liability. A few offer product liability and general liability for market officers and/or directors. Only one FMA offers health insurance. Four of the FMAs who offer insurance packages charge their members modest administrative fees for coordinating insurance coverage.

A little more than one-half of the surveyed FMAs do provide their members training and other support to implement WIC and FMNP programs at farmers markets. However, less than half of the surveyed FMAs offer similar training and support for EBT.

While no FMAs report actively engaging federal policy initiatives, nearly 65% identify their organizations as being between moderate and very active on state and local policies regarding farmers markets. Just over half of FMAs report success in getting state/local policies regarding farmers markets changed. Among the policy areas FMAs are most engaged are advocating for FMNPs and EBT, and engaging on policies and regulations governing food safety, licensing and sampling issues.

Reported policy successes include: the establishment of Farmers Market Awareness Week, the passing of Local Farms, Healthy Kids legislation, exemption for farmers from the agricultural use tax, and increased funding and/or preservation of the program. At least three organizations stated that they were presently working at the state level on food safety issues. For example, one respondent stated that working with the state health department has resulted in a “food sampling procedure being put in place where none existed before.”

5. FMAs see recruiting/supporting new vendors as biggest challenge for their members, and resource management biggest challenge for themselves.

As part of the survey, FMAs were asked in an open-ended format to identify some of the biggest challenges for their organizations and perceived challenges for their member markets.

Despite the variety of sizes, regions, and organizational longevity represented in this survey pool, 50% of FMAs cited identifying, supporting and recruiting new vendors/farmers/producers to participate in farmers markets as the biggest challenge facing their members. Understanding, navigating and applying state policies in regards to farmers markets (including but not limited to tax issues, regulations, health insurance and other relevant policies) ranked as the second most profound challenge at 38%. Meanwhile, 23% see issues around fundraising and revenue generating, including, but not limited to getting grants, paying staff, and increasing funding as their biggest



challenge. The same number of FMAs said that developing more effective market management strategies, including ways to enhance sales, understanding efficient market sizes are also among their members' significant challenges.

When asked in an open-ended format about the challenges state associations face themselves when tasked to address some of the above issues, many FMAs cite insufficient resources – both in terms of finances and labor – as a significant challenge. “The largest challenge we have is the [lack of] manpower to work on the challenges above” summarizes one FMA. “When it comes to the biggest obstacle for our FMA, it is funding” says another. FMAs also need assistance in understanding how to effectively recruit and retain growers to help farmers markets grow. “While we can provide some training, financial success depends largely on successful markets and the customers' willingness to pay farmers enough for their product that they can make a living wage. That said, we need to hook more growers up with training” says one FMA. Other FMAs see the two challenges intertwined. “It is difficult to address the issue of new farmers as the economics present huge obstacles and difficult to address, and we currently don't have the resources to do so.”

Some challenges are specific to a FMA's region and/or home state. FMAs covering more rural areas note that geography itself can present a big obstacle in developing robust market networks. “Our state is large with a small population; it is difficult for vendors to get to many markets in a cost-effective manner” said one FMA. “We live in a desert state and farmers must often travel long distances, making it financially unfeasible [for vendors] to come unless it's a large market” described another.

6. FMAs do not currently engage in much professional development, peer-to-peer and best practice learning.

Clearly, developing coordinated support systems for FMAs to meet the demands, needs and interest in the growing sector of farmers markets and find the opportunity to learn from each other would be beneficial. Currently, 53% of associations report talking to their colleagues in other FMAs no more than three to four times annually, but 30% report these interactions on less than an annual basis. This means that FMAs are primarily working in isolation and although they share similar opportunities and challenges, they are thus far not exchanging best practices on how to address them.

As part of this survey, FMAs were asked to pick from a wish list of topics, or offer their own suggestions for topics that could be covered in beneficial webinars and peer-to-peer learning sessions. The top items on the wish list were: building strategic partnerships with other organizations, member recruitment and benefits, member services, and how to create and use a strategic plan. These choices indicate that FMAs realize that they could benefit from structured peer based learning from each other.

Table 3

Desired topics for web-based professional development opportunities

	N	%
Building strategic partnerships with other organizations	21	80.8
Member recruitment and benefits	20	76.9
Member services	16	61.5
How to create and use a strategic plan	14	53.8
Grant-writing	13	50.0
Risk management/Insurance	13	50.0
Volunteer recruitment and retention	12	46.2
Productive meetings and effective committee structure	10	38.5
Grant management and reporting	10	38.5
Human resources: Independent contractors versus employees	8	30.8
Conflict management and resolution	6	23.1

Limitations

For the purposes of this report, only organizations which purported to provide services at a statewide level were included. There are a number of nonprofit organizations which provide resources to farmers markets at a more localized level. One such nonprofit, for example, is the California Farmers' Market Association (CFMA) which, despite its expansive name, manages 14 member markets (including 360 farmers) in the San Francisco Bay Area. This was the only respondent from California and represents an approximate 5% of the state's farmers markets. In many ways, California is an anomaly in that it is home to many small associations (including CFMA, Pacific Coast Farmers Market Association, and Marin Farmers Markets, to name a few) whose primary functions are to manage markets and provide consumer education within a specific area. Market networks like FreshFarm Markets in Washington D.C. and the Neighborhood Farmers Market Alliance in Seattle, WA also provide valuable consumer education and outreach functions along with the management of markets throughout a region. Data from these organizations are not included in this report. While they have different goals than statewide federations and associations, these organizations should nevertheless be included in leadership, professional development, and networking opportunities.

Conclusion

In 2006, The Project for Public Spaces (PPS) conducted a study of state farmers market associations to determine where they could be most helpful in supporting farmers markets. In their study, PPS sought to learn if FMAs had developed strong enough organizations, infrastructures and resources to help farmers markets grow and thrive. The conclusion was that FMAs were still struggling to meet the evolving need. "Farmers

markets are powerful grassroots movements that promote civic engagement, social change, economic development and healthy living” PPS wrote in their summarizing report. “However, while markets have gained tremendous support from their customers, from sustainable agriculture, “buy-local” programs, politicians and hunger groups, little of this has translated into the provision of services that develop the capacity of vendors, market managers, governing boards and partners”.

Despite their variety in size, region, and scope, it is clear that FMAs provide, or aim to provide, a wide variety of services to farmers markets within their region. Given their limited financial resources and, in some cases, early stages of organizational development, FMAs continue to need as much support as they can get. While many FMAs want bigger budgets, many associations could benefit greatly simply from understanding how to better manage their limited staff resources, Board of Directors, and/or volunteers. Likewise, state farmers market associations share a common concern about how to best recruit and retain members at the market and producer level. There are clear opportunities for networking and peer-to-peer learning that would allow leaders in state FMAs to draw on their colleagues’ experience to develop coordinated and tested infrastructures to best meet the growing farmers market sector. Exposure to more resources in the broader nonprofit and association management sectors could also go a long way to improve the infrastructure and leadership capacity of state farmers market associations, such that they can respond directly and efficiently to the unique needs of farmers markets in their communities.

*This survey and report was made possible through a 2008 grant from the
USDA AMS Farmers Market Promotion Program.*



**Appendix A: Organizations Responding to State Farmers Market Association Survey,
January – February, 2009**

Alabama Farmers Market Authority
Arkansas Farmers' Market Association
Colorado Farmers' Market Association
Northeast Organic Farming Association of Connecticut
Florida Association of Community Farmers' Markets
Illinois Farmers Market Association
Iowa Farmers Market Association
Kansas Rural Center
Maine Federation of Farmers' Markets (not presently active)
Federation of Massachusetts Farmers Markets
Michigan Farmers Market Association
Minnesota Farmers' Market Association
Missouri Farmers' Market Association
Farmers' Market Federation of New York
Nevada Certified Farmers Market Association
New Hampshire Farmers' Market Association
New Mexico Farmers Marketing Association
Ohio Farmers' Market Management Network
Oregon Farmers' Market Association
Farmers Market Alliance of Western Pennsylvania
Farm Fresh Rhode Island
South Carolina Farmers Market Association
Vermont Farmers' Market Association
Washington State Farmers Market Association
West Virginia Farmers Market Association
Wyoming Farmers Market Association





Constant Contact Survey Results

Survey Name: State Farmers Market Association Survey

Response Status: Partial & Completed

Filter: None

May 28, 2009 2:17:17 PM

Please fill out this basic information about the primary contact for your organization.

Answers	Number of Response(s)
First Name	24
Last Name	24
Job Title	22
Work Phone	24
Email Address	24
Address 1	23
Address 2	5
City	24
State/Province (US/Canada)	24
Postal Code	24

TextBlock:

Basic Information

* In what year was your farmers market association founded?

27 Response(s)

* Are you employed by another organization that serves as a fiscal agent for the association (like a department of agriculture, university, or other nonprofit)?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			7	25.9 %
No			20	74.0 %
Totals			27	100%

TextBlock:

Note: By clicking 'continue,' your responses up to this point will be saved. If you need to exit the survey before starting the next section in order to resume later, click 'continue.' You can then return by re-opening the survey through the link in your invitation e-mail. You will be able to resume answering questions at the top of the first page where you left off, but you will NOT be able to edit responses on pages that have already been submitted.

TextBlock:

Membership

* How many farmers markets does your association represent?

27 Response(s)

* How many farmers sell in the markets you refer to in the previous question? (If you don't know the exact number, please provide your best estimate)

27 Response(s)

* Approximately what percentage of all the markets in your state are members of your organization? (if you do not operate with a membership structure, please enter 'N/A')

27 Response(s)

* Approximately what percentage of farmers markets in your state prohibit the sale of non-local farm products?

Answer	0%	100%	Number of Response(s)	Response Ratio
0%			3	11.1 %
10%			4	14.8 %
20%			4	14.8 %
30%			1	3.7 %
40%			1	3.7 %
50%			1	3.7 %
60%			1	3.7 %
70%			3	11.1 %
80%			1	3.7 %
90%			5	18.5 %
100%			3	11.1 %
Totals			27	100%

* Does your organization endorse a specific written definition of farmers market? (If so, please provide it in the 'Comment' area)

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			11	40.7 %
No			16	59.2 %
Totals			27	100%

* Who can join or receive services from your association?

Answer	0%	100%	Number of Response(s)	Response Ratio
Open to all, including but not limited to: farmers markets, roadside stands, on-farm stands, and CSA operator			14	51.8 %
Open to all self-declared farmers markets that include more than one vendor			6	22.2 %
Open only to farmers markets that meet our definition of farmers markets (as indicated above)			7	25.9 %
Only open to certified farmers markets			1	3.7 %
Totals			27	100%

* Does your organization charge membership dues? (if yes, please provide the range of dues from the smallest level to the largest (e.g. \$20-\$275) in the 'Comments' box)

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			23	85.1 %
No			4	14.8 %
No Response(s)			0	0.0 %
Totals			27	100%

TextBlock:

Note: By clicking 'continue,' your responses up to this point will be saved. If you need to exit the survey before starting the next section in order to resume later, click 'continue.' You can then return by re-opening the survey through the link in your invitation e-mail. You will be able to resume answering questions at the top of the first page where you left off, but you will NOT be able to edit responses on pages that have already been submitted.

TextBlock:

Membership Services

TextBlock:

What services do you offer to your membership? (check all that apply)

Insurance and Risk Management Tools

Answer	0%	100%	Number of Response(s)	Response Ratio
Product liability for vendors			3	11.1 %
General liability insurance for vendors			4	14.8 %
Directors and officers liability insurance			2	7.4 %
Health insurance			1	3.7 %
Other			8	29.6 %
Totals			27	100%

Grant and Resource Support

Answer	0%	100%	Number of Response(s)	Response Ratio
Technical assistance writing grants			9	33.3 %
Re-granting or mini-grant programs			9	33.3 %
Cost share funding for market promotion			11	40.7 %
Acting as nonprofit fiscal agent for member markets			6	22.2 %
Other			8	29.6 %
Totals			27	100%

Nutrition - Related Programs

Answer	0%	100%	Number of Response(s)	Response Ratio
Training on WIC and Senior FMNP voucher redemption			15	55.5 %
Training on EBT certification and terminal usage			13	48.1 %
Access to EBT/Credit card terminals			7	25.9 %
Administration of FMNP programs			6	22.2 %
Nutrition education			6	22.2 %
Other			5	18.5 %
Totals			27	100%

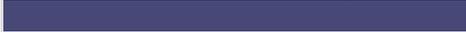
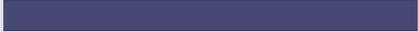
Training and Education

Answer	0%	100%	Number of Response(s)	Response Ratio
Statewide conferences			21	77.7 %
Regional training workshops for producers			15	55.5 %
Regional training workshops for market managers			14	51.8 %
Educational materials for market managers (i.e fact sheets, guides, etc)			20	74.0 %
Educational materials for producers/farmers			18	66.6 %
Sample documents and forms for markets operations			18	66.6 %
Other			6	22.2 %
Totals			27	100%

Market Start-up and Management Services

Answer	0%	100%	Number of Response(s)	Response Ratio
Technical assistance for start-up markets			20	74.0 %
Technical assistance for market operations			17	62.9 %
Direct oversight and/or management of one or markets			6	22.2 %
Other			7	25.9 %
Totals			27	100%

Networking and Information Sharing

Answer	0%	100%	Number of Response(s)	Response Ratio
E-mail listservs operated by you or via a passthrough organization			18	66.6 %
Newsletters (print or electronic)			16	59.2 %
Mentoring programs			6	22.2 %
Public access pages on a dedicated website			16	59.2 %
Other			4	14.8 %
Totals			27	100%

Market Promotion to the General Public

Answer	0%	100%	Number of Response(s)	Response Ratio
Developing and publishing promotional materials for consumers			15	55.5 %
Maintaining market directory (print or electronic)			18	66.6 %
Promotional programs (i.e. tours, advertising, signage, etc)			13	48.1 %
Other			6	22.2 %
Totals			27	100%

Policy and Advocacy

Answer	0%	100%	Number of Response(s)	Response Ratio
Federal Advocacy/Policy Change			0	0.0 %
State and Local Advocacy/Policy Change			14	51.8 %
Other			4	14.8 %
No Response(s)			9	33.3 %
Totals			27	100%

Additional services (please specify)

8 Response(s)

* If you offer access to insurance as a benefit of membership, does the association receive any portion of fees, commissions, or other financial rewards?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			6	22.2 %
No			4	14.8 %
N/A			17	62.9 %
No Response(s)			0	0.0 %
Totals			27	100%

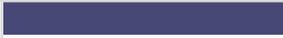
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Note: By clicking 'continue,' your responses up to this point will be saved. If you need to exit the survey before starting the next section in order to resume later, click 'continue.' You can then return by re-opening the survey through the link in your invitation e-mail. You will be able to resume answering questions at the top of the first page where you left off, but you will NOT be able to edit responses on pages that have already been submitted.

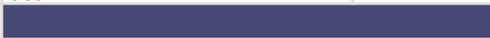
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Organizational Structure

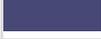
* Is your farmers market association incorporated as a stand alone organization? (i.e not housed within another nonprofit or state agency)

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			16	59.2 %
No			11	40.7 %
No Response(s)			0	0.0 %
Totals			27	100%

* Is your association registered as a not-for-profit organization in your state?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			19	70.3 %
No			8	29.6 %
No Response(s)			0	0.0 %
Totals			27	100%

* If yes, how is the association recognized by the IRS?

Answer	0%	100%	Number of Response(s)	Response Ratio
501(c)(3)			8	29.6 %
501(c)(5)			0	0.0 %
501(c)(6)			4	14.8 %
N/A			11	40.7 %
Nonprofit status currently pending			4	14.8 %
No Response(s)			0	0.0 %
Totals			27	100%

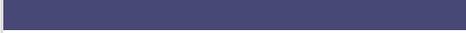
* Who governs the activities of your association?

Answer	0%	100%	Number of Response(s)	Response Ratio
Board of Directors			22	81.4 %
Advisory Council			3	11.1 %
Steering Committee			2	7.4 %
Other			3	11.1 %
Totals			27	100%

*** How many individuals are on the governing body?**

27 Response(s)

Which categories are officially represented on the governing body?

Answer	0%	100%	Number of Response(s)	Response Ratio
Farmers			18	66.6 %
Market Managers			18	66.6 %
University Extension			9	33.3 %
State Department of Agriculture			12	44.4 %
Nonprofit Organizations			7	25.9 %
At-Large Community Member/Consumer			8	29.6 %
Other			7	25.9 %
Totals			27	100%

*** Are there currently any vacant seats on the governing body?**

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			9	33.3 %
No			15	55.5 %
N/A			3	11.1 %
No Response(s)			0	0.0 %
Totals			27	100%

For how many years can a person consecutively serve on the governing body?

24 Response(s)

In what format does the governing body meet and communicate? Please rank each of the following formats, from 'Never' to 'Very frequently.'

(If you use a particular web-based program, please provide the name of the service in the 'Comment' box)
1 = Never, 5 = Very frequently

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
Conference call						22	3.0
Face to face meeting						24	3.2
E-mail meetings						24	3.2
Web-based meeting with video capacity						16	1.1

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

What roles does your board of directors/governing body serve for the organization? Please check all that apply.

Answer	0%	100%	Number of Response(s)	Response Ratio
General guidance and direction			24	88.8 %
Policy development			22	81.4 %
Identifying financial and human resources			12	44.4 %
Securing financial resources			12	44.4 %
Representing needs of the membership			21	77.7 %
Evaluating and ensuring compensation of executive staff			8	29.6 %
Assist with daily market management			1	3.7 %
Advocate on behalf of membership to policy makers			14	51.8 %
Manage and maintain financial accountability			12	44.4 %
Program development			17	62.9 %
Other			3	11.1 %
Totals			27	100%

How many standing committees are currently active on your board of directors/governing body?

23 Response(s)

Please rank your perception of the board/governing body's ability to carry out its responsibilities.

1 = Poor, 2 = Fair, 3 = Average, 4 = Good, 5 = Excellent

	1	2	3	4	5	Number of Response(s)	Rating Score*
						25	3.5

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

What are the greatest challenges to your board/governing body? (please select all that apply)

Answer	0%	100%	Number of Response(s)	Response Ratio
Inexperience and lack of training in board governance			8	29.6 %
Time management (i.e. the members are unable to commit enough time to the board)			19	70.3 %
Committees/subcommittees are ineffective and inefficient			4	14.8 %
Meetings are unproductive and unfocused			0	0.0 %
Executive committee does majority of work			7	25.9 %
Tensions and conflicts go unresolved			1	3.7 %
Inability to fundraise and develop resources			8	29.6 %
Board seemingly micro manages day to day activities of the organization			0	0.0 %
N/A			2	7.4 %
Other			7	25.9 %
Totals			27	100%

Does your organization have a strategic plan?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			6	22.2 %
No			14	51.8 %
Is currently being drafted			5	18.5 %
No Response(s)			2	7.4 %
Totals			27	100%

How useful is the strategic plan when making decisions, determining annual plans of work, writing grants, and communicating your goals to funders, sponsors, or partners?

1 = Very unhelpful, 2 = Somewhat unhelpful, 3 = Not sure, 4 = Somewhat helpful, 5 = Very helpful

	1	2	3	4	5	Number of Response(s)	Rating Score*
						11	4.0

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

How often is your strategic plan reviewed and updated?

Answer	0%	100%	Number of Response(s)	Response Ratio
Annually			5	18.5 %
Every couple of years			1	3.7 %
Every three to five years			1	3.7 %
Once in place, it is not altered			0	0.0 %
Other			4	14.8 %
No Response(s)			16	59.2 %
Totals			27	100%

* Does your organization have an emergency management plan in place that explains what should be done (and by whom) if a natural disaster, serious illness, or other event were to occur?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			2	7.4 %
No			25	92.5 %
No Response(s)			0	0.0 %
Totals			27	100%

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Human Resources

* Including you, how many full-time staff are employed by your association? (If none, enter 0)

27 Response(s)

* Including you, how many part-time staff are employed by your association? (If none, enter 0)

27 Response(s)

* How many volunteers (including unpaid interns) regularly work for your association? (If none, enter 0)

27 Response(s)

* How many volunteer hours would you estimate are donated to your organization on a monthly basis?
(please include hours worked by volunteer board members as well as other volunteers)

27 Response(s)

* How satisfied are you with your organization's ability to recruit and retain qualified volunteers for on-going projects?

1 = Very unsatisfied, 2 = Somewhat unsatisfied, 3 = Not sure, 4 = Somewhat satisfied, 5 = Very satisfied

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
Ability to recruit volunteers						27	2.7
Ability to retain volunteers						27	3.0

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

* Are you an employee of the organization?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			9	33.3 %
No			18	66.6 %
No Response(s)			0	0.0 %
Totals			27	100%

How frequently do you participate in professional development opportunities to help you better manage your organization? (This can include reading books or articles, attending workshops, or taking part in online trainings.)

Answer	0%	100%	Number of Response(s)	Response Ratio
Once a week			4	14.8 %
Once a month			9	33.3 %
Three or four times a year			4	14.8 %
Once a year			5	18.5 %
Less than once a year			5	18.5 %
No Response(s)			0	0.0 %
Totals			27	100%

How frequently do you communicate with other people in similar positions in other state farmers market associations?

Answer	0%	100%	Number of Response(s)	Response Ratio
Once a week			0	0.0 %
Once a month			4	14.8 %
Three or four times a year			14	51.8 %
Once a year			1	3.7 %
Less than once a year			8	29.6 %
No Response(s)			0	0.0 %
Totals			27	100%

Considering the current economic climate, the stage of development of your association, and the involvement of your board/governing body, how do you perceive the security of the future of your association?

1 = Very insecure, 2 = Somewhat insecure, 3 = Not sure, 4 = Somewhat secure, 5 = Very secure

	1	2	3	4	5	Number of Response(s)	Rating Score*
						27	3.7

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

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Funding

* What are the top five sources of revenue in the organization's annual operating budget? (please select only 5)

Answer	0%	100%	Number of Response(s)	Response Ratio
Competitive federal grants			10	37.0 %
Cooperative agreements with federal agencies			3	11.1 %
Competitive state grants			12	44.4 %
Cooperative agreements with state agencies			10	37.0 %
Grants from private foundations			5	18.5 %
Membership dues			19	70.3 %
Conference revenue			8	29.6 %
Other non-dues revenue			8	29.6 %
Fees for services			9	33.3 %
Donations			6	22.2 %
Fund raising events			2	7.4 %
Corporate sponsorships			2	7.4 %
Totals			27	100%

Please choose the range which best describes your organization's operating budget for the most recent * fiscal year. Please include all sources of funding, including sponsorships, grants, dues and non-dues revenue, and in-kind donations of services or equipment.

Answer	0%	100%	Number of Response(s)	Response Ratio
Less than \$50,000			16	59.2 %
\$50,001-\$100,00			4	14.8 %
\$100,001-\$150,000			1	3.7 %
\$150,001-\$200,000			1	3.7 %
\$200,001-\$250,000			1	3.7 %
\$250,001-\$300,000			0	0.0 %
\$300,001-\$350,000			0	0.0 %
\$350,001-\$400,000			1	3.7 %
\$400,001-\$450,000			0	0.0 %
\$450,001-\$500,000			0	0.0 %
More than \$500,000			3	11.1 %
No Response(s)			0	0.0 %
Totals			27	100%

* How many grant proposals were written and submitted by your organization in 2008? (if none, type '0')

27 Response(s)

* How many proposals were awarded? (if none, type '0')

27 Response(s)

* Do you have a written policy for accepting corporate sponsorships?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			2	7.4 %
No			25	92.5 %
No Response(s)			0	0.0 %
Totals			27	100%

*** How satisfied are you with your organization's ability to raise operating funds?**

1 = Very unsatisfied, 2 = Somewhat unsatisfied, 3 = Not sure, 4 = Somewhat unsatisfied, 5 = Very unsatisfied

	1	2	3	4	5	Number of Response(s)	Rating Score*
						27	2.6

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

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Advocacy

*** How active would you say your organization is in educating state and local policymakers about the benefits of supporting farmers market growth and development?**

1 = Not at all active, 5 = Very active

	1	2	3	4	5	Number of Response(s)	Rating Score*
						27	3.2

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

*** Has your organization been successful in getting policy changed or enacted at the state level? (If so, please explain in the 'Comment' box)**

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			15	55.5 %
No			12	44.4 %
No Response(s)			0	0.0 %
Totals			27	100%

TextBlock:

Note: By clicking 'continue,' your responses up to this point will be saved. If you need to exit the survey before starting the next section in order to resume later, click 'continue.' You can then return by re-opening the survey through the link in your invitation e-mail. You will be able to resume answering questions at the top of the first page where you left off, but you will NOT be able to edit responses on pages that have already been submitted.

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Challenges and Needs

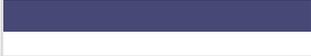
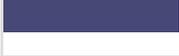
* Please list the top three challenges you perceive as obstacles to the continued growth and development of farmers markets in your state.

27 Response(s)

* Please explain the largest challenges to your association's success in addressing the challenges your refer to in the previous question.

27 Response(s)

If you were to participate in web-based professional development opportunities designed to help you
 * improve your association's operation and governance, which topics would be of most interest to you?
 (Please check all that apply, and use the comment section to list other topics of interest)

Answer	0%	100%	Number of Response(s)	Response Ratio
Board member roles and responsibilities			12	44.4 %
Building strategic partnerships with other organizations			21	77.7 %
Conflict management and resolution			7	25.9 %
How to create and use a strategic plan			14	51.8 %
Productive meetings and effective committee structure			10	37.0 %
Member recruitment and benefits			20	74.0 %
Volunteer recruitment and retention			12	44.4 %
Grant-writing			13	48.1 %
Grant management and reporting			10	37.0 %
Fund raising			16	59.2 %
Human resources: Independent contractors versus employees			8	29.6 %
Risk management/Insurance			13	48.1 %
Member services			16	59.2 %
Totals			27	100%

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Leadership Opportunities

The Farmers Market Coalition is working with the Wallace Center at Winrock International to support the professional development of farmers market managers, market sponsoring agencies, and state farmers market associations. This peer-to-peer learning community will help define educational priorities as well as plan and coordinate regularly-scheduled leadership activities such as conference calls, webinars, and occasional preconference tracks at regional conferences.

* Would you like to learn more about the Farmers Market Leadership Network?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			25	92.5 %
No			2	7.4 %
No Response(s)			0	0.0 %
Totals			27	100%

Please use this space for any additional comments.

11 Response(s)

TextBlock:

You're done!

THANK YOU for your time and commitment to growing farmers markets!



Winter 2010

the market beet

Newsletter of the Farmers Market Coalition

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The Mission of the **Farmers Market Coalition** is to strengthen farmers markets for the benefit of farmers, consumers, and communities.

What's In A Name? Protecting Farmers Market Integrity Through a Common Definition

By Jeff Cole

FMC Definition Task Force Chair
Executive Director of the
Federation of Massachusetts
Farmers Markets

An Op-Ed Message from the Board

One of the first issues that Farmers Market Coalition (FMC) members asked the organization to look at after FMC's incorporation in 2006 was the definition of the term 'farmers market.' Then, as now, the use of the term (with or without an apostrophe) is coveted from marketing and public image perspectives and is not always used with sufficient integrity or in the best interest of family farms.

With this in mind, the FMC Board of Directors (BOD) engaged in extensive discussion at our October meeting in Washington DC. There, as during FMC's first attempt to define a farmers market, the process was infused with a great deal of opinion about how inclusive or exclusive a definition should be, given the variety of market management models. No consensus was reached in 2006/2007 or in DC. But, because FMC believes it is imperative to create a definition, the BOD has established a taskforce to bring forward a recommended definition.

The taskforce is nearing the conclusion of its work. I'd like to share with you just a small portion of pointed background information and the taskforce's justification for concluding that the definition of a Farmers Market must be simple and clear: that it must include the words "farmers selling directly to the public products they have produced;" and that a farmers market must define, and make public, what it means by 'local.'

Recently, the grocery chain Sunflower Farmers Market has generated media coverage. Its founder and CEO Mike Gilliland started Wild Oats and brought it to a \$2.2 billion business before stepping down as CEO in 2001. Marketing Daily reports that Sunflower Farmers Market has emerged as a pioneer in the value segment of the natural and organic foods business. The chain store's motto is: "Serious food ... silly prices."

In an [interview with Marketing Daily](#), Mr. Gilliland addresses the question of why the chain bought a farm. It will, he says, serve as an educational tool, though it will probably only supply at most 5% of the chain's fresh produce. In talking about the chain's customer segments, Mr. Gilliland states that they call the store a farmers market because a lot of customers aren't very well informed, and therefore there is a real opportunity to educate them in stores.

Sunflower is not the only retailer to use 'Farmers Market' in its name. Sprouts Farmers Markets, an Austin, Texas, based grocery retailer, now has 27 stores and about 2,300 employees chain-wide. According to a [recent article](#) in the American-Statesman, the company expects to have more than 50 stores by the end of 2013.

FMC also recently learned that Marion Street Farmers' Market in Florida will change to Marion Street Market as the result of an issue raised by a citizen concerning the products sold at the market. The market manager [acknowledged confusion](#) as to "what we're about," leading them to remove the word 'farmers' from the name.

These reports underscore an issue in the farmers market community, one that I am increasingly facing in Massachusetts as I'm sure many of you are: that of increasing shopper confusion about what a farmers market is and use of the term by non-farm businesses for competitive advantage. The result of this I have found is that unbounded use of the words "farmers market" now compromises my ability to compete for public attention and support.

As Mr. Gilliland implies, a name itself is part of consumer education and I'm convinced that farmers markets must take the lead (and control) of this part of consumer education. But my years of involvement in farmers markets has proven to me time and time again that effective education requires mutual understanding of principles as well as common definitions.

The task force, having the advantage of hindsight, has concluded that there are now specific

Jeff Cole is chair of the Farmers Market Coalition ad hoc Definition Task Force and the Executive Director of the Federation of Massachusetts Farmers Markets.



reasons for clearly defining a farmers market and that each reason has potential beneficiaries. These are:

- 1) Policymakers' confusion around what a farmers market is weakens support (both political and financial). Markets, farmers, and communities benefit
- 2) Consumers in fact are confused. This leads to a lessening of their support of farmers markets and perhaps local farmers. It also inhibits robust development of social networks. Consumer confusion also allows "big retailers" to subvert local food concepts to their benefit without supporting local family farms and the communities in which they live and work. Farmers and communities benefit.
- 3) Maintaining or increasing support for farmers and farmland protection is a core value in farmers markets. Farmers and the public benefit.
- 4) To support farmers' entrance into a local food system. Farmers need to know what the ground rules are when they enter a farmers market and that market and farmer sustainability is significantly bolstered when behavior and norms are clear and adhered to. Markets and farmers benefit.
- 5) Measurements around the effectiveness of farmers markets are significantly clouded when inconsistent or overly-expansive definitions are used in data collection. Communities and governments benefit.

It became clear to the task force that a (if not the) universal underlying factor or core value of the farmers market system is to support farmers, their participation in local food systems and their participation in the communities in which farmers markets are located. As a result, we state that a farmers market must have farmers participating in the market by selling directly to the public and activity beyond simple sales transactions must take place in the market.

The committee believes that: a) one key activity beyond sales is the community involvement/ education entailed in defining the "local foodshed," b) providing a privilege for a market to call itself what it is not (a farmers market when there are no farmers present) has deeper negative consequences than positive ones and should not be endorsed, c) too many or too complex descriptions/definitions of farmers markets lead to consumer and policymaker confusion, and d) internal concerns in the industry, such as producer-only integrity, how to foster markets into farmers markets, etc., are best addressed outside the process of defining a farmers market and outside of the definition. All of these things are what lead us to conclude the definition of a Farmers Market must be simple and clear, must include the words "farmers selling directly to the public products they have produced", and that a farmers market must define (and make public) what it means by local.

It seems we are close to creating a definition at this time and we welcome feedback from our members before we bring forth our recommendation. Send an email to membership@farmersmarketcoalition.org.



Defining and Defending a Producer-Only Market

By Sarah Johnson

One of the most challenging aspects of running a market can be defining and enforcing a producer-only market policy. This winter, FMC dove into the often murky waters of producer-only market enforcement to answer a few frequently asked questions: What does it mean to be a producer-only market? Should producer-only markets be advertised as such? What problems can a producer-only market expect to encounter? Are there any good solutions to these problems?

► **pro·duc·er** \prə-ˈdū-sər, prō-, -ˈdyü- n., one that produces; *especially*: one that grows agricultural products or manufactures crude materials into articles of use. ◀

If a market decides that a producer-only policy is the best way to stay true to its mission, the next step is defining what producer-only will actually mean. While a simple definition, such as “a market at which vendors are only permitted to sell items which they have themselves produced” has the benefit of brevity, the realities of market operation often necessitate a more nuanced description. What does it mean to produce an item? Will you permit vendors to sell value-added items, like bread or jams, if they make the final product but did not produce the ingredients? If so, does it matter if the ingredients were grown locally? Should exceptions be made if there is an in-demand locally-grown item, like peaches, but no peach growers sell at the market?

In her first season as Market Manager for the Fondy Farmers Market, run by the nonprofit Fondy Food Center in Milwaukee, Wis., Jenni Reinke found that there were several factors she needed to account for in the market’s producer-only policy: FMNP voucher regulations stipulating that vendors sell only Wisconsin-grown food, a commitment to incubate and support local food producers, and the market’s mission to provide fresh, nutritious food to an area of Milwaukee without many healthy food options.

With these concerns in mind, the Fondy Farmers Market crafted a policy that gives vendors the option of reselling some Wisconsin-grown foods: vendors can sell Wisconsin-grown orchard fruits or berries, as well as honey, breads, eggs, and other non-produce food items. However, vendors must provide a receipt indicating the local origin of these products before the start of the market day, and they are not permitted to sell these items at the same time that an actual producer of them is selling at the market. For example, Reinke says, “The market has an apple grower on Saturdays, so farmers who don’t produce their own apples cannot sell them on Saturdays until the producer sells out, even though these apples are locally sourced.”

Reinke has quickly learned that producer-only policies must be flexible and responsive to changes in local supply and demand. Since there are almost always vendors selling their own honey, eggs, and baked items, she plans to eliminate the resale exception for these products next market season, while considering adding an exception for the resale of Wisconsin-grown corn when a corn producer is not at the market.

Reinke acknowledges that “from the perspective of explaining and enforcing policy, it would certainly be easier to have a clear-cut ‘producers-only’ rule, no exceptions—but we want to be able to meet customer demand with the products we have, so long as it is done without hurting the sales of producer-vendors or conflicting with FMNP.” But if all this nuance leads to only to headache, a simpler, ‘no exceptions’ approach may be in order.

One example of a market using just such an approach is the Urbana Market at the Square in Urbana, Illinois. The market’s 2009 guidelines clearly state, “all items must be homegrown, handmade, and/or vendor-created from locally-owned operations within the state of Illinois.” While market manager Lisa Bralts says that the market “allows no exceptions,” she admits, “we do not have guidelines in place regarding the origin of ingredients for value-added products. We’re most concerned with the end product being created by the person/people selling it.”

► **ad·ver·tise** \ˈad-vər-tīz\ v., to make publicly and readily known ◀

Once the perfect producer-only policy is approved and communicated to all existing and potential vendors, one’s first instinct might be to tell consumers so they know what to expect when they shop. Before screaming about policy from the mountaintops, however, there are a couple of concerns to keep in mind.



Fondy Market farmer Doua Xiong hard at work on her farm.



Wax beans getting weighed for purchase at Urbana’s Market at the Square in Urbana, Ill.

This page: Organic grower Jon Cherniss of Blue Moon Farm in Urbana arranges carrots and peppers at his stall at Urbana’s Market at the Square.

First, it may be better to say nothing at all than to be misleading—advertising only the phrase “producer-only” could just cause confusion among shoppers. Mark Wall of Thriving Community Marketplaces in Oceanside, California notes that some consumers he has encountered “think producer-only means organic,” while other, more skeptical shoppers, think “that it simply means a place to get produce, on the assumption that the vendors can’t all be farmers.”

A second concern, expressed by Reinke in Milwaukee, is that celebrating a market’s producer-only status will falsely give the impression that other markets in the area are not. Or as Wall said, “Every market I’ve worked with identifies itself as producer-only. That’s both the tragedy and the strength of the term.”

Still, this doesn’t mean it’s advisable for a market to keep its lips locked about its policies—it just means when it is advertised, whether on a website, in media releases, or at the market itself, care should be taken to explain the term thoroughly, avoiding any promises that the market may not be able to keep.

► **en·force** \ˈɛn-fôrs, -fôrs\ tr.v., to compel observance of or obedience to ◄

Unfortunately, simply publicizing one’s producer-only market policy is often not enough to compel its observance by market vendors. In high season, Reinke spends about one day a week doing farm visits, but even this is often inadequate for complete verification because “with farmers dispersed across several counties, it is difficult to determine exactly when produce goes in and out of season—farmers might try to sneak in resale produce to the market that they produced at one time, but not all season long.”

And so, problems—literally—crop up. Reinke states that her most challenging crop has been corn, since many farmers do have small crops of corn on their farms, but not nearly enough to match the amount of corn they try to sell at the market. She tries to err on the side of trust, like when she was skeptical of a vendor’s watermelons and did a farm visit. She recalls, “all of the melons were laying in a pile under a tree!” It was impossible to tell whether they had bought them and stored them there, or whether they had grown and harvested them.

Lisa Bralts of the Urbana market describes the “thin line” walked by market management: “We need to be supportive of our producers and what they’re trying to do, and we need them to be supportive of the market and its activities; trust is huge and goes both ways. However, the nature of market management demands that we also look out for the well-being of our shoppers and the health of the market itself.”

Without the budget or the heart for strict verification regimes, trust and a commitment to the market is key — for the sake of vendors, the local agricultural community, and shoppers alike. How does a market engender this environment of trust and honesty?

► **trust** \ˈtrʌst\ n., assured reliance on the character, ability, strength, or truth of someone or something ◄

Reinke’s organization has tried to build up the integrity of the Fondy Farmers Market from scratch. Seven years ago, she says, it was a “free-for-all with no policies of any sort,” with some vendors supplementing their wares with things like pineapples and bananas. However, vendors have adjusted to the new policies over time. These days, her first step upon suspecting a farmer of reselling produce is simply to approach them and ask about growing methods for the questionable item. While she has the authority to give them citations if they admit to violating market rules, she instead tries to encourage honesty by asking the farmers to take the produce off of the table, finding that many of her farmers are forthcoming about the origins of their produce, whether legal or illicit.

Reinke offered a few words of encouragement to market managers struggling with the idea of acting like policemen: “It is more a matter of staying strong and enforcing policies over and over again than anything else. The more you stand firm, the more fair the marketplace, and the less farmers will feel they need to cheat to compete with one another.”

Another promising tactic is to coordinate with other local businesses interested in producer verification. Lisa Bralts says that she has met with the produce buyer at her local food co-op, and is in the process of creating an information-sharing system with him.

► **com·mu·ni·ty** \kə-ˈmyü-nə-tē\ n., a unified body of individuals with common interests ◄

When the burden of enforcing a producer-only market seems to be too much, remember that it is a community effort—it is everyone’s responsibility to align their interests as producers and sellers with the joint interest of selling safe, healthy, and local food with the aim of strengthening, not deteriorating, the community fabric. As Mark Wall notes, farmers markets cannot thrive without products sold by the farmers who made them. Is it difficult to keep this component of the healthy market in place? “Of course. But it is essential!”



FMC Awards Nine Educational Mini-Grants to Farmers Market Associations

By Sarah Johnson This winter, the Farmers Market Coalition awarded mini-grants of \$500 each to support educational events for farmers market managers and producers in early 2010. Take a look at our nine very deserving grant recipients, and the unique events their awards will support:

JANUARY

Missouri Farmers Market Association: On January 23, the Missouri Farmers Market Association holds its annual market manager training day in Cabool, Missouri. The training day, with representatives expected from more than 20 small and medium sized markets, will help subsidize travel and lodging costs for attendees with its FMC grant.

Maryland Department of Agriculture: The 2010 Farmers Market Conference on January 29 will convene around 100 market managers in Annapolis, Maryland for a day of networking and educational sessions on EBT systems, SNAP coordination, innovative marketing, and regulatory issues. The Maryland Department of Agriculture will use its grant to support the travel costs and honorarium for its keynote speaker, Diane Eggert of the Farmers' Market Federation of New York.

Washington State Farmers Market Association (WSFMA): WSFMA's 2010 Conference, "Raising the Canopy Together," will be held January 29-30 at Renton Technical College. The conference will allow approximately 200 market staff, board members, and vendors to convene in one place and learn, network, and collaborate. This year's conference plans to include sessions on managing new farmers markets, FMNP and WIC, season extension, internet marketing, vendor recruitment, and more. WSFMA plans to use its grant to support travel expenses for conference presenters.

FEBRUARY

Kansas Rural Center: On February 1, the first-ever Kansas Farmers Market Manager and Board Conference in Topeka, with hands-on workshops covering topics such as Rapid Market Assessments, SEED studies, small town markets, vendor and volunteer recruitment and retention, social media, and vetting vendors. FMC's grant will support travel for Darlene Wolnik of marketumbrella.org, the keynote speaker for the event.

South Carolina Association of Farmers Markets: The South Carolina Association of Farmers Markets will host a market management workshop in Columbia, South Carolina this February. Guided by experts from South Carolina Extension, USDA Agricultural Marketing Service, and a certified public accountant, the event promises to give market managers a boost in their grant application, public relations, food safety, business, and other in-demand market, operations, and governance skills. FMC's grant will help cover meals, materials, and presenter stipends for the event.

Oregon Farmers Market Association (OFMA): On February 26, OFMA will hold its annual Market Managers Forum, giving Oregon market managers the opportunity to converge and share market management tips and ideas. The next day, OFMA will host a market manager training track at Oregon State University's all-day Small Farms Conference. The training track will cover topics like food safety at farmers markets, starting and maintaining healthy markets, and implementing and marketing EBT tech. OFMA plans to use FMC's grant for space rental and travel scholarships to Corvallis, Oregon for both of these events.

MARCH

West Virginia Farmers Market Association (WVFMA): From March 2-4, WVFMA is helping West Virginia University's Extension Service host its annual Small Farm Conference in Morgantown, West Virginia. The conference will cover topics such as beginning farmer workshops, vegetable production, market management, agri-tourism, and value-adding. FMC's grant will support travel costs and conference fees for newly organized markets and WVFMA members.

The Farmers Market Management Network: In only its third year of operation, the Farmers Market Management Network of Ohio is partnering with the Ohio State University South Centers and the Ohio Department of Agriculture to present Ohio's first statewide farmers market conference on March 4 and 5. Funds from FMC will help sponsor online and DVD video coverage of conference presentations for viewing by market managers and vendors across the country, as well as travel costs for keynote speaker Dru Montri.

Michigan Farmers Market Association (MIFMA): MIFMA will hold its 3rd Annual Market Manager Boot Camp in East Lansing, Michigan on Tuesday, March 9. The day-long boot camp will provide intensive market management training for over 100 market managers through roundtable discussions, networking, and break-out sessions. MIFMA will use its FMC funds to develop and implement online registration for the event.

Support for the Information Marketplace Education & Training Mini-grants is provided by the USDA AMS' Farmers Market Promotion Program. For more information about any of these events, and many others, check out FMC's [event calendar](#) online. FMC member organizations can post their events free of charge.

FMC and CFSC Embark on Farmers Market SNAP Research Project

In September, the Farmers Market Coalition (FMC) joined forces with the Community Food Security Coalition (CFSC) to start work on the Farmers Market SNAP (Supplemental Nutrition Assistance Program) Research Project. This project was funded by the [Convergence Partnership](#). The purpose of the research is to develop policy and program implementation recommendations for expanding SNAP usage in farmers markets nationwide.

In early October, Stacy Miller, FMC Executive Director, and Andy Fisher, CFSC Executive Director convened a diverse advisory group of farmers market and SNAP program experts to review the grant goals and provide direction from many different lens (market management, SNAP administration, public health and food security to name a few) . The group united around one looming question: How can farmers markets help improve food access *and* contribute to the financial sustainability of farmers and market organizations? What barriers must be addressed to support farmers markets seeking to serve low-income communities where health disparities are most prevalent?

As FMC and CFSC's preliminary survey of existing SNAP data revealed, 34% of SNAP permits are held by convenience stores, and in 2009, only \$4.3 million of nearly \$50 billion SNAP dollars were redeemed at farmers markets. While the amount of SNAP dollars redeemed at farmers markets increased 104% between 2008 and 2009, the dollar figure still represents less than .009% of all SNAP redemptions last year. This is largely due to the fact that fewer than 20% of farmers markets accept SNAP dollars, and many markets struggle to implement EBT technology and engage in sufficient outreach and promotion of its availability. By 2012, FMC hopes to see 50% of all farmers markets accepting SNAP, contributing to the sustainability of markets and making fresh, local, healthy foods available to more people.

The report will discuss the history of SNAP in farmers markets, highlight specific state level collaborations, provide case studies on successful and challenged implementation models, and summarize the state-by-state Farmers Market SNAP survey results. In addition, the research will identify current policy barriers and make future policy recommendations.

The final report is expected to be complete this summer. It will include a road map for how all farmers market stakeholders can become change advocates at the local, state and federal level so that all citizens, especially the poor, have equal access to fresh local produce grown closest to home, and farmers are not left on the wrong side of the digital divide.



At the Des Moines Farmers Market, producers can choose to participate in the state's SNAP/EBT program and receive a terminal that accepts EBT, Debit, and Credit from the Iowa Department of Human Services.

Chasing the Coveted (c)(3): The Trials and Tribulations of Form 1023

By Sarah Johnson

Obtaining 501(c)(3) exemption status from the Internal Revenue Service (IRS) may be one of the most effective ways to open doors for your farmers market— 501(c)(3) status holders have been known to wax poetic about how their exemption has increased their credibility and widened their access to funding from foundations and federal grants. However, as useful as 501(c)(3) status may be, there is no doubt that obtaining it can also be one of the most frustrating and challenging pursuits undertaken by farmers market managers and board members. Here, the Farmers Market Coalition answers a few of its most frequently asked questions about farmers markets and 501(c)(3) status.

What is 501(c)(3) status?

501(c) is a provision in the US Internal Revenue Code that describes the 26 types of nonprofit organizations, ranging in title from 501(c)(1) to 501(c)(27), that are exempt from some federal income taxes. Of these classifications, 501(c)(3) is the most commonly sought after, and includes nonprofits that are organized and operated for religious, charitable, scientific, public safety, literary, or educational purposes. Many states use this same 501(c) provision in their definitions of organizations exempt from state taxation.

Why should markets care about 501(c)(3) status, anyway?

501(c)(3) status includes the ability to accept contributions and donations that are tax-deductible to the donor, exempt from federal and/or state corporate income taxes, and in many cases exempt from state sales and property taxes. Two most frequently cited benefits are increased public legitimacy for your market due to IRS recognition, and the eligibility to apply for the many private and public grants that are only available to IRS-recognized 501(c)(3) organizations. There can also be other, less tangible benefits. For example, Eileen Nichols of the [Webb City Farmers Market](#) in Missouri found that because the 501(c)(3) requirements synched up well with her market's goals, the status has "helped keep the market on mission." Furthermore, with the IRS expecting high levels of transparency from exempted organizations, Nichols finds that the status has ensured good governance of the market.

What activities make a farmers market eligible for 501(c)(3) assignment?

Generally speaking, it's unlikely that a market will be actively pursuing religious or literary goals, preventing cruelty to children or animals, performing scientific testing for public safety, or promoting amateur athletics. This leaves two options recognized by the IRS: education and public charity. There are numerous educational activities that can make a farmers market eligible, such as hosting health & cooking demonstrations, putting out a newsletter, or offering informational materials at the market. Charity can also be a promising route; as Washington DC's [FreshFarm Markets](#) successfully noted in their application, the term charitable includes relief of the poor, lessening the burdens of government, lessening neighborhood tensions, and combating community deterioration—all things that many farmers markets do regularly. Indeed, a farmers market may be eligible on the merits of its community-building work, any relief it offers to lower-income community members, or a statement from local government officials about how it eases the government's burden.

What other statuses might a farmers market be given?

Mike Bevins, state horticulturalist with the [Iowa Department of Agriculture and Land Stewardship](#), has helped both the [Iowa Farmers Market Association](#) and the [Farmers Market Coalition](#) with their 501(c)(3) applications, and offers the following words of caution: "The IRS will probably want to put the market under (c)(5) status—and maybe it should be there!" If the IRS is not sufficiently convinced of a market's educational or public charity merits, it may instead grant it 501(c)(5) status, indicating that it is a labor, agricultural, or horticultural organization. Markets should also prepare for the possibility of being assigned (c)(4) status, as a civic league or social welfare organization, or (c)(6) status, as a business league. Andy Kitsinger, the founding chair of the [Memphis Farmers Market](#), applied for (c)(3) status but was assigned (c)(4). He believes that this may have happened because the IRS overlooked the "community development, health education, and small business incubator" functions of his market, instead simply viewing it as a for-profit vendor cooperative.

I'm a market manager. How can my market increase its chances of being assigned 501(c)(3) status?

First, think hard about your market's public and educational activities. Mike Bevins says, "If you want to be (c)(3), you need to focus on how your market helps the public in general, not just the

Does your market have a successful 501(c)(3) application? FMC invites you to share it with your peers by [submitting](#) to the Farmers Market Resource Library.

vendors—specifically, how are you educating the public about the benefits of healthy eating, preserving agriculture, and buying local at the market?” In this vein, Eileen Nichols made sure to include everything in her application that related to the public and education, including “nutrition education, especially for low-income at-risk populations, community fundraising and support for other nonprofits, and food security work.” Andy Kitsinger suggests that the term “public market” instead of or in combination with “farmers market” could emphasize a commitment to public education and community building. If you choose to play this name game, be careful not to claim or imply charitable public activity that your market does not intend to perform, or unintentionally marginalize the ‘farmer’ part of the market. A (c)(6) trade association may be the way to go if the market is exclusively farmer-governed and not significantly devoted to community outreach and education.

Second, seek the help of market supporters. The most useful advice Nichols received was from another successful applicant who “had the mayor, state representatives, and aldermen write letters confirming” that the market relieved a burden on the government—a strategy that worked after their previous application based solely “on the premise of helping farmers and bringing healthy food to the city” failed. By taking this advice and including many letters of support not only from public officials but from “farmers, and shoppers who could attest that the market helped them eat healthier,” Nichols found that her application “sailed through the IRS.”

Third, if the going gets tough, get legal representation. Bevins notes that both times he has applied, the application went nowhere until he hired legal representation. Even so, he says, “expect to wait a couple of years.” Kitsinger, who did not have legal help for his first unsuccessful application, has now hired some and is more hopeful about his chance of success. Simply put, as Bevins says, it’s all too easy to “get tripped up and bogged down” with the paperwork. A lawyer can help.

How does a farmers market obtain 501(c)(3) status?

Before thinking about applying, every market should make sure to have its board of directors in place, and develop articles of incorporation. Mike Bevins notes that it can also help one’s chances to file Form 990 paperwork (an annual IRS return for nonprofits) before submitting the 501(c)(3) application. The next step is completing the 29-page 501(c)(3) application [Form 1023](#). Questions pertain to the organization’s legal structure, governing board, conflicts of interest, budget and financial history, and the organization’s activities. Following this, there is space for a narrative essay outlining the organization’s programs, both current and planned, that are in line with its exempt purpose. The form is then filed with the Exempt Organizations Division of the IRS in Cincinnati, Ohio—e-filing is expected to roll out sometime this year.

As for the nitty-gritty: Form 1023 filings range between 50 and 100 pages of information. Examples of successful applications, such as Webb City Farmers Market’s, may be found in FMC’s online [Resource Library](#). Form 1023 should be filed within 15 months of market incorporation if possible; the Foundation Group, a 501(c)(3) advisory group, notes that 27 months after incorporation, the chances of being assigned 501(c)(3) status decrease dramatically. The filing fee for Form 1023 is \$850 for organizations with greater than \$10,000 in gross annual revenue. Smaller organizations pay only \$400. The IRS estimates that a novice will need over 100 hours to prepare the form; the IRS itself takes between two and 12 months to review the application. However, with the exception of California, once the federal process is complete, only a one or two page form need be submitted to the state government.

What should farmers markets expect the process to be like?

In two words: difficult and long. Kitsinger observes that the IRS application review seems to be “tightening or inconsistent in its classification of farmers markets”; Bevins observes that while “10 years ago you didn’t have much of a problem and could get status easily, now they’ve raised the rates, and tightened the status much more severely, especially for borderline (c)(3) organizations like farmers markets.” Whether or not these observed trends are true—the IRS is quite tight-lipped about its review process—there is little question that the application takes a lot of time and energy to complete, and may not be met with immediate success. Still, the worst thing a farmers market could do is be discouraged. After all, all the 1023-induced headaches could just be a test of your commitment. As Bevins says, “The IRS wants to see how serious you are. Even if they say no at first, if you keep going after it and prove you are in it for the long haul, things just might start moving along.”

USDA Update: Getting to Know 'Know Your Farmers, Know Your Food'



In September 2009, the USDA launched [Know Your Farmer, Know Your Food](#): a USDA-wide effort to better connect consumers with sustainable local producers and spark a nationwide conversation about the importance of understanding where food comes from. Since then, Agriculture Deputy Secretary Kathleen Merrigan announced Farm-to-School tactical teams that will tour American schools to evaluate how they might transition to purchasing local food, awarded \$4.8 million to community food projects, and held a Facebook chat to expand conversation on local food systems.

The Farmers Market Coalition sat down with Deputy Secretary Merrigan during its board retreat in October, entering the dialogue about Know Your Farmer and some of the specific challenges faced by farmers markets in the coming decade. In a follow-up letter sent to Merrigan and other top USDA administrators, FMC emphasizes seven priorities for ways the initiative can strengthen farmers markets:

1. Build capacity of farmers market associations to provide leadership and services to market managers and producers
2. Ensure consistent, accurate, and timely data on farmers markets.
3. Improve the efficiency, effectiveness, and accessibility of federal nutrition programs at farmers markets
4. Promote, provide technical assistance, and maximize farmers market specific outcomes from USDA grant programs
5. Provide information and technical assistance services to existing and start-up farmers markets across the country
6. Inspire regional cross-pollination of ideas through a dynamic, interactive national database of farmers market operation and governance resources
7. Research and communicate the broad spectrum of farmers markets' positive impacts to the public through National Farmers Market Week

In addition to FMC's efforts, farmers markets are also gaining prominence in the USDA as a key component of strong community-based food systems through the [Farmers Market Consortium](#), a public/private sector partnership formed by the USDA's Agricultural Marketing Service in 2005. The Consortium, whose members include private and public funders as well as allied nonprofits, shares information about funding and resources available to support farmers market efforts. The Consortium's work includes the creation of a [Farmers Market Resource Guide](#) (currently being updated) and the first [National Farmers Market Summit](#), which was held in Baltimore in 2007. The next Farmers Market Consortium Meeting is scheduled for January 14.

The Farmers Market Coalition has also provided input in revisions to the Farmers Market Manager Survey, which AMS hoped to conduct again in 2010. Stay tuned for information about how you can participate in this important study to help us all better understand the dynamics and needs of farmers markets throughout the country. The 2006 Market Manager Survey is available [here](#).

Book Review: *The Locavore Way*

By Sarah Johnson

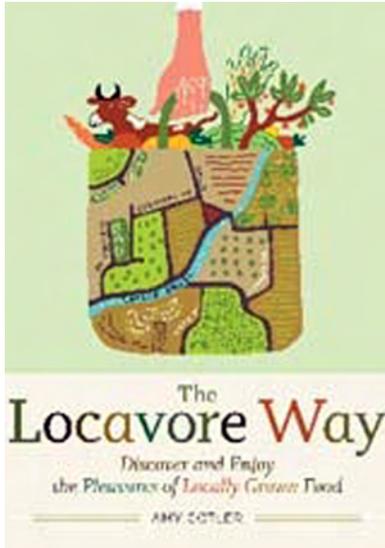
In many ways, Amy Cotler's newest book, *The Locavore Way*, reads as a love letter to local eating, poetically describing the beauty and necessity of local food—on page 8, for example, she writes: “local food is different because of the way it bonds us to our families and friends, neighborhoods, community, and region, grounding us in what often seems a detached and fragmented world.”

However, Cotler aims not only to inspire her reader to buy locally but also to provide clear and easy-to-follow advice on how to purchase and prepare food that is good for one's health, the health of the community, and the health of the planet, creating a book that reads as both a collection of musings on and a practical guide to eating locally. This concept quickly proves to be quite ambitious—topics such as the evils of industrial farming, the local vs. organic debate, the organization of CSAs, and how to start a home garden each merit entire books of their own, leaving Cotler's coverage of some of these in her small, smartly illustrated book somewhat cursory.

Still, while the seasoned locavore may be inclined to skip a few of the guide's more introductory chapters, the book is a charming primer for those uninitiated in the ways of local eating. Its unpretentious, familiar writing style can have even the most die-hard farmers market-phobe choosing between heirloom tomato cultivars and sautéing fiddleheads in no time at all, making this a perfect choice as a gift for a friend or loved one who'd like to better understand your passion for local food.

The book would also be a great fundraiser for farmers markets, which can purchase the books at a discount on the \$12.95 retail price. The chapter on farmers markets is particularly well-crafted, beginning with advice on how to prepare for and navigate one's first farmers market excursion, transitioning into a discussion about seasonality and producer-only markets, and finishing with a beautifully-written description of New York farmer Elizabeth Ryan's adventures in farming and selling at local markets. The chapter also quotes FMC board member Janel Leatherman as well as other farmers market leaders.

Even though some readers may find that the book provides an overly basic coverage of topics pertaining to local eating, it is worth a look by even the most well-versed local eater simply due to its artful ability to interweave heartfelt narrative and anecdotes about food and farming with practical issues regarding local food, reminding us all of the close connection between the how and the why of eating locally. And for those new to the locavore lifestyle, *The Locavore Way* may just prove to be indispensable.



The Locavore Way
By Amy Cotler, 2009

Visit the author's website at <http://www.amycotler.com/>

To order *The Locavore Way* at a discount price for your farmers market or organization, contact Tina Parent, Storey Publishing, 800-827-7444 ext. 2175.

News Bites: The Back Page Beet

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Research & Education Intern

Suzanne Briggs
Farmers Market SNAP Research Project
Manager

Leah Finn
Media & Communications Assistant
(Volunteer)



Contact us:
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Healthy Incentives Pilot Program Applications Out

The Healthy Incentives Program (HIP), created by the 2008 Farm Bill, supports pilot projects that help the USDA's Food and Nutrition Service (FNS) evaluate the use of healthy food-purchasing incentives in its Supplemental Nutrition Assistance Program (SNAP). This program will work mainly with retailers, but there may also be interest at the state level to incorporate pilot farmers markets.

Within pre-selected regions containing 35,000 -60,000 SNAP households, the pilot projects plan to return 30 percent of the cost of fruits and vegetables SNAP participants purchase to their individual SNAP benefit accounts, providing participants with receipts indicating their savings. FNS will then independently evaluate the impact of this incentive on the purchase and consumption of healthy foods by SNAP households.

In late December, FNS began soliciting applications from state SNAP agencies interested in implementing and operating a HIP pilot between December 2011 and February 2013. A questionnaire and letter of intent to apply are due on January 29, and the final application deadline is May 21. FNS is also seeking a contractor familiar with SNAP operations and with experience in designing and executing randomized experiments in community settings.

HIP shows great potential for boosting the economic availability of farmers market produce to low-income consumers—let your local SNAP agency know about the program before the January deadline passes, and encourage them to include farmers markets as keystones in their projects. Application information is available at www.fns.usda.gov/snap/hip.

FMC Member Meeting & Board Election Scheduled for March 17th

The Farmers Market Coalition board of directors has scheduled the 2010 member meeting for 1 p.m. Eastern on March 17th. To help conserve resources, minimize the organization's carbon footprint, and maximize convenience to its members, the meeting will take place in an interactive on-line format. Included on the agenda will be annual reports from the Policy/Advocacy Committee, Education Committee, Development & Fund raising Committee, and Marketing & Public Relations Committee. The Nominations Committee will send its recommendations for the board member ballot to all up-to-date members in Mid-February. Members can check their renewal dates and update their memberships by [logging in](#) to their profile.

FMC Partners with Wallace Center and SSAWG to Host Farmers Market Short Course

On January 20th and 21st, a diverse line-up of presenters will converge in Chattanooga, Tennessee to lead a farmers market short course in advance of the Southern Sustainable Agriculture Working Group's (SSAWG) 19th Annual Winter meeting, Practical Tools and Solutions for Sustaining Family Farms Conference. FMC is partnering with the Wallace Center for Sustainable Agriculture, SSAWG, and the USDA Risk Management Agency to sponsor this special opportunity for farmers market managers across the southern United States. The agenda features the following sessions:

From the Ground Up: Growing from Solid Market Foundations
Running the Show & Keeping the Peace: Operations, Integrity, and Conflict Management
Measurement, Recordkeeping, and Evaluation or "Data" is not a Four-Letter Word
Getting the Right Mix: Producer Recruitment
Spreading the Word on a Shoestring: How to Leverage Relationships for Outreach & Promotion
Reducing Risk: Food safety, Insurance, and Miscellaneous "What ifs"
Expanding Fresh Food Access: SNAP & Nutrition Programs

Those seeking other state-level and regional learning opportunities can visit FMC's [event calendar](#).

Farmers Market Coalition
 Member Conference Call
 The Flip-Side of Success: Balancing the Number of Farmers and Markets
 May 26th, 2009 | 3-4 p.m. Eastern
 641-715-3200 | 141015#

NOTES

Stacy Miller welcomes everyone to the call, and explains the purpose and origin of the discussion. FMC hopes to host regularly scheduled conference call conversations focused on **specific topics, and reviews some conference call “housekeeping rules”**

- No talking out of turn or intentionally interrupting anyone
- Say your **name prior to speaking, even if you’ve already introduced yourself previously**

Stacy introduced Brigitte Moran, Executive Director of Marin Farmers Markets (and FMC board member), as the facilitator. MFM operates seven farmers markets in the San Francisco bay area. Last week she got four requests to start farmers markets, each in neighborhoods that want their own markets. She was motivated to start this discussion so as to find ways that markets can be successful without poaching or infringing on other markets or adding undue strain on one of the most limited resources: farmers. Brigitte asks everyone on the call to introduce themselves and explain briefly how and if their organizations are experiencing this issue.

Sarah Buzogany, (new) Assistant Manager of Lexington Farmers Markets (KY)

LFM runs five markets at four sites, with 60 farmer member—the largest market in Kentucky. Their obstacles are in keeping and building on permanent sites. They have minimal competition with other markets, plenty of producers, but want to make sure they can accommodate new producers without straining existing ones.

Rachel Berg, CitySeed, Inc. (CT)

Rachel started in her position two weeks ago. CitySeed runs four markets, and Rachel sees how a lack of new farmers can become a problem. The best thing might be to encourage more people to cultivate land and start selling at markets.

Wendy Wasserman, Farmers Market Coalition

Just listening.

Suzanne Santos, Sustainable Food Center Austin, TX

Suzanne gets requests, like Brigitte, from people who want to start markets. Often **there’s not** a lot of research done, especially by Main Street orgs who want to start **markets. But it’s a burden on the farmer to attend too many markets.** She knows of at least 2 or 3 smaller markets that have failed due to poor publicity or operations in the last 6-7 years.

Susan Sauter, West Virginia Farmers Market Association (WV)

In the last month, WVFMA has had four requests for new markets and information, especially in North Central part of the state. These are well intentioned efforts from counties who want to start markets as economic development tools. **But they don’t** understand that **farmers aren’t** just sitting out there waiting. There should be structured

outreach, with a long-term strategy, to encourage people to farm, especially immigrants. She is afraid that new markets will fail.

Mary Embleton, Cascade Harvest Coalition, Seattle Washington

Cascade Harvest Coalition works with current and beginning farmers, on local product branding programs, and **Washington's FarmLink** program. There is a lot of promotion getting consumers to markets, but not **comparable efforts to get farmers on land. It's a** supply side issue.

Karen Kinney, King County Agriculture Program (Seattle) Washington State.

Karen works with FMs and immigrant groups trying to get established in farming and other businesses. **She sees a lot of people who want to start markets but don't know how.** They **don't appreciate it as a business**, and see it in a business model framework. Elected officials want to see new markets, **but don't have long-term** viability or farmers as their chief interest. Farmers are growing crops and want to sell, but farmers markets are not always matching consumer demand.

Don Wambles: Director of Alabama Farmers Market Authority and FMC Board of Directors

This year, Alabama has launched 10 new markets, with 17-18 communities on the wait list for next year. 112 markets this year, up from 17 in 1999.

Dru Montri, Michigan Farmers Market Association (MIFMA)

MIFMA is member-based but provides resources to non-members as well. 20 markets starting this year. Every week she gets calls from communities (downtown development authorities, mainly) who want to integrate farmers markets into their programming. They need resources that walk them through a year-**long planning process. People don't** always see the benefit of long-term planning and feasibility.

Ed Ragland, Marketing Services Branch, AMS, USDA

Learning about the challenges and solutions within the farmers market community.

Linda Lachey, Eastern Market in Lancaster, PA

Evaluator for USDA community food project. Farmers are drawn to Philadelphia, NY and DC markets, where volume of sales are higher. Another market in the region (which serves more affluent shoppers) is siphoning farmers, and she finds it hard to compete. **It's harder to recruit and retain new farmers, and most of the farmers at Eastern Market** are the longer-standing farmers who are loyal and dedicated.

Jeff Cole, Massachusetts Farmers Markets and FMC Board of Directors

New markets cannibalizing each other for vendors. Over the last weekend, he had three requests to start markets this season. The capacity of farmers to respond to this demand is past. Struggle to provide services to his stakeholders and keep farmers, consumers, and communities happy equally.

Chris Curtis, Neighborhood Farmers Markets and FMC Board of Directors

Seven urban markets. She has been concerned about this issue for a while. The definition of FM is watered down by communities. A lot of markets are relying on subsidies and volunteer hours and not sustainable in the long-term. Supply of farmers not adequate to meet demand

Copper Alvarez, BREADA (Baton Rouge, LA) and FMC Board of Directors

BREADA operates markets in four locations. Gets many requests to start markets in outlying areas. **Many communities in outlying areas say “Can’t you just run the market for us?”** Convincing politicians and developers to focus on supporting and recruiting farmers is a challenge. Tough to run markets 52 weeks a year.

Jackie Aitchison, Executive Director of Washington State Farmers Market Association and, also manages a market. 114 member markets in WSFMA, eight of which are new. Almost every week they get more requests to start new markets. Small percentage actually take a year to plan for it. Wants to educate communities about what it takes to start a farmers market.

Brigitte: We live in a society premised on convenience, and people are conditioned to think that farmers should just drive right up to them and deliver on their doorsteps.

Vic Guttman, Omaha Farmers Market

OFM is in its 16th season. There are five other markets in Omaha (some with only 2-3 vendors). The biggest thing facing them right now is that a Fortune 500 company is building a huge mixed use complex and basically demanding that OFM relocate to their property or they will start a competing one on their own.

Cheryl DeBerry, DeBerry Farm (rural western Maryland) and FMC Board of Directors
Every little community wants a market and there are not enough vendors to go around.

Adam Diamond: Marketing Services Branch, AMS, USDA

Interested to hear how farmers markets are balancing supply and demand.

Diane Eggert: Farmers Market Federation of New York and FMC Vice President.

Amazing growth: 235 markets in 2005 and 428 so far this year in NY. She had an umber of requests to help open new markets. 10 requests last week alone. As soon as the nice weather hits, people think they can just start a market in a couple weeks. People **don’t understand that it has to be sustainable and successful for farmers. Trying to convince them to back off and wait a year makes them angry, as if FMFNY isn’t doing it’s job.** How do you tactfully get them to understand that the background research is **important, and that in some cases they shouldn’t start a market?**

Sarah Nugent, Ellsworth ME

Her organization provides technical assistance for several markets in the area. She is looking to learn from others about these challenges.

Andrew Stout, Full Circle Farm and FMC Board of Directors

Sympathizes with the need to get more growers, but also values to options to have markets on several days and locations. Growers like more markets and more marketing opportunities. **It’s much worse to have no options.** Pricing structure gets elevated due to demand, and income goes up with more markets.

Brigitte: Some farmers research which markets to attend, but some just blindly accept offers to sell at new markets. What tools do you use to determine which markets to sell at?

Andrew finds 4 markets on 4 days of the week. And try to build full-time schedules. **Can’t create better business people, but you can make opportunities for better business people to succeed.**

Sally Haines, Executive Director of Colorado Farmers Market Association

75 markets in the state. Not having enough farmers is a serious problem., exacerbated by a short growing season. 20 new members, ½ of which are new markets. They also see attrition, and new markets going out of business. Failing markets jeopardizes the existing ones. **CO Extension has a “Building New Farmers”** program which is being expanded. It would be good to expand this into more comprehensive support for becoming a market gardener.

Bernie Prince, FreshFarm Markets (Washington, DC) and FMC Board of Directors

FreshFarm runs nine markets in Dc and Maryland. Gets a lot of requests to start new markets. Just visited a site EPA wants to start a market this year. Sustainability with resources. Farmers are looking at markets and not properly evaluating the potential sales **and doing research to find a “good fit.”** New markets also **poach her markets’ farmers.**

Hector Saez, Washington state University

He is part of a research team looking at this issue, particularly barriers to participation to women and minorities. Improving management capacity and optimizing. USDA National Research Initiative grant.

Jim Bingen, Michigan State University and FMC Board of Directors

Researching costs and benefits of farmers selling at farmers markets. Struggle to get roadside stand farmers to see the sales opportunities at farmers markets as better than an their roadside stands. **Makes him wonder “who’s attracted to selling at farmers markets?”**

Vic: How does a new market effect an established market in close proximity?

Linda Lachey: This is her situation in Lancaster. It has created a tension. Her farmers are willing to stick it out; but getting new farmers is hard.

Brigitte: Marin FMs has been on both sides of this. She does feasibility studies before siting a market. Having a conversation with another market gets very competitive and tense. Both are thriving.

Jeff: Viability of markets within 2 miles depends on population density. Existing one might get a little smaller. There is the potential for both to get into a downward spiral. Existing markets have a public relations standard. Jeff suggests that Vic go to the press and saying that this big company is making threats to an existing farmers market. They will be falling all over themselves to redress the miscommunication rather than get bad press for the company.

What’s next:

Expand this into a live webinar topic or live chat?

Create a working group which can develop two basic template tools:

- 1) A tool that helps farmers objectively evaluate farmers markets to find the best fit before committing to be a vendor.
- 2) **A tool that helps someone decide when it’s right to start a market and what prerequisites are required.**

The first step with both of these will involve taking a look at what’s out there. The **Washington State Farmers Market Manual is one excellent example.** Diane’s organization also has some good feasibility research surveys.

Stacy will set up a forum on the member discussion board

Education the general population about what's required to start a successful farmers markets.
Chris says its No reason o start a farmers market unless you've doing it benefit the farmers.

Are there other topics which would be ideal conference calls in this format?

Examples:

How do you create an environment in which you can find more farmers?

How many markets can exist in a certain area?

Is there such a thing as too much of a given product?

Mary at Cascade Harvest Coalition mentions a recently awarded research grant which will focus on reaching second tier consumers. Stacy says FMC would be very interested in helping make the research findings nationally available.

Others present on the call:

- Jeff Farbman, Wallace Center at Winrock International
- Fred Broughton, South Carolina Department of Agriculture and FMC Board member
- Mike Straus, Marin Farmers Markets
- Amelia Spilger, Marin Farmers Markets
- Susan Coss, Marin Farmers Markets



Farmers Market Leadership Network At-A-Glance

Introduction

As the number of farmers markets across the U.S. has bloomed in recent years, both veteran and emerging leaders have taken bold steps to cultivate markets that effectively balance needs of producers, consumers, and communities. Some of these steps include: increasing EBT and WIC redemption rates, instituting innovative recordkeeping programs, or providing professional development education to market managers and farmers.

Together, the Farmers Market Coalition and the Wallace Center aim to expand this network of farmers market leaders—folks who can volunteer their time and expertise to respond to requests for information on a certain topic, serve as a presenter or mentor, or serve on a Farmers Market Coalition task force. The particular scope of involvement on the Farmers Market Leadership Network (FMLN) is determined by each individual's interest and availability. The FMLN, as a whole, has the power to help shape the face of professional development for farmers markets.

Purpose

To support the professional development of farmers market managers and market sponsors by creating a peer-to-peer learning community that helps define educational priorities as well as plan and coordinate regularly-scheduled leadership activities such as conference calls, webinars, and occasional pre-conference tracks at regional conferences.

Network member characteristics

- Willingness and ability to assist others
- Demonstrated and recognized leadership in farmers markets at the state, regional, or national level
- Demonstrated public speaking ability and willingness to present to diverse audiences
- Willingness to share resources and information with other leaders and to push peers to excel
- Interest in outreach to culturally-diverse producers
- Commitment to strengthening farmers markets nationally

Roles

- Participation in at least four leadership network conference calls per year
- Contribution of one or more article(s) for publication in the Farmers Market Coalition Newsletter, on a topic of your choosing approved by the newsletter editor
- Timely responses to e-mail communications
- Willingness to periodically travel, as schedules permit, in order to present or participate in panels at farmers market workshops and conferences
- Maintenance of professional profile and updating of contact information on the FMC web site

Benefits

- Recognition as a national leader
- Opportunities for networking and learning from peers
- Opportunities to mentor the next generation of farmers market managers and sponsors
- Publication of articles in national newsletters
- Occasional opportunities for free travel and participation in conferences and other speaking engagements

Some Recent FMLN Activities

- Pennsylvania Association for Sustainable Agriculture Farmers Market Pre-Conference Tracks (Feb 5, 2009)
- Agriculture & Land-based Training Association Farmers Market Workshop in Monterey, CA (March 17-18, 2008)
- Development of "Getting Started with Farmers Markets" and "Recruiting Farmers" Guidebooks
- Collection of tools and resources to develop the [National Farmers Market Resource Library](#)

Interested? Please complete the [FMLN application](#) and submit to: leadership@farmersmarketcoalition.org. Applications will be accepted on a rolling basis.

The Farmers Market Leadership Network is a joint project between the Farmers Market Coalition (farmersmarketcoalition.org) and the Wallace Center at Winrock International (wallacecenter.org).



Information Marketplace Educational Stipend Program

The Farmers Market Coalition has approximately 15-18 small grants available for state and regional farmers markets associations to provide market manager and producer trainings. In order to be eligible, representatives from applicant organization must a) be active FMC members as state, regional, government, or academic institutions and b) have had an organizational representative register for and participate in at least three Information Marketplace webinar sessions. Funds are available to eligible entities on a limited basis. Submission of an application is not a guarantee of an award.

Table with 2 columns and 5 rows: Organization Name, Contact Name, Address, Telephone Number, E-mail

Which Information Marketplace webinars have you or a representative from your organization attended?

- Strategic Planning in the Real World: How to Put No Staff, No Money, and Big Dream to Work for Your Organization. June 9th, 1-2:30 p.m. Eastern
Best Board Practices and Meetings that Matter: An Introduction to Nonprofit Governance. June 23, 1 p.m. Eastern.
Sowing Value, Reaping Rewards: Recruitment, Services, and Administrative Systems for Successful Membership Organizations. July 14, 1 p.m. Eastern
Measuring Success: Market Record-Keeping and Evaluation. July 23, 1 p.m. Eastern.
Food Safety First: GAPs and Food Safety Issues for Farmers Markets. August 18, 1 p.m. Eastern.
EBT and Nutrition Outreach: Practical Advice from Successful Programs. September 16, 1 p.m. Eastern.

Please describe, in fewer than 150 words, the event for which you are requesting funds and the specific uses of grant money (i.e. travel costs for presenters, space rental, administrative costs, etc.). Please also list other sources of funding for this training event.

Date of event:

Amount requested (\$500 maximum):

Stipend Details:

The Farmers Market Coalition will provide up to \$500 to farmers market associations, agencies, and other organizations (not individual farmers markets) for education and training for farmers market managers and producers. Funding for individual farmers markets to conduct trainings is not available at this time. These mini-grants can underwrite any combination of the following:

- Costs of making paper copies and duplicating CDs and DVDs as needed
- Travel costs for presenters
- Audiovisual costs
- Space rental
- Administrative costs
- Scholarships for eligible attendees

Grant Recipients will:

- Develop, implement, and evaluate the agenda for the event
- Provide FMC with a copy of the final agenda, a one-page narrative report of the use of funds, and an invoice no later than 30 days after the event.
- Provide at least three high resolution digital photographs featuring participants in the event for FMC use in newsletter
- Reference the Farmers Market Coalition as a sponsor on form applications and other materials as appropriate.
- Display FMC materials (brochures, cards, newsletters) as provided by FMC

FMC will:

- Provide grant recipient with outreach materials in advance of the event
- Provide requested amount (up to \$500) upon invoice and proper documentation

Communications to the Farmers Market Coalition should be addressed to:

Farmers Market Coalition
P.O. Box 4089
Martinsburg, WV 25403
304-263-6396
membership@farmersmarketcoalition.org

Grant Applicant Name:

Signature

Date



Information Marketplace Education Stipend
Letter of Agreement between

Table with 3 columns: Farmers Market Coalition (P.O. Box 4089, Martinsburg, WV 25401), and, Michigan Farmers Market Association (MIFMA) (172D Natural Resources Building, East Lansing, MI 48824)

Dear Ms. Montri,

Thank you for applying to the Farmers Market Coalition's Information Marketplace mini-grant program.. After reviewing all applications, we are delighted to inform you that the Michigan Farmers Market Association has been selected for an award, in the full amount of the request.

This award of \$500 will be provided by FMC to sponsor the 3rd Annual Market Manager "Boot Camp" in East Lansing in March. This mini-grant will be used to fund the development and implementation of an online registration process for the event that allows registrants to pay with debit and credit cards. On this basis, FMC agrees to provide outreach materials in advance, provide the grant money in full upon receipt of invoice and proper documentation, and provide technical assistance with agenda planning as needed. Invoices must include Federal ID number of payee.

As part of this agreement, MIFMA will:

- Develop, implement, and evaluate the training event's educational content.
Ensure that its membership with FMC is up-to-date at the time of the event.
Provide FMC with an invoice, copy of the boot camp's final agenda and a one-page narrative report of the use of funds (travel covered, staff time, etc) no later than 30 days after the event.
Provide at least three high-resolution digital photographs, with captions, featuring attendees at the boot camp for FMC use in a newsletter.
Reference the Farmers Market Coalition as a sponsor on event materials as appropriate.
Display FMC materials, including brochures, cards, and newsletters, as provided by FMC.

Upon agreement with these conditions of grant provision, please sign and date this letter below. We congratulate your successful application to the Information Marketplace mini-grant program, and look forward to working with you in the coming year. Thank you for your support of the Coalition and your ongoing commitment to strengthen farmers markets!

Sincerely,

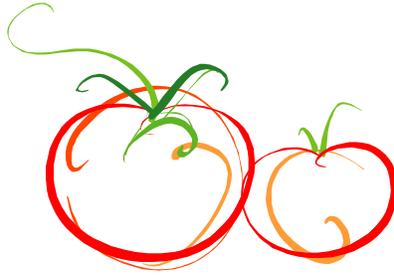
Stacy Miller, Executive Director
Farmers Market Coalition

Farmers Market Coalition
Stacy Miller, Executive Director

Michigan Farmers Market Association
Dru Montri, Project Manager

Signature Date

Signature Date



**Market Managers' Workshop
Thursday, January 28, 2010
Dan Ramage Conf. Center
Columbia, SC**

AGENDA

9:45 AM	Call to Order	Fred Broughton
9:47 AM	SC Association of Farmers Markets – Business Meeting	
10:15 AM	Convene Market Managers Workshop Introductions & Purpose	Fred Broughton SCDA/Marketing
10:30 AM	How to Develop a Winning Proposal	James Hill UGA/ SARE Program (Sustainable Agriculture Research & Education)
11:45 AM	Lunch (Sponsored)	
12:30 PM	Developing a Successful FMPP	Carmen H. Humphrey, Chief, Market Grants & Technical Assistance Branch's USDA-Farmers Market Promotion Program
3:45 PM	Announcements	Fred Broughton
4:00 PM	Adjourn	

*This workshop is supported by the Farmers Market Coalition & the SC Dept. of Agriculture
www.farmersmarketcolilition.org & www.agriculture.sc.gov*

KS farmers markets conference 2010



KSFM Conference for Organizers

Monday, February 1 ~ 8:30 a.m. to 4:30 p.m.

Topeka & Shawnee County Public Library

1515 SW 10th Ave Topeka, KS 66604-1374

8:15 am Registration, Market Portrait Sign-up

8:45 am Welcome, Introductions and Announcements

9:15 am Networking Session One

9:35 am Networking Session Two or Launching a Market

9:55 am Networking Session Three

10:15 am Morning Break

10:30 am Beginner: Web Updates or Market Videos

11:00 am Advanced: Web Updates or Market Videos

11:30 am Lunch

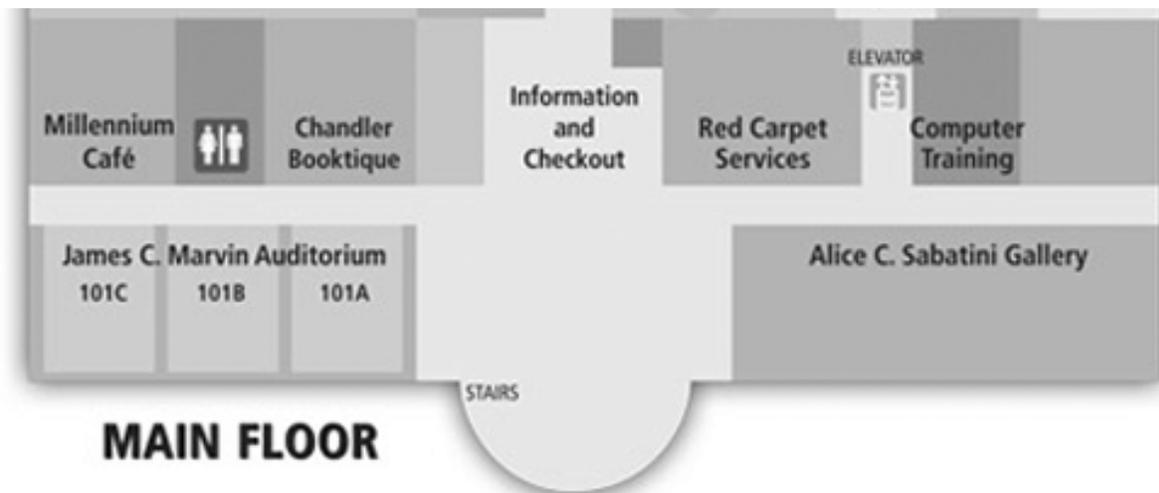
12:30 pm Break

12:45 pm 4 Ms of Market Management

2:45 pm Afternoon Break

3:00 pm Communication: Stepping-Up the Message

4:30 pm Conference Closing





Conference Elements

Market Portraits Darlene Wolnik

With the furious growth of markets in the U.S. many are working to analyze the key traits within markets that succeed. New Orleans based marketumbrella.org's new tool Market Portrait will help gather useful data from markets throughout the world and ultimately use the information as a way to analyze markets—their similarities and differences, structure, board and staff size. With less than 30 questions, the Market Portrait can give a market a simple report to present to their community or allow them to compare their findings to other markets. Combined with marketumbrella.org's measurement tools SEED (measuring economic impact), NEED (measuring social capital), the Market Portrait will allow markets to build a baseline of information that can be presented to funders and policymakers, as well as show the internal community the framework of their market.

Darlene Wolnik will be collecting Market Portraits while in Kansas and offering 10-minute slots to fill one out. The information will be sent back to you in report form to use and ultimately used to build a database of market typology for markets to seek out others.

Sign-up for one of the 10-minute Market Portrait slots when you check-in.

Introductions

Getting to know the other market folks from across the state is one of the most valuable aspects of the conference. We'll begin the morning with introductions. You will be asked to share:

- name
- market
- market position
- years with the market
- 1 thing you/your market counts as a success
- 1 thing you want to learn about/need help with

These introductions will help identify those that you will want to seek out during the Networking Sessions.

With 25 attendees, we will need to keep the introductions fairly short so we'll have adequate time in the networking sessions.

Introductions in the Main Room at 8:50 a.m.

Announcements

We'll quickly review the morning's sessions and highlight several pre-identified hot topics in the world of farmers markets. We've asked markets with success in Grant Writing, Rapid Market Assessments, Volunteer Programs, Sponsorship Programs and Chef Demos, to serve as Network Leaders to share their experiences, serve as resource advisors, and to get conversations started.

We'll also have additional guests, such as Becki Rhoades, Kansas Department of Commerce, speaking on resources for your market and its producers and Bernie Schneider, Society of St. Andrew-West, discussing the opportunity for market-food pantry collaborations to collect excess fruit and vegetables.

Announcements in the Main Room at 9:10 a.m.

Networking Sessions

There are three, 20-minute Networking Sessions scheduled for the morning. We will identify two or three hot issues from the Dot Survey as well as the pre-identified topics during each sessions. These topics are just starting points and we encourage you to seek out attendees whose markets are doing things you want to learn more about.

One comment that frequently pops up on conference evaluations is the need for more networking time for markets to informally learn from one another and strengthen relationships. These Networking Sessions are *your* time! The topics highlighted are just suggestions, so please seek the connects you need.

Networking Sessions in the Main Room at 9:15 a.m., 9:35 a.m., and 9:55 a.m.



Launching a Market Jana Beckman

Join Jana for an informal session on launching an open air seasonal market in Kansas. Jana, Kansas Center for Sustainable Agriculture and Alternative Crops, has worked with markets statewide and has great tips and advice for those seeking to start a farmers market. If you were involved in the launch of a market, please join the the session to share your experience.

Join Jana in the Side Room beginning at 9:35 a.m.

ksfarmersmarkets.org Updating Sprout

We launched the Kansas Farmers Markets website last June to serve as the go-to resource for shoppers, producers and organizers. One of the key elements is the Market Directory, a comprehensive list of markets across the state. Your market's listing includes everything from location and times, whether your market has EBT, if you are seeking vendors, to the contact for your market and a link to your market's website if available..

It is important the each market designate an updater, someone who can make changes to the directory database. And it's much easier to do than you might think. Markets can also use the KSFM site to provide a location for members and potential vendors to learn of meetings and download guidelines and applications. The site can also provide your market with more exposure by highlighting your events and news. You can even tap into the blogging feature.

We're offering two different sessions on using the ksfm website:

The Beginner Session will walk those less familiar with using web tools through the basic online database so that you can keep your market's information up-to-date.

The Advanced Session will quickly cover the basics for the online database before moving to topics such as uploading PDFs and photos, adding blog posts and events to the site.

Each session is limited to 15 participants.

Andrew of Sprout Design in the Computer Training Room: Beginner Session at at 10:30 a.m.

Advanced Session at at 11:00 a.m.

Market Movies

Darlene will be sharing several marketumbrella.org produced videos and KRC will be debuting the Kansas Farmers Market EBT Program video shot on location in Lawrence and Wichita. If you need a break from chatting, this is the place to be.

Showing in the Side Room at 10:30 a.m. and 11:00 a.m..

4 Ms of Market Management: Mission, Management, Marketing, and Measurement Darlene Wolnik

Darlene will delve into the four components of market management and share how knowing your 4Ms leads to better relationships for your market.

Main Room at 12:45 p.m..

Communication: Stepping-Up the Message Darlene Wolnik

Deciding what, how and why to communicate within the market, between neighboring markets and to the larger world is often the lion's share of the work for a market manager. An overview of techniques from markets around the country who are using sensible and innovative communication tactics.

Main Room at 3:00 p.m..



The 2010 Kansas Farmers Market Conferences for Vendors and Organizers are organized by the Kansas Rural Center's Farmers Market Project through the support of a USDA Farmers Market Promotion Program Grant.

Additional conference sponsors include: Kansas Department of Commerce, Rural Development; the Farmers Market Coalition; the Downtown Lawrence Farmers' Market; and the Kansas Center for Sustainable Agriculture and Alternative Crops.

KS farmers markets conference 2010



KSFM Conference for Vendors

Saturday, January 30 ~ 9:00 a.m. to 5:00 p.m.
 Flint Hills Technical College ~ 3301 W. 18th Ave Emporia, KS 66801

8:45 am Registration

9:15 am Welcome

9:30 am Keynote: Putting a Face with the Food We Eat, Don Wambles

10:30 am Getting the Most From Resources, Becki Rhoades

10:45 am Morning Break

11:00 am Breakout Session One

12:00 pm Lunch

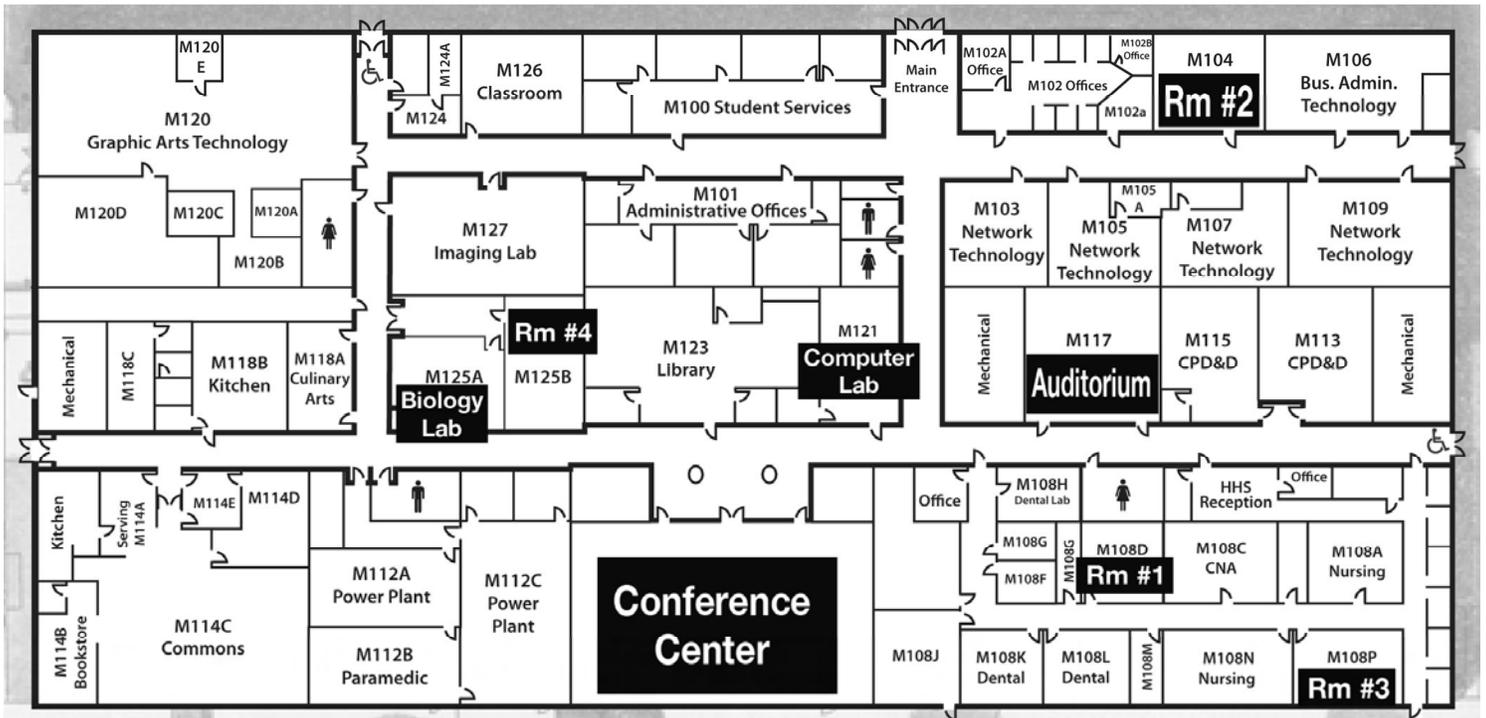
1:00 pm Breakout Session Two

2:00 pm Breakout Session Three

3:00 pm Afternoon Break

3:30 pm Breakout Session Four

4:30 pm Conference Closing





Breakout One 11:00 am-12:00 pm

Choose between:

Rm #1: Adding Strawberries to Vegetable Production

Rm #2: Eggplant

Kansas Cantaloupe Production

Auditorium: The Story of Garden Goddess

Rm #3: Update on Federal Food Safety Legislation

Got GAPs?

Rm #4: Perennial Pizzazz for Bouquets

Making Time to be Inspired

Computer Lab: Kansas Senior Farmers' Market Nutrition Program-Vendor Training and Certification

Breakout Two 1:00-2:00 pm

Choose between:

Rm #1: Growing and Marketing Sweet Potatoes, NEKS

Early Season Perennials:Asparagus and Rhubarb

Rm #2: Primary Seed Saving For Market Gardens

Conference Center: Strategies Farmers Can Use to Increase Sales

Auditorium: Designing Structures for Deep Winter Gardening

Rm #4: Meat Displays at Kansas Farmers Markets

Meat-economics 101:Pricing and Profits

Computer Lab: Reaching New Customers: buylocalks.com



Breakout Three 2:00-3:00 pm

Choose between:

Rm #1: Salad Mixes:The options are endless

Cultural and Alternative Methods for Pest Management

Rm #2: Growing Acorn, Butternut and Spaghetti Squash for the Market

Bok Pac Choy Choi: Demystifying an Asian Vegetable

Conference Center: Community Supported Agriculture

Auditorium: High Tunnels from A to maybe M or N

Rm #3: Get Right or Get Left: The story of Flory Foods' licensed mobile unit

KDA Q & A: Mobile Units

Rm #4: Niche Poultry Production: Slow Growing Broilers Meat Producer/Processor Relationships

Computer Lab: Kansas Senior Farmers' Market Nutrition Program-Vendor Training and Certification

Breakout Four 3:30-4:30 pm

Choose between:

Rm #1: Beans: Not Just the Green Ones

Swiss Chard and Kale

Rm #2: Brambles to Berries

Conference Center: Making the Most at Market

Auditorium: Winter Horticulture: Growing in the Cold and White

Rm #3: Licensed Facilities: Where do I start?

KDA Q & A: Licensed Processing Facilities

Rm #4: Small Scale Egg Production

Camp Creek Farms: Our story in egg marketing

Computer Lab: Reaching New Customers: www.buylocalks.com

Biology Lab: Top 5 Tips for Standout, Sell-out Bouquets



Memorandum

Date: February 19, 2010

To: Stacy Miller, Farmers' Market Coalition (FMC)

From: Amy Crone, Agricultural Marketing Specialist at the Maryland Department of Agriculture

Re: One-page Narrative Report Regarding Use of Funds for Information Marketplace Mini-Grant Award

The \$500 awarded through the FMC Information Marketplace Mini-Grant will be used to cover the cost of travel and a small stipend for the keynote speaker at the 2010 Maryland Farmers' Market Conference. Diane Eggert of the Farmers' Market Federation of New York traveled from New York to Maryland to present the luncheon presentation on farmers' market associations. Along with this document, enclosed are: an invoice with the cost breakdown, the final agenda for the conference (noting FMC as a partial sponsor), and high-resolution photographs from the event. During the event, Farmers' Market Coalition materials were displayed on a table outside of the conference room where the event was held, and all but a few of the materials were taken by the farmers' market managers and farmers in attendance.

Enclosures



Agenda



MARYLAND FARMERS' MARKET CONFERENCE
FRIDAY, JANUARY 29 2010

- 10:00 a.m. **WELCOME AND INTRODUCTIONS**
Earl F. Hance, Secretary
Maryland Department of Agriculture
- 10:15 a.m. **POST HARVEST HANDLING AND MARKET SAFETY**
Dr. Chris Walsh, Professor of Horticulture
University of Maryland
- 11:15 a.m. **FARMERS' MARKET NUTRITION PROGRAM**
Amy Crone, Agricultural Marketing Specialist & FMNP Administrator
Maryland Department of Agriculture
- NEW FRUIT & VEGETABLE CHECK (FVC) PROGRAM**
James Butler, WIC Vendor Manager
Maryland Department of Health and Mental Hygiene
- 11:45 a.m. **MARYLAND HEALTH REGULATIONS**
Health Department Issues at Farmers' Markets
Gwendolyn John, Section Head
Office of Food Protection & Consumer Health Services
Maryland Department of Health and Mental Hygiene
- 12:15 p.m. **LUNCH & KEYNOTE ADDRESS**
Diane Eggert, Executive Director
Farmers' Market Federation of New York
Lunch is provided by Whole Foods of Annapolis, Maryland
- 1:15 p.m. **WEIGHTS & MEASURES**
Mike Frailer, Program Manager for Weighing and Measuring Devices
Maryland Department of Agriculture
- 1:30 p.m. **FOOD PROGRAMS IN ACTION: CROSSROADS
MARKET IN TAKOMA PARK, MARYLAND**
Michelle Dudley, Program Coordinator & Michele Levy, Deputy Director
Crossroads Farmers Market

- 2:00 p.m. **MARYLAND FOOD QUALITY REGULATIONS**
Egg Law, Good Agricultural Practices, Organic & Poultry Processing
Andrea Haines, Food Quality Assurance Inspector
Marketing, Animal Industries and Consumer Services
Maryland Department of Agriculture
- 2:30 p.m. **MDA MARKET ADVERTISEMENT AND PROMOTIONS**
Maryland's Best, Seasonal Promotions, Buy Local, others
Mark Powell, Chief
Marketing, Animal Industries and Consumer Services
Maryland Department of Agriculture
- 3:00 p.m. **FARMERS' MARKET PROMOTION CAMPAIGN**
Jeff Basler & Heidi Owsley
VP, General Manager & Regional Account Executive
Comcast Spotlight
- 3:30 p.m. **Questions, Comments, Discussion**
- 4:00 p.m. **CLOSING**

The 2010 conference is sponsored in part by the Farmers' Market Coalition.

2010 WSFMA Conference Agenda "Raising the Canopy Together"

Friday, January 29, 2010	
8:00 am – 9:00 am	Registration Opens – Renton Technical College, Cafeteria
9:00 am – 9:10 am	Welcome and Introduction
9:10 am – 9:30 am	Participant Introductions
9:30 am – 10:15 am	Keynote Speaker
10:15 am – 10:30 am	Break
10:30 am – 12:00 pm	<p>SESSION ONE</p> <p>Farmers: Year Round Growing, Part 1</p> <p>Staff 101: New Markets</p> <p>Staff 102: Marketing Trends</p>
12:00 pm – 1:00 pm	Lunch – Catered by Renton Technical College (featuring local foods) Mix & mingle time with other attendees
1:00 pm – 2:30 pm	<p>SESSION TWO</p> <p>Farmers: Marketing Your Products, WSDA Greenbook</p> <p>Staff 101: Data Collection Methods, How and Why</p> <p>Staff 102: Diversity & Conflict Resolution</p>
2:30 pm – 2:45 pm	Break
2:45 pm – 4:15 pm	<p>SESSION THREE</p> <p>Farmers: Business/Strategic Planning</p> <p>Staff 101: WIC/FMNP</p> <p>Staff 102: Data Interpretation & Use, Beyond the Numbers</p>
4:15 pm – 4:30 pm	Break
4:30 pm – 6:00pm	<p>SESSION FOUR</p> <p>Farmers: Value Added Products, How to Extend Your Season</p> <p>Staff 101: WSDA Greenbook</p> <p>Staff 102: Business/Strategic Planning</p>
6:00 pm – 6:30 pm	Value Added Tasting
6:30pm – 8:00 pm	Dinner – Catered by Renton Technical College (featuring local foods)
8:00 pm – 10:00 pm	Movie night?

Saturday, January 30, 2010

8:00 am - 8:30 am	Registration Opens - Renton Technical College, Cafeteria
8:30 am - 8:45 am	Introduction/Housekeeping
8:45 am - 10:45 am	Annual Meeting Roots, By-laws, Elections
10:45 am - 11:00 am	Break
11:00 am - 1:30 pm OR:	SESSION FIVE Farmers: Year Round Growing (Part 2) - Market Tour/Field Trip Staff: Year Round Markets - Field Trip
11:00 am - 11:45 am	Staff: Wireless Project
11:45 am - 12:00 pm	Break
12:00 pm - 1:30 pm	Staff: Vendor Recruitment & Verification
1:30 pm - 2:30 pm	Lunch - Catered by Renton Technical College (featuring local foods) Mix & mingle time with other attendees
2:30 pm - 4:00 pm	SESSION SIX - Vendor Mixer Dialog with Farmers & Market Staff? Speed dating?
4:00pm - 5:00 pm	SESSION SEVEN Getting Political Internet Marketing - blogging, websites, eNews, Facebook, etc.
5:00 pm - 5:15 pm	Closing Comments

Optional Extra Curricular Activities:

Year Round Farmers Markets:

University District (Seattle)	Saturday	9am - 2pm	Neighborhood Farmers Market Alliance
West Seattle	Sunday	10am - 2pm	Neighborhood Farmers Market Alliance
Ballard (Seattle area)	Sunday	10am - 3pm	Seattle Farmers Markets
Freemont (Seattle area)	Sunday	10am - 4pm	Seattle Farmers Markets

Report on the Missouri Farmers Market Association annual manager training day

For the first time, the annual training day was held at a location hosted by a member farmers market, rather than tying in with another state organization's annual meeting.

The board did not know whether members would drive the extra distance required or attend with only the association's activities as a draw, but the board did know that previous meetings had not been particularly successful.

The grant from the Farmers Market Coalition was critical to underwrite the lodging expense incurred by underfunded markets (is there any other kind?) to allow their managers or board to attend the meeting.

We believe that the meeting was an unqualified success. Twenty-two markets were represented. We had a total of 58 participants. This is a significant improvement over previous years:

2009 - 30 participants	2007 – 24 participants
2008 – 21 “	2006 – 50 “

Evaluation comments revealed that the meeting was well worth attending with all the speakers receiving an average of Good to Great. Comments included:

Great time – need to have host market at our next meeting.
 Great subject material.
 Very informative.
 Liked the new direction. Very helpful.
 Good info for a 1st time farmers market manager. I learned a lot I will use.
 Good location, nice place to meet. Hope you'll consider our market as a host next year.
 Great group sharing. Very well done meeting.
 Learned a lot!
 Very good day. We really were able to stay very focused.

But there's always room for improvement. We need to find a way to conduct our annual business meeting remotely. Putting it at the end of the training day always leaves us tired and forgetting the excitement of the day. We need to build in more networking time. We need to add a track for growers. We previously didn't have a lot of farmers at the training session, but with a host market we can expect most of that market's vendors to attend so a good bonus for them would be a market-specific training track or session. There are lots of workshops available in Missouri on growing techniques, but nothing on market display and sales. Food safety would be another good topic for growers.

Finally, you'll note from the program that the host market did a power point presentation during lunch. It was perfect. It reminded us of why we are there – not because we're fascinated by insurance or grant-writing, but because WE LOVE OUR MARKETS.

The Annual Workshop and Meeting of the Missouri Farmers Market Association Saturday, January 23, on the Cabool campus of Drury University in Jones Auditorium, 801 Walnut Avenue, Cabool.

Schedule

9:00 - 9:30 - Registration
9:30 - 10:30 - **Market insurance & liability issues** - Ruth Stone
10:30 - 11:30 - **Best Practices** - what other markets & states are doing -Tony Anderson
11:30 - 12:30 - Lunch - presentation by the Cabool Farmers Market menu: ham, mashed potatoes & gravy, green beans, dessert & drink
12:30 - 1:30 - **Effective Social Media for Markets** - Jill Fleischmann
1:30 - 3:30 - **Grantwriting & funding sources** - Debi Kelly & Eileen Nichols
3:30 - 4:00 - **Update on state issues** - Tony Anderson
4:00 - 5:00 - **Annual meeting**
5:00 - 6:00 - **Annual board meeting** - open to the membership

Speakers -

Ruth Stone is a representative agent from Naught-Naught Insurance who has worked with the Columbia Farmers Market to meet their insurance needs.

Tony Anderson is a Marketing Specialist with the Missouri Dept of Agriculture.

Jill Fleischmann is with the Missouri Value Added Center - University of Missouri at Columbia. The Center received a 2009 Specialty Crops grant to examine farmers market use of social media in Missouri. Jill will provide detailed information on how to use the social media that holds the most promise for markets.

The Cabool Farmers Market has just completed its first year of operation.

Debi Kelly is the Project Manager of the Missouri Alternatives Center. She has served as reviewer for many regional & national grants & is the Missouri coordinator for the SARE grant program.

Eileen Nichols, Webb City Farmers Market, has reviewed grants for the USDA's FMPP, and written & administered grants from a wide variety of funders.

Thanks to our underwriters:

Cabool State Bank underwrote our meeting space and worked with the Cabool Farmers Market on arrangements.



The Farmers Market Coalition provided a mini-grant to underwrite lodging costs of participants.

The Coalition maintains a very useful web site at farmersmarketcoalition.org

The web site is public, but markets and vendors may join FMC to receive additional benefits for only \$25 per year.



2010 OFMA Annual Meeting agenda

February 26, 2010

9am to 4pm

8:15-9am Registration

OFMA business meeting (9am to noon)

9-9:30am Introductions - Karen
Award/Appreciation for long time Market Masters/Managers
[Brief reintroduction of OFMA? – Karen]

9:30am-10:30am OFMA Organizational Updates - Executive Committee
2009 Highlights - Powerpoint - Kristin
2009 Summary: accomplishments/ Karen,
Annual report –Gina
Budget – Sarai
2010 Plan - (by committee, all directors, handouts, etc - set groundwork for 11:15 discussion)

10:30-10:45am break

10:45am-11:15am Voting - Exec Committee
- Bylaws changes - (Membership requirements) discussion and vote
- Election of new Board members: introductions and vote
- Poster Contest-Chris K.

11:15-12 noon OFMA Priorities... small group discussion, report
The goal of this part of the meeting is to make sure that the work of the OFMA Board is in line with the vision and needs of the markets. Participants will be asked to sit in with one committee for a discussion about the committee's strategic plan and priority work items.

noon to 1pm lunch break

Market Managers' Forum (1pm to 4pm)

1pm to 2pm Food Safety Updates, Discussion: Facilitation – Val
OFMA will report on the status of market-related food safety regulation at the state level, and managers will be encouraged to share thoughts, concerns, etc. about food safety regulations, primarily at the state-level, but also at the county level. The goal is to better enable OFMA to represent and articulate the needs of markets and vendors, and to clarify what action(s) would be helpful for markets. Discuss the possibility of hiring a lobbyist?

2pm to 2:30pm WIC updates (Maria Menor)

2:30-2:45pm break

2:45pm to 3:45pm Best Management Practices: Market Manager's/ Large Group Discussion
What's working for your market?
This is a chance to learn some market management tips from experts, including fellow market managers. (Ask for managers to share successful grant app's, excel forms, processes, etc.)

3:45 - 4pm Wrap-up

Ohio Farmers' Market Conference Thursday March 4, 2010

- 8:00 – 9:00 Registration and Breakfast
- 9:00 – 9:45 Welcome
Dr. Tom Worley, Director, OSU South Centers
Director Robert Boggs, Ohio Department of Agriculture (ODA)
Fred Deel, Director, Governor's Office of Appalachia
Mark Krist, Farmers' Market Management Network, Board President
- 9:45 – 10:00 Overview of Conference and Farmers' Markets
Christie Welch, OSU South Centers
- 10:00 – 10:15 Break
- 10:15 – 11:15 Best Practices in Marketing
Julie M. Fox, PhD, Direct Marketing Specialist, OSU South Centers
- 11:15 – 12:15 Rapid Market Assessment
Dru Montri, Association Manager of Michigan Farmers Market Association (MIFMA)
- 12:15 – 1:30 Lunch
Introduce Marketing Contest, Introduction of Marketing Tools for Farmers' Markets
- 1:30 – 2:15 Farmers' Market Survey Results and Review
Stan Ernst, Extension Program Leader & Marketing Instructor, OSU AEDE
Christie Welch, OSU South Centers
- 2:15 – 2:30 Break
- 2:30 – 3:30 Legal and Liability Issues
Robert Moore, Wright Law Company, LLP
- 3:30 – 4:15 Michigan Farmers Market Association (MIFMA)
Dru Montri, Association Manager
- 4:15 – 4:30 Wrap Up Day One
Christie Welch
- 4:30 – 6:00 Networking Roundtable Options – New Markets/Existing Markets
Market Vendor Set Up
Hotel Check In
- 6:00 – 8:00 Dinner
Farmers' Market Management Network Overview
FMMN Board of Directors
- 8:00 End of Day One – Free to Stay and Network

Ohio Farmers' Markets Conference Friday March 5, 2010

- 8:00 – 9:00 Continental Breakfast and Networking
- 9:00 – 9:30 Overview – Ohio Proud, Ohio State Fair
Lori Panda, Senior Program Manager, Ohio Proud, ODA
- 9:30 – 10:30 Food Safety and Good Agricultural Practices (GAPs)
Hal Kneen, OSU Extension Educator
- 10:30 – 11:00 Accepting EBT at Farmers' Markets
Christina Thomas and Adam McCormick, ODJFS
- 11:00 – 11:30 EBT Panel discussion
Christina Thomas, ODJFS, Adam Schroeder, Pearl Market, Beth Knorr, Countryside Conservancy, Cynthia Brown, Findlay Market
- 11:30 – 12:45 Networking Lunch
Announce winner of Show n' Tell Marketing contest
- 12:45 – 1:30 Women's Infants and Children's (WIC) Program Overview
Robin Ridenour and Kadie Donahoe, Ohio Department of Health
- 1:30-1:45 Break
- 1:45 – 2:15 Funding Resources & Support for Farmers' Markets
Amalie Lipstreu, Senior Program Manager, Sustainable Agriculture, ODA
- 2:15 – 2:45 Farmers' Market Funding Opportunities
Mark Mechling, OSU Extension Educator
- 2:45 – 3:00 Break
- 3:00 – 3:45 Philanthropy Options for Farmers' Markets
Becky Nesbitt, Philanthropy Specialist, OSU South Centers
- 3:45 – 4:00 Wrap Up and Evaluations
Christie Welch, OSU South Centers

Farmers Market Manager "Boot Camp" III

Tuesday, March 9, 2010 from 9 a.m. - 4 p.m.
Kellogg Center, Big Ten C

Agenda

8:30 – 9 a.m.

Registration

9 – 9:10 a.m.

Welcome - Dru Montri

9:10 – 10:30 a.m.

Unique Markets Deal with Common Challenges - Stacia Falat

- Sherri Snyder, *Richland Farmers Market*
- Christine Miller, *Meridian Township and Williamston Farmers Markets*
- Mary Anne Demo, *Warren Farmers Market*
- Kristy LeVasseur, *Midland Farmers Market*
- Megan Gregory, *Leelanau County Farmers Markets*

10:30 – Noon

Market Management Matters: Roundtable Discussions - Dru Montri (facilitator)

The roundtable discussion will address three questions: (1) What is the best marketing strategy you have used to recruit farmers and vendors? What are doing to retain your vendors? (2) As a market, how do you educate consumers? and (3) How do you manage your risk? What are your liability concerns?

Noon – 1 p.m.

Lunch in Centennial ABC

1 – 3 p.m.

Afternoon Breakout Sessions (see next page)

3 – 3:15 p.m.

Break

3:15 – 4 p.m.

What's Happening in 2010 - Dru Montri



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Afternoon Breakout Sessions

Starting a Farmers Market in Michigan

(1) Starting a Farmers Market in Michigan, Michigame - Laurajeanne Kehn (moderator)

Communities today start new farmers markets with the desire to provide an assortment of community benefits. Ranging from efforts as different as building a local food system to revitalizing a downtown area, nearly every community can find a reason to start a farmers market and many have done so. This session includes a panel of speakers from newly established farmers markets across the state that will speak to what the planning process entails and how to start a successful market.

- 1 – 1:30 Texas Township Farmers Market - Donna McClurkan
- 1:30 – 2 East Lansing Farmers Market - Michelle Carlson, Ami Van Antwerp
- 2 – 2:30 Using an Online Vendor Management System, Kathleen O'Malley
- 2:30 – 3 Questions and Conversation

Making a Difference with Project FRESH

(2) Making a Difference with Project FRESH, Conference Room 62 - Amanda Segar (moderator)

Project FRESH is an educational program providing participants – WIC clients and senior citizens – with coupons to purchase Michigan grown fresh fruits and vegetables at participating farmers markets. This session will provide a basic overview of Project FRESH, but much more importantly will focus on what is working well at markets across the state and how you can increase Project FRESH redemptions at your farmers market. A panel of program administrators and market managers will share ideas that inspire.

- 1 – 1:30 WIC Project FRESH - Pam Gove
- 1:30 – 2 Senior Project FRESH - Sherri King
- 2 – 2:30 Examples from the Oakland County Farmers Market - Robin Danto
- 2:30 – 3 Examples from Downtown Saginaw Farmers Market - Dawn Earnesty

Volunteer Management Strategies

(3) Volunteer Management Strategies, Big Ten C - John Hooper (moderator)

Farmers markets of all shapes and sizes benefit immensely from working with community volunteers. However, managing these volunteers can be time consuming and hard to administer in addition to your many other market management tasks. Speakers on this panel will address important steps you can take to manage volunteers.

- 1–1:30 Overall Volunteer Management Strategies - Pat Hemingway
- 1:30 – 2 Managing Teen Volunteers, Experiences with FFA - Emily Reardon
- 2 – 2:30 Shared Knowledge from MSUE's Volunteerism AOE - Jennifer Weichel
- Working with 4-H volunteers - Jackie Martin
- 2:30 – 3 Questions and Conversation

Farmers Market Vendor Panel and Roundtable

Monday, March 8, 2010 from 1 - 5 p.m.
Kellogg Center, Room 106

What have been your most successful marketing strategies?

How do you educate consumers about your products?

What are you doing to manage your risk?

Agenda

12:30 – 1 p.m.

Registration and Networking

1 – 1:30 p.m.

Welcome and Opening Presentation

1:30 – 3 p.m.

Different Farmers Deal with Common Challenges

- Dan Berg
- Anthony Cinzori
- Mike Fusilier
- Randy Hampshire
- Paul and Rebecca Titus

3 – 3:15 p.m.

Break

3:15 – 4:45 p.m.

Facilitated Roundtable Discussions - Dru Montri

4:45 – 5 p.m.

Closing Remarks - Dru Montri

5 – 8 p.m.

Cocktail Reception and Networking in the Lincoln Room

Panel Description

This afternoon panel will focus on the constraints and opportunities for fruit and vegetable growers vending at farmers markets. Each farmer will tell his or her farm story and will address three topics: (1) their overall marketing strategy including how they decide to participate in certain farmers markets, (2) farmer to consumer education, and (3) strategies for managing risk, including liability insurance.



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172 Natural Resources
East Lansing, MI 48824
Ph: (517) 432-3381
Fx: (517) 353-7961
www.farmersmarkets.msu.edu

April 9, 2010

Stacy Miller, Executive Director
Farmers Market Coalition
P.O. Box 4089
Martinsburg, WV 25401

Dear Ms. Miller:

On behalf of the Michigan Farmers Market Association (MIFMA), please accept our sincere thanks for the FMC Information Marketplace Mini-grant. The \$500 award was used for MIFMA's 3rd Annual Market Manager "Boot Camp" which was held on Tuesday, March 9, 2010 and drew 75 market managers from across the state of Michigan. Please find the final agenda enclosed which references the FMC as a sponsor.

The mini-grant was used to fund the development and implementation of an online registration process for the event that allowed registrants to pay with debit and credit cards and audio/video capacity including three A/V carts (one for each breakout session), a projection screen and a portion of the handheld microphone. Improved online and audio-visual capacity was essential for our event this year.

In our program evaluations, all participants either agreed or strongly agreed that they were "satisfied with today's boot camp," felt that it "was a valuable learning experience and worth the time and registration fee," and that they had "concrete ideas to improve [their] business and apply what [they] learned." The majority of attendees indicated that they will come back to the "Boot Camp" again next year and planning is already underway for our 4th Annual Market Manager "Boot Camp."

Thank you for supporting MIFMA's Market Manger "Boot Camp" and the Michigan market managers that attended. We appreciate your commitment to strengthening state farmers markets associations and farmers markets across the country.

Sincerely,

MIFMA Association Manager



Preliminary Conference Agenda

Lakeview Resort & Conference Center

Start	End						
Wednesday, March 3rd							
8:00	8:30	BREAK (West Virginia University Hall)					
8:31	10:00	Organic Seed Saving Techniques , Barbara Liedl, WV State University, Marketing Produce on our Hampshire Co. Farm , Steve Martin, Romney, WV	Getting Started in Produce Growing <i>Eli Cook, Spring Valley Farm</i>	Marketing Your Market WVFMA	Senior Farmers Market Program & Master Gardeners <i>Jean Smith; WVDA & John Jett; WVU Horticulture Ext. Specialist</i>	Turning the Meter Backward: Net Metering & SREC Sales Matt Sherald; Thomas, WV Energy Credits: Federal and State , Mark Ribas; IRS Bridgeport, WV	Small Farm Egg Production <i>Kenneth Anderson, Poultry/ Layer Management Ext NC State</i>
10:01	10:30	BREAK (West Virginia University Hall)					
10:31	12:00	Unpowered Cold Storage And Root Cellars , Don Kretschmann, Kretschmann Farms Community Supported Agriculture: A to Z , Steve Vortigern, Round Right Farm	Funding a Greenhouse Heating System <i>Dr. Clarissa Mathews; Shepherd University</i> USDA REAP <i>Rick Satterfield, USDA</i>	Community Food Security Ann Fugate, Ohio Farmers Market SNAP EBT at Rural Farmers Markets Madeline Levin, Food Research & Action Center (FRAC)			
12:01	1:30	Lunch Andrew Fisher: "Community Food Security Coalition" <i>(Reflections On the Lake Ballroom)</i>					
1:31	3:00	Bell Pepper Variety Update , Lee Young, Penn State Extension, Sweet Corn and Pumpkin/Winter Squash Variety Update , Lewis Jett, WVU Extension Cut Flowers for Small Farms , Barbara Liedl, WV State University	Small Ruminants <i>Susan Schoenian University of Maryland, Principal Agent, Sheep & Goat Specialist</i>	Using Events to Connect to Your Community & Promote Local Food Sales <i>Katy Orr-Dove, Martinsburg, WV and Betsy Heath, Buy Fresh Buy Local WV</i>	Food Security Status of Households <i>Danielle Pipher, Vermont FEED</i> Frequency of Eating Homegrown Produce: <i>Dr. Marilyn Nanney MPH RD, Missouri</i>	Utilizing Locally Grown Food for Your Event <i>WV Small Farm Center Team</i>	Value Adding Grass Based Beef & Lamb <i>Rick Woodworth; Flying W Farm, Burlington, WV</i>
3:01	3:30	Break (West Virginia University Hall)					
3:31	5:00	Tomato Disease: How to Manage in the Field and Garden? <i>Dr. Lewis Jett; WVU Horticulture Ext. Specialist</i>	Business Obligations Related to Farming <i>Tom McConnell WV Small Farm Center, Director</i>	Social Media 100 <i>Pat Strader & Ben Curnett, Matterhorn Marketing, Hico, WV</i>	Reflection on Advocating CSAs for Low-Income & Food Insecure Households: <i>Susan Andreatta; UNC-Greensboro</i>	What do Farmers Markets Need?- The Next Three Years <i>Larry Lower & WVFMA Board Members</i>	Grass Fed Beef Cooking Demonstration <i>Deborah Stiles Assoc Prof of Humanities, at Nova Scotia Agricultural College in Truro, Nova Scotia, Canada</i>
6pm		Local Foods Banquet					

Preliminary Conference Agenda

Lakeview Resort & Conference Center

Start	End						
Thursday, March 4th							
8:00	8:30	BREAK (West Virginia University Hall)					
8:31	10:00	Funding Your Project WVDA FSA NRCS Natural Resources Conservation Fund, NESare Specialty Crop Grant	Beginning Farmers 101 100 Years of Extension Expertise	The Other Aspect of Food Security: Agriterrorism Tom Kirk, The WV Fusion Center	Garden Vegetable Dehydration, Margo White, Buffalo, WV	Farmers Market Roundtable Market Managers and Vendors	Farming Using AgrAbility Strategies: Past, Present, and Future Inetta Fluharty, WV AgrAbility
10:01	10:30	BREAK (West Virginia University Hall)					
10:31	12:00	Funding Your Project (cont'd) Q & A Session with organizations	Beginning Farmers 102 Q&A Session with Conference Presenters	Catch Fire: Ideas for Infusing Energy into Successful Farmers Market Boards and Meetings Kelly Nix, WVU Extension-Community Based Business Development Specialist	Sustainable Ramp Production Glen Facemire Jr., Richwood, WV	Marcellus Shale Corky DeMarco WV Oil & Natural Gas Association (WVONGA)	Thinking Outside the Boxstall- How to Avoid Getting a Real Job Ted and JoAnn Dawson, North East, MD
12:01	1:30	Lunch with the Food Safety Task Force Reflections On the Lake Ballroom					
1:31	3:00	A Meeting with the Food Regulators WV Food Security Taskforce Linda Whaley, OEHS, Public Sanitation Division; Perry Ferguson, WVDA Compliance Officer Meat & Poultry Inspection Division; Jean Smith, Director, WVDA Marketing & Development; & Herma Johnson, Director, WVDA Regulatory & Environmental Affairs					
3:01	3:30	Break (West Virginia University Hall)					
3:31	5:00	Coupon Training to Accept Food Vouchers WV Department of Agriculture					
Thank you for Attending! Safe Travels Home.							
~ WV Small Farm Center Team							

Massachusetts Farmers' Market Managers Workshop

Empowering the Market Manager for Success

March 25, 2010 - 8:30 AM to 4:15 PM

Tufts University Cummings School of Veterinary Medicine, North Grafton, MA
Franklin M. Loew Building – Hamilburg Lecture Hall

Sponsored by: Mass Farmers' Markets, Massachusetts Department of Agricultural Resources and Cooperative Development Institute

8:30 A.M. – 9:00 A.M.

Registration and Coffee

9:00 A.M. – 9:15 A.M.

Welcome and Legislative Update: New Opportunities for Massachusetts Farmers' Markets

Speaker: Scott Soares, Commissioner, Massachusetts Department of Agricultural Resources, Boston, MA

Managing for Vendor and Market Success

9:15 A.M. - 10:15 A.M.

Keynote: The Power of Farmers' Market Coopertition

Cooperation plus competition equals customers which equals sales. Coopertition (co-oper-tition) is a winning formula for farmers markets when vendors cooperate to create an engaging, welcoming marketplace in which to compete for customers to buy their products. Find out how you can put the dynamic power of coopertition to work in your market.

Speaker: Stacy Miller, Executive Director, Farmers' Market Coalition, Martinsburg, West Virginia

Moderator: Jeff Cole, Executive Director, Mass Farmers' Markets, Waltham, MA

10:15 A.M. – 10:30 A.M.

Break

10:30 A.M. – 11:30 A.M.

Letting Go and Taking Charge: Developing Useful Manager Authority

When boards and vendors **let go** of daily decisions and encourage the **manager to take charge** of operations, market agreements can be fairly enforced to everyone's benefit. Successful market management builds from well-conceived and accepted market goals, policies, rules and standards of accountability that the Manager has the authority, willingness and skills to enforce.

Market managers share their experience in forging a relationship with their board/vendors that allows them to do what needs to be done to make the market work.

Speakers: Deb Sayre, Natick Farmers' Market; Jennifer Taylor, Acton Farmers' Market; Shari Wilkinson, Newburyport Farmers' Market

Moderator: Lynda Brushett, Senior Cooperative Development Specialist, Cooperative Development Institute, South Deerfield, MA

Over

11:30 A.M. – 12:30 P.M.

Farm inspections: Does it Matter?

You bet! Trust and respect is required for a farmers market to work well for all participants. Trust and respect is always either earned or validated. Proper and timely use of farm inspections is a tool managers can (and often must) use to promote trust and harvest respect. Useful and tested advice from New York's Greenmarkets.

Speaker: Michael Hurwitz, Director Greenmarket Program, Council on the Environment of New York City

Moderator: Jeff Cole, Executive Director, Mass Farmers' Markets, Waltham, MA

12:30 P.M - 1:30 P.M.

Lunch

1:30 P.M. – 2:00 P.M.

Farmers Market's and EBT

Department of Transitional Assistance (DTA) Commissioner Julia Kehoe will provide an overview of the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps), its impact on the health and nutrition of low-income individuals and families, and its financial benefit for food retailers. She will then facilitate a discussion regarding accepting SNAP benefits at farmers' markets and the best practices of markets that already utilize EBT point-of-sale machines.

Speaker: Julia Kehoe, Commissioner, Massachusetts Department of Transitional Assistance, Boston, MA

2:00 P.M. – 2:30 P.M.

Farmers' Market Nutrition Program and New WIC Produce Vouchers

This session will provide an overview of two programs to help your market reach low-income consumers. Programs include: **The Farmers' Market Nutrition Program** - program basics, common questions and 2009 reports and trends; The new **WIC Produce Voucher** - guidelines and differences from FMNP coupons, including the plan for moving forward and implementation; What is the market manager's role to make these programs' successful for the market, vendors, consumers and participants?

Speaker: Lisa Damon, Farmers' Market Nutrition Program Coordinator, MA Dept. of Agricultural Resources

2:30 P.M. – 3:15 P.M.

Social Media/Viral Marketing

Good marketing is intentional. Traditional marketing is an expensive "fee for distribution" plan. Social media and viral marketing are inexpensive distribution" plans and can be highly effective. But they don't happen by themselves. Tips on making social media and viral marketing work for you.

Speakers: Jeff Cole, Executive Director, Mass Farmers' Markets, Waltham, MA
Additional speaker to be announced

3:15 P.M. – 4:15 P.M.

Market Manager Exchange

What's on your mind? A facilitated discussion with topics based on interests of attendees. See attached registration form to make sure your ideas/issues are included.

Facilitators: Lynda Brushett, Senior Cooperative Development Specialist, Cooperative Development Institute, South Deerfield, MA
Jeff Cole, Executive Director, Mass Farmers' Markets, Waltham, MA

4:15 P.M.

Adjourn or Optional Tour of Tufts Veterinary School

To Register

Mail the registration form below with a check payable to the **FMFM** by **March 15th**. The registration cost of **\$35** per person includes morning refreshments and lunch.

Register early as space is limited

For more information contact Jeff Cole, 781-893-8222, jeff@massfarmersmarkets.org, David Webber, 617-626-1754, david.webber@state.ma.us or Lisa Damon, 617-626-1731, Lisa.Damon@state.ma.us

Directions to Tufts University Cummings School of Veterinary Medicine, North Grafton Franklin M. Loew Building – Hamilburg Lecture Hall

From the Greater Boston area, take the Massachusetts Turnpike (Interstate 90) to exit 11-A (Route 495). Proceed north on Route 495 to Exit 23, Route 9 west. Proceed west on Route 9 for approximately 1 1/2 miles to Route 30 west. Follow Route 30 west into Westborough Center. Go through Westborough Center and continue on Route 30 for 4 miles. The entrances to both the Jean Mayer Administration Building and the Franklin M. Loew Veterinary Medical Education Center are on the right. Across from that is Wildlife Drive.

From Connecticut or western Massachusetts, take the Massachusetts Turnpike (Interstate 90) east to Exit 11, Millbury. Go right onto Route 122 toward Grafton for approximately 2 miles. Turn left (bear left) onto Bridge Street (sign says: To Rt. 140 North). At the end of the street, turn left onto Route 140 North. Continue for about 500 yards, turn right at the light onto Route 30 East and travel for approximately 2 miles. As you approach campus and pass the Grafton T Station, the entrance to the Franklin M. Loew Veterinary Medical Education Center is on your left. Across from that is Wildlife Drive.

Please return with payment:

Name of each person attending: _____

Number of Registrants ____ x **\$35**/person = _____ total registration fees

Farmers' Market: _____

Mailing Address: _____

Phone: _____ Fax: _____ Email: _____

Please list any topics you would like discussed at the Manager Exchange (challenges, issues, success stories, etc.)

Would you be interested in a tour of the Tufts Campus and Veterinary School after the workshop ends at 4:15 pm? ____Yes ____No

Make check payable to **FMFM** and mail to:

Mass Farmers' Markets
Market Managers Workshop
240 Beaver Street, Waltham, MA 02452

KNOWLEDGE CENTER

Questions About Managing Your Association? We Have Answers.

Every day, association professionals face increasingly complex questions as they seek to move their organizations forward. And every day, savvy association executives are turning to ASAE & The Center for Association Leadership to find models, explore options, and discover customized answers to their most challenging association management questions.

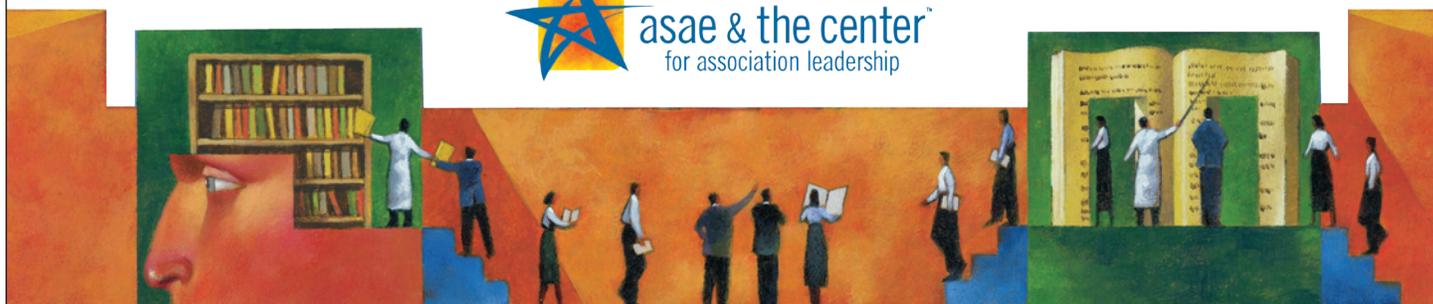
The Knowledge Center: Your Personal Fact Finders

The Knowledge Center gives you access to a team of highly experienced research librarians, versed in all aspects of association management, to help you gather background information and case studies for board reports, presentations and other complex information needs.

The service is fast and easy to use. If you are a member of ASAE & The Center, simply call us at **888-950-2723** or **202-326-9559** (in DC) or email your question to us at **KnowledgeCenter@asaecenter.org**. Our researchers will consult ASAE & The Center's resources, outside databases, our onsite library, and a pool of topical area experts to find you real answers to your challenges, fast—almost always in less than 24 hours. When you are in the Washington, DC area, please stop by and visit our library in person to browse thousands of resources. The Knowledge Center is routinely called "one of the best services ASAE & The Center offers" and a benefit "that alone is worth the price of membership."

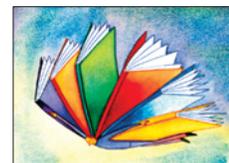
No matter what your challenge, we can help you find an answer.

"This [information] was very helpful and allowed us to resolve an outstanding issue. Thanks so much for the information and your assistance." — Nancy Neff, manager technology and membership, American Society for Healthcare Risk Management



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Knowledge Center Online: Thousands of Resources are a Click Away



If you are in more of a “do it yourself” mood or need answers NOW, you’ll find literally thousands of resources, articles, samples, and tools available to you online at asaecenter.org/knowledgecenter, many exclusively for members of ASAE & The Center. Resources include:

-  **Models and Samples** — A collection of hundreds of examples and tools used by real associations every day, from board policy manuals to membership recruitment letters and more. You don’t need to reinvent the wheel.
-  **Articles and Whitepapers** — A vast archive of articles from *Associations Now*, the *Journal for Association Leadership*, section newsletters, *Association Management*, *Executive Update* and other publications that will get you up to speed on virtually every area of the profession. You’ll also benefit from content written exclusively for asaecenter.org.
-  **The Innovation and Excellence Project** — Discover more than 100 case studies on innovative solutions employed by real associations in all areas of association management. These “living” case studies are presented with the original resources (i.e. presentation, documents, tools, etc.) actually used by the associations in their work.
-  **Great Ideas Lists** — This ever-expanding library of great ideas and resources from some of the brightest minds inside and outside the association community will stimulate your thinking and give you a launching pad for your own great ideas.
-  **Listservs and Blogs** — These provide you with opportunities to collaborate and share information about association management and benefit from the wisdom and counsel of your peers.

“Thank you. Exactly what I needed. This, alone, makes paying my dues worth it. Please extend my thanks and congratulations to a great team and highly developed service.” — Pamela Cramer, CAE



Contact the Knowledge Center Today

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