Farmers Market Manager
Training Manual

Farmers Market Federation of NY
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Section I. Basic Market Manager Roles

Introduction

Most people think of a farmers market as a weekly gathering of farmers selling their local produce to community residents. It seems to those outside of the market structure that it is an effortless task to gather the farmers, set up a few tables, and sell farm products to the public. But to those involved in the administration and operation of farmers markets, we know that it is a monumental task to make a market look effortless to the general public, while at the same time being profitable to farmers, providing a valuable shopping experience to consumers, and being a worthwhile partner to the community.

Farmers markets, to be successful, must serve farmers, consumers, and community, providing benefits that ensure the support and profitability of all participants. Farmers, given a ready customer base and a low-cost venue to sell their farm products, achieve retail level pricing. The market also aids new farmers by providing an outlet that is not only low cost, but provides them a teaching ground where they can learn the skills needed to be a successful farmer and marketer. So farmers market managers play a key role in the sustainability of farmers markets. Consumers look for a source of fresh foods, nutritious and locally grown. They look for a diversity of product and choices when they come to a farmers market.

Communities reap many benefits by hosting a farmers market. Offering nutrition education and promoting better diets through farmers markets help to keep a community healthy. In addition, growing and selling foods on a local basis provides food security for a community. Part of feeling secure about the foods people eat is to feel comfortable with where the food comes from and how it is grown. Farmers markets provide for the interaction between consumers and food producers. Customers have the ability to learn about the production of their foods and about the farmers growing the foods they are purchasing.

There are economic benefits that farmers markets bring to their communities as well. The customer appeal of a market spills out into the surrounding neighborhood, boosting sales of other local businesses, helping to incubate small businesses, and growing local businesses with the increase in customer traffic they experience as a result of the farmers market. This generates jobs, increases sales tax revenue, and grows the local economy.

Finally, a farmers market builds a sense of community. A farmers market creates a vibrant public gathering place that builds community pride and spirit by bringing together a cross-section of the residents within the community, enjoying the shared experiences of the setting.

But despite the many benefits from farmers markets, many challenges are placed in their paths which threaten the ability of the market to succeed and grow. For example:

- Most market managers have little or no training to perform the day-to-day operation of a farmers market.
- Most farmers markets do not have systems in place to plan for the future growth and development of the market.
- There are insufficient plans for succession of market managers, nor a means to create a revenue source to adequately compensate a market manager.

- Friction among market participants threatens the integrity of the market and may eventually cause the downfall of the market.
- A lack of community support for a market makes its survival a constant struggle.

In addition to these challenges, most markets operate with limited resources; and as a manager:

- You are always wrong. There are always naysayers in any organization, and farmers markets are no exception.
- You are blamed for all the ills befalling the market and its vendors, whether justified or not. Managers have no control over weather or prices, yet often find themselves targeted for blame.
- Everyone within the market has their own ideas of how the market should operate, what the rules should be, or how the market is promoted. A manager must listen to all ideas, assess the value of each suggestion, and then proceed with what they know to be the best course of action for the market as a whole.
- Managers are always on stage, meaning they must be positive, smiling, and in a perpetual good mood in order to work with all participants in a farmers market and to maintain the balance and order needed to keep the market operating smoothly. There is no time to be tired, no time to be grumpy, and no time to let personal problems or issues affect their smile or their attitude.

With all of these challenges and obstacles facing a market manager, coupled with the inadequate compensation they receive, it takes a very dedicated and special individual to agree to undertake the management of a farmers market. The purpose of this manual is to provide market managers with the training and the tools they need to be effective market mangers and to overcome the many obstacles and challenges to prevent market failure.

Section I. 1. What Does It Mean to Be a Market Manager?

The three most important factors for retail success are location, location, and location. But this is only partly true for farmers markets. While a visible, easily accessible location is helpful, most market organizers and farmers will say that the single most important tool for market success is its manager. We have found that new market start-ups have about a 50% failure rate within the first five years. But even those that survive the early years face a 20% failure rate once the original market manager or management team leaves the market. This indicates that a market manager is a key ingredient in the success of a farmers market, working with all three sides of the farmers market paradigm—farmers, consumers, and communities. The manager must keep all in balance to keep the market functioning and prospering.

A market manager must possess a skill set that will drive them to work long and hard to ensure the market is a vital selling space; building sales and profits for its farmers and vendors, creating a dynamic environment rich in fresh foods, consumer choices, and a friendly atmosphere that draws customers to the market; and building relationships within the community to enhance the lives of the people in the community and to create a support system for the market within the community structure. But what are these skills that make a good farmers market manager and what roles does the manager play in creating and nurturing market success?

Qualifications

The qualifications of a farmers market manager include both the personal skills and the job skills that are needed to guide a market to success for its farmers, consumers, and its community partners.

Personal Skills

The most important personal qualification is passion. Farmers market managers are typically underpaid, if paid at all. They are asked to perform a variety of tasks both on site each market day and off-site, throughout the year. Rarely does the compensation cover the actual hours that a market manager puts in to ensure that the market is successful for all market participants: farmers and vendors, consumers, and the host community. Beyond being passionate enough to put in the many hours required to run the market, it helps if the manager is passionate about causes. Agriculture, the local community, health and nutrition, and the environment are a few of the causes that may motivate the market manager.

Next, a successful candidate for a farmers market manager's position would be an effective problem-solver. Many crises arise in a market, such as conflicts between farmers, between consumers and farmers, between farmers and market management, and between the market and community members. A manager must be able to listen carefully to both sides of the conflict, find a common ground that will be acceptable to both parties, and have everyone exit the conflict with a positive attitude.

Creative thinking is a clear asset for market managers. Most farmers markets operate on shoe-string budgets, leaving few resources for a market manager to rely on to get the job done. Creativity is a must for finding ways to advertise and promote the farmers market with little or no advertising budget. The manager must also be able to create the special events that draw customers to the market and create the family-friendly atmosphere that keeps customers coming back, week after week. For example, events like rutabaga bowling and borscht night not only keep the focus on the food, but they create fun activities that build atmosphere. Other areas of market management may also take some creative thinking to overcome the lack of adequate resources, such as raising funds to cover market expenses and building community relationships to assist in promoting the market.

Self motivation is another personal asset that a market manager should possess. Although many market managers have a board of directors or a market advisory committee to back them up, they are typically given the job, and then left to make sure that it all comes together. A farmers market manager without self-motivation would flounder with little day-to-day supervision.

Job Skills

Many market managers are given the job with little or no instruction. Most training is on the job, learn as you go. There is no school where you can go to prepare you for the role of farmers market manager. So market managers need to possess skills that will help them to learn the role while they are performing the job.

Organizational Skills

Organizational skills are a must. The role of market manager is one of multitasking: keeping records for the market, conducting promotional activity, organizing special events, managing the finances of the market, and a wide assortment of other tasks. Juggling the many duties of a market manager requires an organized individual.

Communication Skills

Communicating effectively is a key skill for farmers market managers. They have the unique task of having to communicate to a wide range of audiences. Market managers must effectively communicate to the farmers all of the market rules and policies. This must be done in a diplomatic way that will ensure understanding and compliance. Farmers must understand that the manager and the governing body are not laying down rules and regulations just for the sake of power, but for the safety of both consumers and vendors, and to ensure the sales and profits of the vendors in the market. The rules and policies, in turn, ensure that the market follows standard risk management practices, is consumer friendly, and is fair and equitable to all its farmers and vendors.

Market managers must also be able to communicate well with the consumers in the marketplace. Answering questions, handling complaints and disputes, and promoting the market, its vendors, and its programs all require excellent communication skills to deliver the message in easily understandable terms, without misunderstandings and with tact and diplomacy.

Finally, market managers must also be adept at communicating the market's needs and community benefits to community leaders, funders and market sponsors (or potential sponsors). It is important that community leaders understand the importance of a farmers market to their community. The market needs their support for space allocation, funding, promotion, permitting, etc. When local leaders understand that the market is a key institution in the community, bringing access to local foods, supporting low-income consumers, revitalizing a downtown location, supporting local agriculture, and bringing in tourism dollars, their support is much more certain.

Marketing Skills

Market managers must be creative in their efforts to promote the farmers market. They often have very tight budgets for promotions, but must advertise to build customer awareness of the market, drive customer traffic to the market, and build sales and profits for their farmers. In addition to promoting to customers, market managers must also promote to farmers, building the vendor base and increasing the diversity of product in the marketplace.

Financial Skills

Budgeting and financial recordkeeping, as well as fundraising, are important financial skills for market managers. Revenue streams for markets must be maximized, whether from farmer stall rents, sponsorships, or grant funds. Expenses must be identified, budgeted for, and then covered with the existing revenue stream.

Duties of the Market Manager

The duties of a market manager make up an extremely varied job description. Market managers wear a number of different hats, and the hats change with the seasons. While farmers markets tend to be seasonal, there is plenty of work to be done by farmers market managers throughout the year. The following is a summary of all the tasks that farmers market managers need to perform.

Pre-Season

- Develop advertising and promotions calendar
    - Media campaign
    - Promotional materials—signs, banners, brochures
    - Special events: i.e., entertainment, community events
- Work with market board/committee on market systems (review, update, and create) to promote sustainability for the market
    - Rules and regulations
    - Strategic planning for the market
    - Board/committee development
    - Marketing and promotions plan—long term
    - Emergency preparedness plan
- Develop market operations for upcoming year
    - Opening and closing dates for upcoming year
    - Secure permits
    - Secure market liability insurance
    - Review market site for improvements to layout and design—increase efficient flow of customer traffic, create a safer environment, increase visibility of market
- Recruit farmers/vendors
    - Assess market needs for missing or inadequate supply of product
    - Develop recruitment strategy and materials
    - Execute recruitment strategy
- Establish budget and secure funding sources; includes setting stall fees
- Develop community relationships
    - Get involved with community organizations on the market's behalf
    - Give speeches/presentations that promote the market
- Hold pre-season vendor meetings to communicate all of the above
- Certify market for the FMNP program

In Season

- Enroll farmers and vendors in the market through vendor agreements/leases/ market applications; ensure that all necessary insurance certificates and licenses are current and on file.
    - Maintain database of all vendors, contact information, and all other pertinent information
- Attend to finances—collect stall fees, membership fees, etc.; make accurate accounting
- Assign stall fees to leased vendors, assign stalls each week to daily vendors
- Place all signage prior to market opening
- Ensure all market rules are adhered to

- Ensure all state and county regulations are adhered to
- Resolve any disputes that arise
  - Between vendors and consumers
  - Between vendors
  - Between vendors and management
  - Between market and community —local government, local business community
- Maintain market grounds in a safe manner for consumers and vendors
- Operate manager's booth for consumer questions, nutrition education materials, POS materials; operate EBT terminal for food stamp sales
- Enroll farmers in the FMNP program
- Act as liaison between vendors and market board/committee for free flow of information in both directions to create transparency
- Conduct periodic customers counts and vendor sales information
- Ensure market grounds are clean after all vendors leave for the day
- Conduct farm inspections as needed under rules and regulation of the market or as needed to comply with FMNP

Post-Season

- Evaluate the market season—what went right, what could be improved upon
  - Advertising campaign
  - Event evaluation —what added to sales, what took away, what drew more customers
- Hold post-season vendor meetings
  - Farmer/vendor time to offer ideas, vent issues, come together to socialize and celebrate the end of the season
- Pursue professional development for market managers
  - Attend conferences, workshops to further your management skills and improve market for farmers, customers, and community
- Do maintenance and repairs on market grounds, equipment, supplies

Reference:
"Duties of Farmers Market Managers," by James Farr, Deputy Director of the Dept. of Parks and Recreation, Rochester, NY, Director of the Rochester Public Market, President of the Farmers Market Federation of NY. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, Jan. 18, 2007.

Appendix Resources:
Market Manager Job Description

Section I. 2. Developing and Enforcing Effective Farmers Market Rules

The increased desire among consumers to purchase foods locally, where they can support their local economy, get to know the producers of their food, and feel a connection to the land, has increased the popularity of farmers markets. Farmers markets are popping up in communities all across the state to support consumer desire for local foods and to support local agriculture. Farmers participating in farmers markets find an opportunity to earn retail-level profit margins and to deal directly with the consumer, where they can learn about the consumer's needs and wants and fine-tune their marketing skills.

The atmosphere of a farmers market is a fun, upbeat experience. To the general public it seems that a farmers market just "happens." A group of farmers appears together weekly and sets up to sell their farm products. It seems spontaneous, with little or no management intervention to keep the market running smoothly for both farmers and their consumers.

Those involved in farmers markets know, however, that this "natural" occurrence requires good management and an effective set of rules governing the market to prevent the market from deteriorating into chaos and conflict. The rules lay out the rights and responsibilities of all market participants and keep the market running smoothly and efficiently. By reading and understanding the rules, each vendor is aware of what is expected of them: standards of conduct, what can be sold, and how to handle grievances with other vendors or grievances with the operation of the market.

When market rules are clear, concise, and easy to understand, they can also minimize conflicts in the marketplace. Each market participant operates under the same rules, with the same requirements. When the rules are applied uniformly to all market participants, then vendors feel they are being treated fairly and are more cooperative with market management. However, when conflicts do arise, the rules should include effective means for dealing with those conflicts, whether they are between vendors or with the market management.

Tips for Creating Effective Market Rules

There are several things to consider when establishing rules for farmers markets. First, the rules define the market. They should complement the mission, or goal, of the market. The market mission can include such aims as meeting social and economic goals, revitalizing a local economy, creating vibrant public spaces, providing food access to otherwise food-insecure neighborhoods, reclaiming and revitalizing public space, and creating opportunities for local agriculture. Any number of other goals could define the market and how it should establish its rules.

For example, if the driving force of the market is to provide a venue for local farmers, then the rules should reflect that by limiting the vendors to farmers only. Likewise, limiting the geographic region where participating farmers reside supports a local theme. If your mission is to provide local residents with access to fresh foods, then your rules may be broader in regard to who may sell in the market, including a broader product mix. The point is that every rule should help to support the mission of the market.

Market rules should be fair, equitable, and enforceable. Each vendor must be treated equally, with no one receiving special benefits. In addition, each rule should be enforceable. Any rule that cannot be enforced should be eliminated or rewritten. For example, rules that require that up to 75% of the product for sale must be grown by the participant are very difficult to enforce. Is it 75% by weight, by dollar value, by count? Is the percentage based on what is in the truck that day, on the table at any given time of the day, or as an average over the market season? Rules that cannot be enforced leave doubt and will ultimately create a conflict that will require the market governing body to resolve.

All market rules should be implemented and enforced. That means that each rule must be complied with at all times, by all vendors. When any rule violation is ignored by the market management, a precedent is set against the enforcement of that rule. That means no other vendor in the market can be made to comply, since that would entail an unfair advantage to the vendor who was allowed to violate it without management response. It will also make it hard to enforce any other rule, since a precedence has been set that the market rules sometimes will be ignored by market management.

Rules must attempt to cover the full range of issues that arise in a market. Some issues are universal across markets and can be planned for. But it is important to consider the market's mission, environment, and past experiences when developing market rules. With a carefully designed set of rules, the market manager can efficiently implement the rules and maintain an effective and conducive environment for both sellers and consumers.

Rules should be reviewed and revised by the market management on a regular basis. Situations change and new issues arise. A review of the rules by the market's governing body will assure that the rules reflect the current state of the market.

Clearly spelled out rules that are fair, equitable, and uniformly implemented will give the market a legal defense if a lawsuit is brought by an aggrieved vendor. If the rules are specific to a behavior, with defined consequences, the rules will allow a judge or arbitrator to back up the market's actions, when necessary.

Basic Elements of Effective Market Rules

The rules are an important market document that requires careful consideration, input from the vendors, and a review by a legal expert. The rules represent an agreement between the vendor and the market and establish each participant's rights and responsibilities within the market. The application process for entering a farmers market should include a copy of the rules and a statement on the application itself that states that the applicant has been given a copy of the rules and will agree to abide by them. The applicant's signature on the application then becomes a legally binding contract to comply with the market rules.

1. Definitions

Throughout the rules, certain terms continue to be used. To make the rules easier to understand by all readers and vendors, clarify the terms that are being used in the rules document.

2. Market governance

The rules should identify the governance of the market. Identify who operates the market, who sets the policies and procedures of the market and who applies those policies and procedures.

Many markets operate under the sponsorship of another organization. This may be a financial arrangement, where the sponsor provides a degree of funding for the market. It could be that the sponsor has taken the market under its umbrella to lend its non-profit status to the market. Or it could be that the market is a project of the sponsoring agency, complete with authority to develop the policies of the market and provide management to the market. Whatever the arrangement is with a sponsor, it should be spelled out in the rules so that all vendors understand the sponsor's role in the market.

The market's mission should also be spelled out in this section. Since the rules are meant to support the mission of the market, it is important that everyone understand the mission. This will allow vendors to understand the rationale for the rules and promote greater cooperation.

Vendors in the market should know who will have the authority to implement the rules of the market on a daily basis. If this is the market manager, that should be spelled out in the rules. Vendors need to know who has the authority.

3. General operations

This section of the rules will outline when the market operates and where. Let your vendors know the season of operation and the days and hours of the market so they can be prepared. This section will also give the vendors the information they need about set-up times and when they are allowed to leave. Some markets require vendors to stay until the market officially closes. If this is the case, it needs to be clearly stated in the rules. In some markets, vendors have a limited time to vacate the property. All details of operations should be clearly defined in the rules so there is no ambiguity and all market participants know what is expected of them.

4. Who may sell in the market

This section is critical to market operations and to fulfilling the market's mission. In this section, the rules will define exactly who is eligible for vending in the market. The definition of who can sell needs to be written in a way that can be verified and enforced. For example, many markets require that products being sold must be 100% grown by bona fide agricultural producers. To verify that the products are 100% self-grown, a farm inspection may be necessary. The authority to conduct such inspections should be a part of the rules.

Likewise, there are markets that do allow for some level of reselling. Whenever this is allowed, it is important to define where the products for resale may come from, procedures for allowing for resale products, and what amount of reselling is allowed. However the definitions for reselling are determined, be sure they can be verified and enforced. If not, the rule is ineffective and meaningless. Clear definitions will make the rules easy for everyone to understand and follow.

Also in this section is a definition of the products that can be sold at the market. While some markets may choose to define each individual product, other markets simply identify by category. For example, all farm products grown and sold by the producer of the products can be sold at the market.

Some products require additional explanation. For example, if crafts are allowed in the market, what are the factors that will constitute an acceptable craft? Will they need to be juried? Can kits be used? Must all components of the craft be from a local source?

The same applies to baked goods. Are "bake off" products allowed, those that are purchased in a ready-to-bake state and then sold as homemade? Or must the product be made from "scratch." What about the ingredients? Must they be local or a preponderance of local ingredients? The rules should be very clear in defining what is acceptable as a product for sale in the market.

In addition to what products can be sold in the market, the rules should make clear that each market participant must comply with all local, state, and federal laws and regulations dealing with the products they are selling. It is important that all food safety regulations are adhered to for the safety of the consumers and to protect the market from liability. It is also important that every vendor selling a product that requires some form of licensing or permit keep these current and on file with market management. Again, this will help to absolve the market management of liability.

5. Guidelines for selling

This section will outline the rules of conduct for participating in the farmers market. When everyone participating in the market adheres to the same guidelines for selling in the market, then all vendors are given an equal opportunity to present their products for sale. Customers will be treated fairly and courteously. Adherence to the guidelines for selling helps to ensure a harmonious environment for farmers and sellers to conduct business.

Some examples of rules that would fall under this category include:

- Signage. Many markets require that vendors post signage that identifies who they are and where they are from. This is helpful in introducing customers to the vendors and identifying whom they are buying from. Additionally, many markets require that vendors post price signs. Many customers will not ask for a price if it is not posted. This makes them feel committed to the sale before they are ready for such a commitment. Therefore, they pass by the vendor and a sale is lost. To limit consumer frustrations, market may require vendors to post their prices.
- Risk management. Rules regarding risk management deal with the cleanliness of the selling space, the safety of display and display materials, and requirements for liability insurance. This set of rules ensures a safe environment for consumers and vendors, as well as minimizes the risk of lawsuits for both the vendor and the market.
- Quality control. Products offered for sale to consumers at farmers market should be of the highest quality. This set of rules will detail how various quality levels can be dealt with; i.e., lesser-quality products must be marked as inferior and on a less prominent display. These rules will also discuss the ramifications of offering poor-quality products.
- Other rules will govern how vendors must conduct themselves to ensure that the market is a comfortable environment for consumers and a fair place for all vendors to participate. For example, the rules may call for "no hawking, proselytizing, or loud music." Other rules may call for no smoking or no alcoholic beverages at the market.

  Dogs are a controversial issue for farmers markets. Many markets will ban dogs from a market based on health and sanitation issues. While other markets will allow dogs that are leashed and under control, believing that denying dogs access to the market will deny a significant consumer base to the market.

6. Stall fees and assignment

This section will deal with the fees involved in participating in a market, the size and location of selling space, and the rights of vendors in stall selection and retention. While most rules do not spell out the dollar amount of stall fees, they do indicate who makes the decisions on fees and when payments must be made.

The rules will also spell out how stalls can be rented—seasonally, daily, or, in some cases, shared. For those renting on a seasonal basis, they are usually given privileges such as a reduced annual fee or the right to a permanent location that will be extended until such time as the vendor relinquishes the space or becomes delinquent in their rental payments.

Assignment of space is also defined in this section. Who will make the decision on space allotment and how? Most often the market manager will assign spaces to new vendors. This may be on a first-come, first-serve basis or on a lottery basis. Assignment of space for daily vendors is usually on a space-availability basis, with no guarantees of space or reserved space.

7. Compliance

How does market management handle complaints, rules violations, and grievances? This is all detailed in the compliance section of the rules. This section will provide all participants a full understanding of what to expect when issues arise.

Most markets will require that any complaints be delivered, in writing, to the market manager first. This will give the market manager the opportunity to resolve an issue before it becomes necessary to involve the full market governing body. However, should the manager not be able to resolve the complaint, there should be provisions for bringing the matter to the full governing body for resolution.

Some market managers have found their vendors to be a fairly contentious group, registering complaints against one another frequently. To limit the number of frivolous complaints, a "good faith" amount of cash is paid to the market at the time of registering a complaint. The market manager will then conduct an investigation or farm inspection to verify the validity of the complaint. Should the complaint be legitimate, the "good faith" cash is returned to the complainant, and the market manager will then take appropriate actions. However, should the complaint be unfounded, then the "good faith" cash is forfeited, deposited in the market's general funds, and a report is given to the complainant outlining the findings of the investigation.

The compliance section must also outline the ramifications of violating the market rules. This typically includes a series of verbal and written warnings, suspensions, and expulsion from the market. The intent is to make it clear to vendors that the rules will be enforced and there is a consequence to non-compliance. This is usually sufficient to ensure compliance; however, there are times when infractions will result in action by market management. Having the procedure in writing, in the rules that all vendors have agreed to follow, will provide a basis for the resulting action and a defense should there be legal action against the market for the management's actions.

Finally, the rules need to provide a means for vendors to aggrieve their violations. The rules should set a procedure for any vendor, having had action taken against them, or in disagreement over any rules, to take the issue to the full governing body for resolution. In this case, both the market manager and the vendor should have equal opportunity to present their case, including any evidence each side may have to justify their actions. The market's governing body must listen with an open mind and make a ruling to resolve the dispute.

Additional Considerations

Each market must determine situations that are unique to their market or market organization and develop rules that support those situations. For example, farmers markets that have a waiting list for vendor space must develop a policy for determining how space that becomes available will be allocated. The Rochester Public Market gives local farmers first consideration for space. The Ithaca Farmers Market has developed an Easy Entry Program, which provides a way for new vendors to gain access to the market. Whatever the process is, it must be defined in the rules so that all vendors understand.

Many farmers markets participate in nutrition programs, such as the Farmers Market Nutrition Program, both WIC and Senior, as well as EBT (food stamp) programs. Participation in these programs provides access to fresh local foods to low-income consumers and provides vendors with an additional customer base. To ensure a high level of vendor participation in the nutrition programs and to ensure sufficient choices for consumers, some markets have chosen to require, within their rules, that all eligible vendors must participate in the programs. By putting this requirement in writing within the framework of the market rules, all the vendors are aware of their responsibility upfront.

Many farmers markets are managed by a membership organization that requires each vendor to join the organization and pay a membership fee, pledge labor, or a combination of both. The market rules should be clear to all participants just what is expected of them to be a member in good standing with the market. It is also important that the market define the benefits of market membership to all participants. For example, the Saratoga Farmers

Market defines membership and its benefits in their rules:

"To become a member you must be an authentic producer, at least 18 years old, residing and producing your product within Saratoga, Washington, Schenectady, or Rensselaer Counties in New York State.

SFMA membership provides the privilege to attend and vote at membership meetings, run for office, and apply for a stall at a SFMA Market. Membership does not guarantee you a place at any market."

It is important that each market governing body identify the issues and situations that are pertinent to their market and develop a set of rules that will govern the handling of each of the issues identified. There also should be a means to handle new situations that may arise. This could be as simple as providing a means for grievances of actions by the market manager for review by the market's governing body.

Conclusion

The goal of a farmers market is to provide a public meeting space that allows farmers and vendors to sell their products directly to consumers, to provide a friendly environment with a diversity of product for consumers, and to be a good neighbor for the community. A clear, well-written set of rules helps the farmers market to ensure that each market participant is doing their part to fulfill the market goals. Each participant knows what is expected of them, as well as what their rights are within the market. The rules also provide a basis to resolve disputes and a defense against suits brought against markets for issues that arise in rules violations and their consequences.

If the rules are understandable, fair, uniformly enforced, and provide a means to cover the issues that arise in a farmers market, they will help to keep the market intact, support its mission, and make it possible to be administered in an efficient, effective manner.

References:

"Developing and Enforcing Effective Rules and Regulations," by Trina Pilonero, Sullivan County Area Farmers Markets Board Member, Farmers Market Federation of NY Farmers Market Managers workshop, Jan 18, 2007.

Farmers' Markets: Rules, Regulations and Opportunities by Neil D. Hamilton (2002), published by the National Agricultural Law Center.

Appendix Resource:
Basic Rules for Farmers Markets

Section I. 3. Understanding Liability Insurance

Liability insurance is a serious component of all farmers' markets. Whether you have it, or you are thinking of getting it, it is important to understand liability insurance and the ways that it protects you. This article will attempt to answer common questions concerning liability insurance as well as provide invented examples to better illustrate the point.

Liability insurance extends coverage to a person, business, or other entity to cover bodily injury or property damage. The term bodily injury includes the cost of care following an accident, the loss of service one might endure as a result of that accident, and the cost of restitution should the accident take a life or permanently injure another. The term property damage includes the loss of property and the loss of property use.

For example, Joe Smith, a customer at the farmers market, slips and falls in front of an apple vendor's booth. He breaks his leg as well as his Palm Pilot, which is in his pocket. He then sues for the cost of the hospital bills as well as the lost wages incurred from being unable to walk, let alone do his job as an independent roofing contractor. Joe is suing for the cost of care associated with his fall and the loss of service, which is covered under bodily injury.

Furthermore, Joe sues for the cost of replacing his broken Palm Pilot and the lost business incurred at having lost all of his customer data that was stored on his Palm Pilot. Joe is suing for property damage and the loss of property use. If Joe were to win this suit, the liability insurance would cover these damages.

Many farmers markets are insured and require that all vendors be insured to protect themselves from a lawsuit in the event of an accident. Liability insurance not only covers the damages outlined above, it covers the cost of investigating claims that may turn into a lawsuit and the attorney fees associated with protecting the person, business, or entity being sued. These expenses encompass the bulk of the money that actually gets paid out as most cases are settled out of court.

In Joe's case, a claims investigator will try to determine what happened, they might interview witnesses or visit the site of the fall. They would be trying to determine fault in Joe's fall. Perhaps there was a pothole in front of that vendor's booth. Perhaps a witness noticed that there were many apple cores scattered around the booth at the time of Joe's fall. The cost of this investigation would be covered by the liability insurance. Once the investigation is completed, the defendant will need an attorney to either work out a settlement or defend them in court. Liability insurance covers attorney fees.

It was not yet mentioned whom Joe was suing. In all likelihood, Joe will sue everyone that he can. In this case, it will be the apple vendor, the farmers market, and the municipality that owns the lot that the market operates in.

A liability insurance form has a line called additional insured. In most cases, this line protects the owner of the property that the business is operating on. In Joe's case, the apple vendor had liability insurance and under additional insured, the farmers market and the municipality were listed. In the event of a lawsuit, all additional insured parties are covered by the insurance that named them additional insured as well as their own coverage. Now, Joe can't sue the farmers market or the municipality, he can only sue the apple vendor. Most markets that require their vendors to have insurance also require that they be listed as additional insured.

A typical vendor liability insurance premium will cost between $400 and $500 each year and will cover the vendor for the entire 12 months. Despite the fact that many vendors only sell a few months out of the year, they are still covered for 12 months due to the way that the insurance system is set up. Tom Jones is the apple vendor and he is a small local grower, While $400 each year often seems like a strain on his budget, after Joe's fall, Tom was glad that the market required he take the precaution. Had he been uninsured, he might have lost his entire orchard as a result of Joe's lawsuit.

Everyone needs a different level of insurance coverage based on their exposure and their net worth. It is common in the insurance industry to default to $1 million in coverage. The Commercial General Liability (CGL) Policy is the most common policy used for insuring farmers markets. It normally covers up to $1 million for each claim, with a maximum payment of $2 million per policy period.

Tom has three employees, 100 apple trees, and one tractor. He has a farmstand and apple picking on his property in addition to selling at the farmers market. While Tom's net worth is not very high, he considers his exposure high since his customers often come onto his property to pick apples. Tom has a CGL policy.

Tom is now considering offering pony rides for children on his property. He knows that this is risky and is afraid that children might get hurt. He is not sure that his current policy will be enough to cover this additional risk. If Tom gets the ponies, he thinks he will need a $2 million umbrella.

An umbrella is an extension of coverage. While Tom's CGL still applies, if he were to get the $2 million umbrella, he could go over his policy up to $2 million. For example, if Joe's lawsuit ended up costing him $1.5 million to settle, Tom would be able to take the additional half a million from his umbrella coverage. Then, if he had to deal with a second claim in that policy period, he would still have $1 million from his CGL for a second claim as well as another $1.5 million remaining in umbrella coverage.

Since many farmers markets require that their growers be insured, it is important for managers to stay updated on the state of vendor insurance. For this reason, 60 days before a policy expires, a notice is sent to all parties listed as additional insured. If the policy is being canceled due to non-payment, notice is sent 30 days prior to cancellation. If liability insurance is a requirement at the market, it is the manager's responsibility to be sure that only insured vendors participate in the farmers market.

It is important for market managers to address risk management in order to reduce negligence. Every precaution must be taken to ensure the safety of everyone involved in the farmers market. Addressing risk management not only prevents accidents, it protects the market from being sued in the event of an accident. It removes the burden of fault from the market's shoulders. A market manager can use signage to their advantage. Cones and rope help to keep patrons going in the right direction and out of restricted areas where they might get hurt. If there is a problem or safety hazard in the facility, it should be addressed immediately, and a written copy of the report should be kept, showing that every preventive measure was taken.

A few weeks before Joe fell at the farmers market, the market manager, Mike, decided to address risk management at his market. He took a checklist and he walked through the market with an eye out for potential hazards. He noticed that the aisles were congested, causing patrons to push their way through crowds. Mike also noticed that truck beds were left open and unattended. He realized that there was no emergency plan posted; if there were a fire, people would not know the fastest way to get out.

Mike decided to ease the flow of traffic by making aisles one directional. He posted large orange arrows showing the way. He used cones and rope to keep patrons in safe areas and aisles. Mike made sure that all truck beds were away from the flow of traffic. He also advised the vendors to raise the ramps when they leave the truck to deter pedestrians from trying to climb in. Finally, Mike made a comprehensive evacuation plan in case of an emergency. He posted it at every entrance and gave a copy to every vendor and employee.

When incidents do occur, it is wise to report them as soon as possible in order to report all of the details as accurately as possible. Even if it seems like a small incident that will not turn into a lawsuit, at the very least an incident report should be written and kept on file. The sooner details are recorded, the less likely they are to be forgotten.

For example, Joe fell in front of Tom's booth because he was trying to push against the flow of human traffic. There were cones and rope keeping people in the aisles as well as orange arrows pointing patrons in the same direction through the market. When Joe fell, the market manager was called over; he filled out an incident report and took pictures of the area surrounding the fall. Joe was hurt, angry, and was threatening to sue. After the ambulance took Joe away, the market manager called his insurance company to report the incident and advised Tom to do the same.

There are a great number of things that go into liability insurance. This was only an overview. If you have further questions, you should call your insurance agent or an agent in your area to get the understanding that you need.

Common Insurance Definitions:

Additional Insured: An individual or entity that is not automatically included as insured under another's policy, but may be named providing that entity a certain degree of protection.

Certificate of Insurance: A document that indicates your coverage amounts, carriers, and policy effective dates.

Insured: The party to whom the insurance company agrees to cover losses, provides benefits, or renders services.

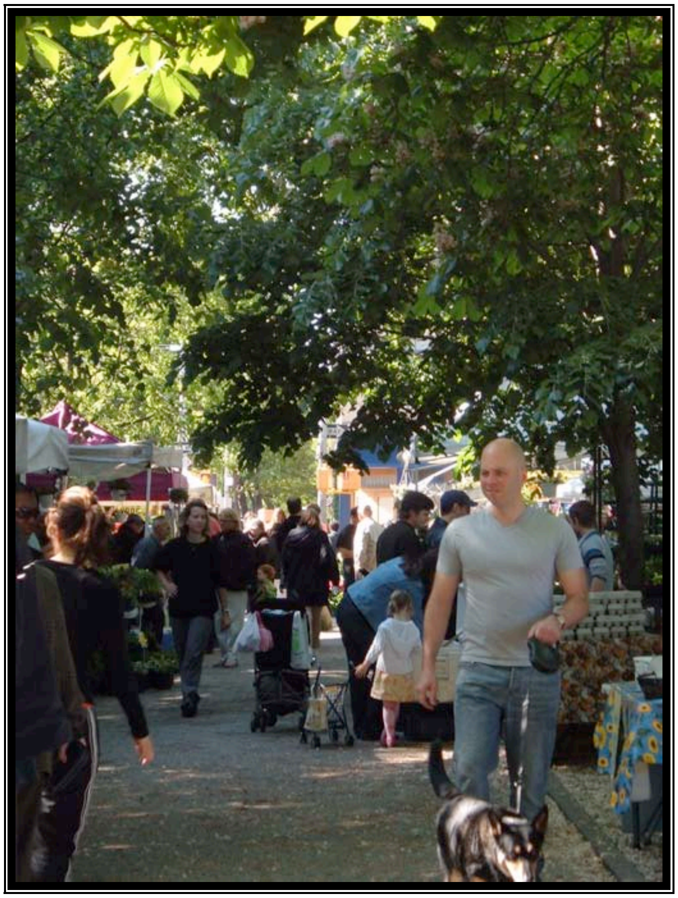
Liability Insurance: Insurance that pays on behalf of an insured for loss due to negligence that is deemed the responsibility of the insured.

Market Insurance: Coverage for the market premises, market organization, and its employees. Policy offers basic "slip and fall" coverage as well as product liability. Coverage extends to multiple locations under one market umbrella, but each location shares the limits of coverage.

Negligence: Failure to use that degree of care that an ordinary person of reasonable prudence would exercise in like circumstances.

Umbrella Liability Policy: A liability policy designed to provide liability protection above and beyond that provided by standard liability contracts.

Vendor Insurance: Provide general liability or "slip and fall" coverage to the individual vendor within the market. Coverage also includes general liability. Policy coverage is extended to all named markets vendor participates in.



Reference:
Article based on workshop given by David Wyman, The Wyman Group, Inc., Farm Family Insurance Companies. The workshop was held at the Farmers Market Federation conference workshop in Cobleskill, NY on February 6, 2006.

Appendix Resources:
Risk Management Checklist
Incident Report

Section I. 4. Vendor Recruitment

Customers expect choices when they shop at farmers markets. They want a choice of farmers from whom they can purchase fresh farm products and they also want a choice of products to purchase. They want the widest array of farm products, from luscious red tomatoes and crisp, firm bell peppers to farm-raised beef, chicken, and pork, eggs; maple and honey products; an assortment of locally produced cheeses; local wines and juices; and value-added products like jams and jellies, chili sauce, and salsa. But within the product offerings, consumers want a range of choices, as well. Not simply green bell peppers, but red, yellow, purple, and white bell peppers, as well as a selection of frying peppers and nine or ten choices of hot peppers. Customers expect to see abundance at a farmers market, an abundance of product, an abundance of farmers, and an abundance of choices. It is the market manager's job to do everything possible to encourage this diversity.

Finding farmers to offer customers the level of diversity they expect and desire is perhaps a market manager's biggest challenge. In many areas, farms have given way to shopping centers or housing developments. In other areas, competition for farmers is stiff, as farmers are already committed to other area markets. But for a market to be successful, it is important that there are sufficient numbers of farmers and choices to satisfy customer demand for options.

Identify Product Needs

In order to determine recruitment needs and opportunities, the manager must first identify product needs. Start by surveying the products already in the market. A simple list of all products in the market and the quantities available, along with the numbers of farmers carrying each product, will help you see what is missing and what may be in short supply. Keep in mind the adage that one farmer carrying a product is a monopoly, two is collusion, and three is free enterprise.

Next, review the customer base of the market. Who is the typical customer? Is it an ethnic customer? If so, what is their ethnicity? What is their economic level, educational level, family size? While you want to be sure that your market carries all of the basic products, you'll need to understand who your customers are to understand what products are culturally appropriate. You'll also need to know the numbers of customers who shop at the market to know if you have sufficient quantities to satisfy customer demand or if you need to seek additional farmers or producers of those products.

Sharing the results of any product/customer surveys with existing vendors should help them to better understand customer needs and wants. In a thriving market, economics and supply and demand will balance product availability with consumer demand.

Product Inventory – September 3, 2007

Product	Quantity Available	# of Producers
Tomatoes – round	10 bushels	4
Tomatoes – heirloom	2 varieties @ 2 pecks each	1
Eggplant – black	2 bushel	1
Beef		1
Cheese – artisanal	3 varieties	1
Sweet corn	5 bushel	2
Peppers	3 bushel	2
Apples – 4 varieties	8 bushel	3
Pumpkins	2 truckloads	4
Mums	60	2

This sample inventory clearly illustrates missing product. Produce inventory is heavy in tomatoes, apples, and pumpkins. There are also a sufficient number of producers offering these products to give customers a choice. But for other products, like eggplant, not only is there a limited number of producers and a limited supply, but there is a lack of range of product diversification. This situation often happens when there is no competition among producers of a product—there is no incentive to diversify and improve a product line.

The meat line is also lacking in range and could be expanded to include a variety of others, including pork, poultry, and lamb. The quantities that could be supported by the market, however, would be determined by the numbers of consumers in the market, the income level, and the ethnic makeup of the consumer base.

What other products are missing from this inventory list? Fresh-cut and dried flowers are popular at farmers markets. Maple products and honey products should also be a part of the product mix. Farm wineries, allowed to sell in New York State farmers markets by special provisions of the New York State Liquor Laws, are able to offer samples and sell wines by the bottle. Baked goods such as pies, cakes, cookies, and breads are popular commodities at farmers markets, as well. These are just a few examples of the products that may be missing from your market's inventory list.

Customers can also help you to identify missing or short supply products in the market. Market managers should interact with the customers throughout the day. Most customers will gladly give feedback on the market, such as on product needs, customer service needs, helpful suggestions, and useful criticism. Listening to the consumers is a critical aspect of the market manager's function. Set aside time to wander and listen.

Remember criticism can be constructive and help to identify improvement opportunities. Search for the nuggets in each comment; they can help you to improve your market, benefiting your farmers and your customers.

Finding Farmers for Your Market

Recruiting farmers to round out your market's product offerings can be a time-consuming task and one that will challenge even the most seasoned market manager.

Many managers simply visit other local farmers markets, talk to producers who are selling the products they need, and try to convince them to sell in their market as well. This form of cannibalism in not the favored route. It hurts the first market that has already recruited this farmer and is depending on his continued participation in their market. Furthermore, it does not solve the problem of too few farmers to satisfy customer demand in all the markets if managers simply steal farmers from one another rather than recruiting additional farmers to market rosters.

There are other more constructive techniques to reach farmers. Your county Cooperative Extension office works with local farmers on a daily basis. Seek their assistance in reaching out to the growers with the products you seek. While they may not be able to give you contact information due to confidentiality agreements, they may make the initial contact for you, allow you to include an article in their next newsletter, or send an introduction letter to the farmers for you, providing you agree to pay the postage. Their introduction lends credibility to your letter, because they have the trust of the farmers you wish to speak with.

Another source for locating farmers is producer associations. There are producer associations for virtually every agricultural product, marketing avenue, and production technique. By matching the product you are seeking with the appropriate association, you may find a laundry list of farmers that you can contact. A Google search will help you to locate the organizations in your state or region. (A list of organizations for New York State can be found in the appendix.) Contact information for the association, if not the list of membership, will be found on their website. A call to the Executive Director will help to narrow down a list of possible farmers in your market area. Remember, this is only an introduction to farmers; you will still need to do the legwork to show farmers that your market is a viable outlet for their products and worth their effort to participate.

The New York State Department of Agriculture and Markets maintains a database of farmers participating in the Farmers Market Nutrition Program. This is a list of farmers who already actively participate in farmers markets. If you request a list of farmers in a specific region, you can use this list to contact for your market, as well.

The Department of Agriculture and Markets also maintains a Farm Fresh Guide at www.agmkt.state.ny.us/AP/FFGsearch.asp. The Guide shows all farms in the state that directly market their farm products. The Guide can be searched by county, region, and product. You will be able to find farms, along with contact information on this site.

Another feature of the New York State Department of Agriculture and Markets is the Pride of New York Program. The Pride program promotes New York grown and processed foods. Members are listed at www.prideofny.com/member_search.asp. The membership list for the Pride of New York program continues to grow and includes farmers, as well as food processors. Many of the food processors listed are small-scale processors, using local foods, who may welcome the opportunity to directly market their products at a local farmers market.

The Farm Bureau may also help you to locate farmers in your area. They have membership lists that include farmers of all types of agriculture. A call to the county officers or field advisor who works in a multi-county region to request assistance may get you a list of producers in your market's region. While they can supply you names of farmers, they may not be able to give you phone numbers and addresses. These can be easily searched out in the phone directory or with an Internet search. The Farm Bureau may also be willing to put a request for farmers for your market in their newsletter.

The USDA Service Center may also help you to locate farmers. The Farm Service Agency administers the USDA farm programs. This agency may be helpful in sourcing farmers for your market. In addition, the Soil and Water Conservation District, the Farmers Home Administration, and the USDA Resource Conservation and Development (RC&D) program work with local farmers in various capacities and can help you to locate farmers raising the products that you need for your market.

Don't overlook non-traditional sources either. For example, urban gardening programs can add vendors to your market and a connection to the community. Gardeners may be interested in participating in the farmers market as an outlet for their excess produce or to gain more experience in agricultural marketing. Urban gardeners may find that farmers markets are a great venue to test their skills at production and marketing before they venture into agriculture as a vocation, whether full- or part-time. Whatever their reason for participation, encouraging urban gardeners to participate in the market creates a tie to the community. Their participation in the market means more awareness of the market among community members; providing opportunities for community residents also generates goodwill for the market. This will translate into greater acceptance of the market by community residents as well as community leaders.

Another non-traditional source for farmers is the various beginning farmer programs. These range from farmer start-ups that help to secure farmland and train new entrants into agriculture, to programs that help immigrants who were farmers in their home lands assimilate to farming techniques and practices in their adopted country. Cornell University's Small Farms Program hosts a Beginning Farmer program. You can learn more at **http://www.nybeginningfarmers.org/** .Other programs include Greenmarket's New Farmer Development Program, which identifies, educates, and supports immigrants who have agricultural experience by helping them become local farmers. The program focuses on training farmers to use farmers markets as a key component of their marketing plan.

What Do Farmers Need to Know?

Before farmers can decide to participate at your farmers market, they must evaluate whether it fits into their time schedule and marketing and financial plans. You must be prepared to provide critical information to help with this evaluation.

1. Where is the market located? Is the market located within easy driving distance? Is it in a downtown location, shopping center, or residential area? As a farmer, it's important to think about whether the product being sold fits the location. For example, if the product is bedding plants, a downtown location may not be conducive to customer sales. Trays of bedding plants are difficult to take back to the office after a lunchtime visit to the market and then haul to the car that may be parked several blocks away.

2. What is the day, time, and season of the market? Does this fit the farmers; schedules? Are they available during the time the market operates? Is the length of the market day feasible for their work load at home?

3. Who are the market's customers? What is the makeup of the customer: economic level, family size, age, ethnic makeup? Also let the farmers know what your average weekly customer counts are. Show them that you have adequate customer traffic to make the market a viable outlet for them.

4. What are the sales volumes? Based on data you have collected, what sales volumes are being generated at your market, collectively by all farmers in the market weekly and by farmers selling similar products. (Be sure to give this information carefully so as to not disclose directly or by implication any individual farmer's sales figures.) Also include the average sale per customer.

5. What are the market rules and regulations? Give farmers a copy of the market rules so they can determine if their product line fits in your market, if their set-up complies with your rules, and if they feel comfortable abiding by your rules.

6. What are the fees for participating in your market? Are they straight fees or a percentage of sales? Farmers will want to know their costs up front, so they can combine these with other costs of participating in the market, such as travel expenses, extra labor, packaging, and display materials; and then compare these to sales potential.

7. Who is already in the market? What is their level of competition? They will want to know how much competition there is for their product: how many other producers are selling their products, what quantities of the products are currently in the market, and the range of the product line. This will help farmer to decide if they should increase their production, expand their line, or if there is sufficient opportunity with current production levels.

8. What is the turnover rate in the market? Are farmers staying for long periods of time, dropping out only to retire, or are farmers leaving after only a year or two? If the turnover is high, this tells farmers that the market may not be experiencing a steady customer base or there may be a management problem that prevents the market from becoming an established institution in the community.

9. How is the market promoted? A clear marketing plan will demonstrate to potential vendors that the market is committed to attracting new customers as well as to maintaining the existing customer base.

10. What is required to be a vendor at the market? For example, will farmers be required to carry any special liability insurance, and if so, how much? What permits will be required to sell at the farmers market? Any permits needed beyond those required for specific products; i.e., peddler permits for city markets.

11. What programs does the market participate in that farmers can take advantage of? For example, if the market participates in the Farmers Market Nutrition Program or a wireless food stamp program, tell farmers about these opportunities and how they can participate. Share information on potential sales volumes for each program.

Outreach to Farmers

Once you have a list of potential farmers to contact and you have all your information that farmers will need to know about your market, how do you effectively reach farmers? There are several strategies that can be employed.

Many market managers start their contact with an introductory letter. The letter will give the farmer basic information about the market and the opportunities it offers and invite the farmer to take advantage of the opportunities at the market. Be sure to include contact information for the market manager. However, the letter is only the first step and will rarely result in a new vendor for the market by itself. Follow-up steps are critical to complete the recruitment process.

Farm visits can be effective. Call the farmer and make an appointment to stop out to visit. Bring the materials that you have to showcase your market. Pictures, information, rules and regulations . . . all the information the farmer will need to make an informed decision to participate in your market. While at the farm, let the farmer show you the operation. Farmers are proud of their farms and all they produce. Let them give you a tour and a talk about what they do, how they do it. and why. You'll learn a lot about a potential new vendor and the farmer will see that you are a caring individual, someone interested in what they do and in their well-being. When you talk about the market, be honest. Give all the details, both good and bad. But be sure that you talk about your plans to rectify the bad points! Answer any questions as honestly as you can. Also, look for signs that it is time to wrap up the visit. A farmer is busy and is giving you valuable time—be careful that you do not waste it. When the meeting is over, if you do not have a commitment for their participation in your market, leave a vendor agreement them. Be sure to follow up on your visit, in a timely fashion.

While you're visiting with farmers, you may want to ask for recommendations of other farmers that they think you should talk to. Especially if they are interested in participating, they may want to include their friends and acquaintances. A recommendation from another farmer may often spur another farmer to give your market a try.

Winter workshops are a great means to reach out to farmers. You can set up an exhibit in a resource fair or trade show of existing farmer workshops and conferences to showcase the opportunities at your market. Be sure your display is as colorful, attractive, informative, and inviting as your market is, so that you give the farmers the flavor of your market.

You may also consider hosting a workshop of your own. This can be a one-day or half-day event that centers on a topic that is of interest to the farmers in your area. Sessions could cover successful strategies for selling at farmers markets, season extension strategies, food safety regulations, and post-harvest handling, or any number of other topics that would be attractive to farmers. But you will want to be sure your workshop has two features: (1) a keynote speaker that will draw attention to your workshop and ensure attendance, and (2) a strategically placed session that focuses on your market: how to participate, why farmers should participate, and what your market is all about. Arm workshop attendants with all the information they will need to decide that participating in your market is the right decision for their farm and encourage them to complete the vendor applications onsite. You may even allow a discount on the seasonal fees for anyone who signs an agreement and pays their fee before they leave. This is a surefire way to attract new farmers to your market.

A final follow-up to your other attempts to reach out to farmers—letters, phone calls, farm visits, workshops—is to host a pre-season vendor meeting. At this meeting the farmers and vendors at the market will learn all the details about the upcoming year, including the promotions and events schedule, any new rules and regulations, new programs and services, changes or additions to the market, fees, etc. Invite all potential new farmers to this meeting: any farmers that you have made contact with, or attempted to contact, any farmers who are contemplating participating in the market, those who may be on the fence, even those who have said no. Give each of the farmers you have contacted another opportunity to learn about your market, to talk with the other farmers already involved in your market, and to make their decisions.

Alternative Marketing Methods Used as a Recruitment Tool

If a farmer doesn't feel that they would sell enough product to justify the time spent at the market or the distance to the market is prohibitive, it may be necessary to find alternative methods to bring farmers products into the market. Some farmers may choose to work as a cooperative to bring their products to the market. This requires the farmers to pool their product and take turns vending each week. This can be an excellent compromise to ensure good product diversity in the market when farmer commitment is limited, as it reduces the amount of time each farmer has to physically spend in the market. While this is beneficial to the farmer, the customers may suffer if the cooperating farmers are not sufficiently knowledgeable about each other's products to answer customers' questions.

A technique that has been gaining momentum is a General Store concept. When a particular product is missing from the market and a farmer cannot be recruited, the market purchases the product, wholesale, from a local farmer. The market then offers the product for sale to consumers, promoting the local grower. It keeps the "local" concept, builds product diversity within the market, and provides a revenue stream for the market. It also can be used to prove to the farmer that the market is an effective way to sell the products. If the market manager has to frequently go back to the farmer for more product, it encourages the farmer to enter the market and sell the product directly to the customer at retail level pricing.

Is It Worth the Effort?

Recruiting farmers for markets is an arduous task. But there is a strong sense of satisfaction anytime you bring a new farmer into the market, watch them blossom into a seasoned marketer, and witness the growth of their operation.

Reference:

"Tools for Vendor Recruitment," by Anu Rangarajan, Cornell University Small Farms Program Director; and Steve Miller, Cornell Cooperative Extension Educator and FMNP Specialist. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, Jan 19, 2007.

Appendix Resources:
Agricultural Organizations
Farmers Market Application
Market Managers Checklist
Permits/Licenses/ Certificates Required for Farmers Market Sellers
Farmer/Vendor Records

Section I. 5. Market Budgets

A budget is a tool for financial planning. It is a projection of what the market will take in as revenue and how much it will spend in a year. The budget is usually developed by the market manager and approved by the market's board. By providing a picture of the market's anticipated revenue and expenses, a budget allows the market organization to make important financial plans and decisions for the market. It will clearly show whether there is a need for additional fundraising, whether there is a need to adjust fee structures, or whether a need to "tighten the belt" on expenses. It will also show the board whether program offerings are operating efficiently and whether there is sufficient income to expand programs and services.

The budget should be compared with actual expenditures and revenues to date on a regular basis and revised any time there is a significant alteration to any line item within the budget. For example, if the market revenue falls short of expectations, the budget should be revised to reflect the change, with a corresponding change to expenses to offset the decrease in income.

Expenses

To allow the market organization to make informed financial decisions, all expenses need to be identified within the budget. Be as realistic as possible about the expenses attached to each line item. You may also want to add a line item for "contingency" to cover any expenses that were not expected at the time the budget was developed.

Salaries

When paying a market manager, the market has several options to explore for providing compensation. First, a market manager can be an independent contractor. This means that the manager is not a direct employee of the market, but is self-employed. The market does not have to pay the standard employment taxes: federal and state withholding, unemployment, workers compensation, etc. The manager is responsible for their own self-employment tax filings. At year's end, the market files form 1099 with the market manager reporting the total amount of payments made during the year.

Hiring a market manager as an independent contractor has advantages. However, the IRS is very limiting on who it allows this status. You must qualify as an independent contractor or you cannot legally take this option. Some of the tests for independent contractor status include:

- Performing the same or similar job for more than one person or company.
- The person for whom the work is being performed only has the right to direct or control the result of the work, not the way in which it will be done.

For more information on this, there is a good, plain-English guide (by the State of Texas, but rules are consistent across the U.S.) at: http://www.twc.state.tx.us/news/efte/appx_d_irs_ic_test.html. Or, consult the IRS guidance document itself at http://www.irs.gov/pub/irs-pdf/p15a.pdf.

Some markets use a market manager who is an employee of the market sponsor. The sponsor then has the responsibility of the payroll taxes and filings. In some cases, the market reimburses the sponsor for the cost of the market manager's salary through its revenues. In other cases, the sponsor absorbs the cost of the market manager as a portion of their market sponsorship.

Larger markets have the ability to hire a market manager under their own management. They are a legal entity of their own, are incorporated with the state, have received an Employee Identification Number, have obtained Workers Compensation Insurance and Unemployment Insurance, and have the management ability to make regular payments and timely filings of all payroll taxes. Be advised that, if you will not have year-round work for the market manager, they are entitled to file an unemployment claim at the end of the season when their work ends, if they are eligible. Because the Unemployment Insurance determines the rate employers pay, in part based upon their record of claims, the rate you must pay for Unemployment Insurance may go up from one year to the next if you have had claims, which will impact your budget.

Advertising and Promotions
This budget item includes all expenses that promote your market. Promotions can include a wide range of activity. Media advertising is what most people immediately think of as advertising: print, radio, and television ads. But this budget category will also include all other marketing expenses, such as leaflets used to leaflet cars at the local mall or passersby on the town square, travel to the local Rotary Club to give a presentation on the benefits of eating local foods available at the farmers market, and printing posters to hang in the windows of local shops and businesses promoting the market.

Don't forget that you need to promote the market to farmers, as well, to continue to diversify the market offerings. The efforts that are put into farmer recruitment should also be put into this budget category.

Special Events
While special events are another form of advertising and promotions, they are often separated out into their own category because they are often a much larger figure and more involved. Special events will require significant planning and may require their own sub-budget to get a full understanding of all expenses involved in each event. When budgeting for a special event, look at each phase of the event and visualize the expenses that will be incurred to make each phase successful. For example, to host a strawberry festival, you'll need to consider renting tables and chairs and a tent to protect against inclement weather. You'll need to purchase enough strawberries, shortcakes and whipped cream, supplies for serving (such as bowls, napkins, and silverware), serving utensils, mixing bowls, etc. Labor is important to keep in mind too. Even if you are using volunteer labor, you may want to build something into your budget as a thank-you gift for the volunteers' work. And let's not forget clean-up and trash removal. There are expenses involved if you must purchase trash bags and haul the refuse to the local dump. All this needs to be accounted for in this budget. You may also want to include your promotions of the special event in this budget rather than in your normal advertising and promotions budget, so that you will have a true picture of the cost of your special event.

One very useful aspect of budgeting for special events well in advance is that it also gives you the opportunity to ask local merchants and organizations to sponsor a part or all of the expenses for an event. If a sponsor donates an "in-kind contribution," such as paper products from a local restaurant, be sure to include the value of the donation in dollars as both an expense and a contribution (revenue). This will help you to have an accurate picture of real costs for sponsoring the event again the following year.

Insurance
Most markets must carry a minimum of Commercial General Liability insurance. This is a policy known as "slip and fall" insurance. Should someone be injured at the market, the insurance would provide protection for the market and the property owner against any claim made by an injured party.

Most Commercial General Liability policies also offer product liability, as well. This liability protects against illness or injury should a claim be made against the market for product purchased and used or eaten. For example, if someone attending the market's Strawberry Festival was sickened by the strawberry shortcake served by the market, the policy would pay against that claim.

Some markets also carry Directors and Officers Liability Insurance. This type of insurance protects the board of directors should they be named in a lawsuit as a result of decisions they have made that may have negatively impacted someone. The insurance would defend the directors and pay out any resulting claims.

Facilities
Facilities expenses include all those items that are necessary to manage the market site. Facility expenses could be both off-season and main marketing season expenses. Off-season expenses would include such things as site rental, site and operating permits, and site improvements. During the marketing season you'll encounter expenses such as port-a-john rentals, utilities, supplies such as a fire extinguisher and first-aid kit, and fees for services such as clean-up and garbage removal.

Office Expenses
Every market manager needs to maintain an office. Even an office as simple as a corner in a market manager's kitchen will incur office expenses. Office supplies of paper, envelopes, and stamps are the bare minimum of expense. Expenses can also include rental of office space, telephone, and computer equipment and software.

Professional Development
Market managers should continually improve their skills as managers. This not only helps the market manager to do a better job, it also helps them to maintain interest in the work and have a sense that they are growing on the job, which can reduce staff turnover. There are statewide associations that offer opportunities to improve market manager professional skills as well as their market's opportunities. Manager training is available through membership organizations, Cooperative Extension programs, and several other opportunities, as well. Membership in associations and participation in training programs would be accounted for under this budget line.

Nutrition Programs
Many markets offer a variety of nutrition programs that benefit their consumers with access to the fresh local produce available at the market, while giving opportunities to the participating farmers to increase their sales and profits. Under this budget item would be the expenses involved in operating the various programs. For example, the fees involved in operating a wireless EBT terminal for food stamp sales would fall under this category. Likewise, any expenses involved in bringing Cooperative Extension Nutrition Educators into the market to conduct cooking demonstrations or nutrition education would also come under the Nutrition Programs line item.

Income
The revenue stream for farmers markets can come from two main sources. Earned income is the income derived directly from services performed by the market. The second category is contributory income. This is a broad category where funds are derived from donations, sponsorships, grant funding, and fundraising events and activities. Contributory income requires more work to secure and is less dependable as a long-term source of income. But most markets must rely on this type of income as a way to balance their budget.

Earned Income: Earned income is that derived directly from services performed by the market. Markets that operate as a farmer-run organization often require participating farmers to join the organization by paying a membership fee. The fee allows them the opportunity to apply for space at the organization-run markets. The membership fees are placed in the budget under the earned income portion of the budget.

The next item under earned income would be stall rents—the amount each market participant must pay for the use of space each market day. There are many different ways that farmers and vendors can pay for the space they use. Most markets in New York charge a flat fee for space based on the size of the space. For example, a vendor stall, 10 ft. by 20 ft., for a 20-week season will be charged $125. In some cases the space may be rented on a daily basis, rather than seasonally. This is advantageous for farmers with a limited-season product, such as berry growers. A daily fee is typically charged a higher rate per week than a seasonal renter would be charged. Another possibility for charging stall fees is basing the fee on a percentage of sales. This method is popular in many of the western states. This system requires farmers to report their weekly sales to the market manager. They then must pay a weekly fee based on a percentage of their sales volume, with a minimum fee. Many think this system is the most fair as it places a heavier burden on those receiving the greatest benefit. But whatever the method used, the fees generated through stall rentals would be listed under this line item on the budget.

Other earned income would be derived from the sale of market product to consumers. Some markets find that tee shirts, aprons, tote bags, and mugs emblazoned with the market logo are can bring in much-needed revenue to the market. The revenues generated from these sales would come under earned income.

Contributory Income: Once the market has itemized their expenses and assigned realistic dollar amounts to each category, and identified their earned income, the difference is the amount that the market must raise under the contributory income. Market managers and organizations often have sponsors that help with a portion of their budget. This might be an outlay of cash to the market to place in the general fund, or it could be an in-kind sponsorship, where they provide a benefit that eliminates a budget category as an expense to the market. For example, a sponsor may feel that the market matches their organization's mission and can hire a manager, paid through their organization's funds. Or it may provide the space for the market to operate or include the market under the liability insurance of the sponsoring organization. All of these examples eliminate an expense category from the market's expense budget.

Grants can help support market operations, as well. Grants are typically short-term funds that are tied to specific programs, events, or services. As mentioned above under "Special Events," it is best to include the dollar value of a contributed item or service under both the expense line it would normally be placed under and the contributory income revenue line. To clarify that these are "in-kind" rather than cash, expense, and income items, such items can include an asterisk and footnote noting the source of the goods or service contributed. (See the Fundraising chapter for more on grants and fundraising.)

Putting the Budget to Use

Once a realistic budget is in place, the market organization can make decisions that will impact the market. The first thing to look at is the fee structure that is being charged for space. Is this adequately covering the costs of operating the market? If not, can fees be realistically increased to cover the expenses? An increase in fees must be measured against the farmers' ability to maintain profitability. If the necessary fee increase would outweigh farmer profitability, then the market must consider alternative means to increase revenue.

Fundraising is often necessary for markets. There are a number of ways a market can raise money to fill a budget shortfall: seeking sponsors, holding fundraisers such as local food dinners, selling market merchandise, and applying for grants. (See the Fundraising chapter for more information.)

If the market is doing well, and the income outweighs the expense, the market needs to decide how to handle the net income. The market can choose to make improvements such as building a stage for musical or special events, purchasing equipment for cooking demonstrations, erecting permanent signage, or paving the market grounds. It may also decide to create new programs that will benefit its consumers and farmers. For example, some markets have developed home delivery programs that bring farmers market foods to homebound community residents, giving access to more local residents and increasing sales opportunities for the farmers. Other markets choose to bank the extra income as a reserve fund for lean years or to save for a larger market project, such as building a pavilion.

Day-to-Day Finances

The market manager is responsible for the day-to-day financial management of the market. Typically they would be responsible for paying the bills for the market and accounting to the market board or membership for the way the money was spent.

The manager is also responsible for all monies collected. This is a large responsibility because much of the income is cash. A system must be established that provides an audit trail for accountability and protection. This means that the market manager is accountable for all monies—there must be a written record of all transactions which can be traced from the moment it is collected to the moment it is deposited into the market's accounts. This "paper trail" also protects the market manager from accusations of impropriety because the trail is traceable and transparent.

When collecting stall fees each market day, the market manager should provide receipts to the farmers and vendors and complete collection reports that itemize each vendor in the market, how they have leased the space (daily or seasonal), the amount collected from each vendor, and how the payment was made. The daily collection can be compared to the attendance record and the seasonal/daily vendor list to determine the fees that should be collected on each market day. This should agree with the amount the market manager has, in fact, collected. If not, the manager should give a detailed explanation of the difference on the daily collection report. A report summary then categorizes all income collected each day and is used to balance with the deposit to the market's bank account. These reports provide an audit trail that the market board, or any financial review team, can use to trace back income transactions.

Budget Adjustments

Throughout the course of the year, the market manager should have been compiling the actual income and expenses and comparing them with the budget projections. This allows the manager to detect how the market is faring financially, whether there is a need to make adjustments to any budget categories or whether the manager needs to increase fundraising efforts. These comparisons will also give the manager good information from which to develop the next year's budget.

References:

"Raising and Using Money," by Richard McCarthy, Executive Director, Crescent City Farmers Market, marketumbrella.org. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, Jan 19, 2007.

"Financial Recordkeeping," by Krys Cail, Agricultural Economic Specialist. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, Jan 19, 2007.

"Starting and Running a Non-profit Organization" by Joan M. Hummel. Revised by the Center for Non-profit Management Graduate School of Business, University of St. Thomas, University of Minnesota Press, 1996.

Appendix Resources:
Farmers Market Budget
Farmers Market Attendance Records
Farmers Market Daily Collections
Farmers Market Collections Summary

Section I. 6. Customer Satisfaction

Customer satisfaction has always been a main objective of businesses that want to prosper and become successful. A satisfied customer is one who will become a loyal and significant part of any business success. Without a loyal and growing customer base, a business will struggle and ultimately suffer economically and socially in its community.

What is customer satisfaction? First, let's define the word satisfaction: satisfaction is the sense of gratification and happiness that results when a need or desire is fulfilled through a pleasurable experience. Let's remember that satisfaction is the end result that the customer experiences when we have done all that is necessary to consistently meet and exceed their expectations in a timely, responsible manner. It is ultimately the experience our customer has, that defines their level of satisfaction.

Let's begin by using a simple step-by-step process that will enable us to achieve success in customer service, which ultimately leads to customer satisfaction.

It All Starts with the Right Attitude!
Acknowledging the importance that customer satisfaction plays in the success of any business is vital. A concentrated effort by management will go a long way in developing a culture of customer service and satisfaction. Management must clearly and effectively communicate the importance that customer satisfaction plays in an organization's strategy for success.

Remember: Everything we do will in some way impact our customer. A positive impact will help ensure their satisfaction and loyalty!

As simple as it sounds, providing a clean, safe environment is a very important part of the customer's experience. Here are some basic steps that will immediately impact the customer's experience in a positive way.

Checklist: Are the grounds well kept?

- ☐ The lawn is mowed so that it appears to be well manicured.
- ☐ Hanging baskets and flowers are placed around to improve aesthetics.
- ☐ A fresh coat of paint perks up the appearance.
- ☐ Banners and flags are positioned to make an immediate impact.
- ☐ Debris is picked up and removed.
- ☐ Roads and walkways are well-swept and clean.
- ☐ Clean restrooms that are fully functional and adequately supplied are provided as a courtesy and convenience for the customer.

Programs Must Benefit and Enhance the Customer's Experience!
Programs, policies, and procedures concerning quality and conduct should be carried out with integrity to win the customers' confidence and trust. That will go a long way in building a loyal and growing customer base.

Remember: Management must effectively communicate to everyone operating at the market the importance of exceptional service and its long-term effects on the market. Customer satisfaction is the result of doing the little things right!

Checklist: Partner with your growers and vendors to ensure customer satisfaction.

- ☐ Let them know you want to work with them and for them.
- ☐ Ask for their input. By making them a partner in the quest for customer satisfaction, they feel a part of the equation and are more apt to participate.

- ☐ Use constant reminders concerning customer service and customer satisfaction, such as signs and short newsletters.
- ☐ Let everyone know that this is a win/win situation for all involved.
- ☐ Don't stand pat! Continue to learn and grow in your pursuit of excellence in satisfying the customer.

Get in the Trenches!
There's no better way to find out what really satisfies your customer than just simply asking them! Take some time and mingle with your customers and ask them what is important to them when visiting a farmers market. You will be surprised at some of the answers you will get. Just gathering the ideas and thoughts of your customers can serve as a baseline to evaluate and construct some creative ways to enhance their experience.

Remember: By evaluating input from your growers, vendors, and customers about their overall experience, you could realize some very rewarding effects on the market!

Checklist: Recognizing the importance of every customer, along with growers and vendors, is an important step to achieving customer satisfaction.

- ☐ Let your customers know their input is important!
- ☐ Carefully listen to what they are saying and how it can enhance their overall experience of the market.
- ☐ Design your questions to get the maximum input from all concerned.
- ☐ Look at other markets and observe what is working for them. Chances are the same will work for you.
- ☐ Asking for input, listening, and observing is important. However, effective implementation is the key in following through.

Tell Them What You Told Them!
Continually remind everyone in the organization of the importance that friendly, courteous service plays in attaining customer satisfaction. When we repeatedly make a conscious effort to apply these principles, they become a habit and a way of doing business. Continual reminders to all market members concerning the importance of friendly, courteous service should be in the form of spoken and written reminders. Perhaps an occasional flyer or letter will help keep the message alive.

Remember: All customers respond to friendly and courteous service; our co-workers and market members are customers too!

Checklist: Making friendly and courteous service a way of life at your market will help build a loyal customer base. Any customer who experiences this kind of treatment will certainly come back again and again.

- ☐ Be sure to effectively communicate the importance of customer satisfaction on a consistent basis.
- ☐ A reminder of customer service and customer satisfaction should be in any flyer or communication to market growers and vendors.
- ☐ Don't overdo it … if it is overdone it becomes just another cliché and loses its potency. Communicate once or twice a month by just giving little reminders.
- ☐ Always extend a compliment or congratulations to any growers or vendors who are making a genuine attempt to improve the market experience through exceptional customer satisfaction.

Back to Basics!
As we recall, satisfaction is the sense of gratification and happiness that results when a need or desire is fulfilled through a pleasurable experience. Not only does the customer want a specific product, but also wants to have a great

experience in the process of purchasing that product. Providing a clean, safe, friendly, courteous, and professional environment should be the catalyst to launch any customer service program or strategy.

Remember: Doing all the little things right, add up to a satisfied and loyal customer!

Checklist: Clean, Kind, Consistent

- ☐ Provide a clean, safe, and aesthetically enhanced shopping environment for your customers.
- ☐ Partner with your growers and vendors to ensure customer satisfaction.
- ☐ Recognize the importance and input of every customer.
- ☐ Make customer service and customer satisfaction a way of life.

Service Recovery

Service recovery can be described best as winning back your customers' confidence and loyalty after they have incurred a problem with your company or organization. Invariably there will be some bumpy roads along the way in our attempt to achieve total customer satisfaction. When a customer has a complaint or encounters a problem at the market, we must move swiftly to resolve the issue. Always get all the facts and listen intently to what the customer is saying concerning their issue. Sometimes a customer may be inadvertently wronged by a grower or vendor at the market.

There will be times when you must act as a mediator on behalf of the customer and the grower. Respecting both sides and yet coming to a mutual understanding and resolution can be challenging. However, most conflicts or challenges can be resolved if both parties are willing to be cooperative.

When a problem arises, don't fall into the trap of making it only a right or wrong issue. Quickly identify the problem and solve it to the satisfaction of all parties concerned. The customer really isn't concerned about being right as much as having their problem resolved in a quick and courteous fashion.

Checklist: Take the initiative to satisfy your customer when problems arise.

- ☐ Apologize to the customer and accept responsibility for any error or mistake that has been made.
- ☐ Identify the problem and do what is necessary to resolve it.
- ☐ Be sure the customer is completely satisfied with the solution to their complaint or problem.
- ☐ Finally, apologize for any inconvenience this has caused and thank the customer for their patience and understanding.

Observe through a Customer's Eyes

Sometimes the easiest way to understand customer satisfaction is to put yourself in the role of the customer! Since most customers have similar desires and wants when it comes to their shopping experience, this perspective should help a lot. To get a different perspective on customer satisfaction, go shopping or stop in at a local convenient store and evaluate your experience. When you dine out, take time to evaluate the entire experience. You will certainly become more aware of what is and what is not a good experience.

Consider the following questions when evaluating a great experience:

How were you greeted? Were you greeted in a friendly manner? Did you feel welcome and valued as a customer?

Was the place of business clean and safe? Cleanliness speaks volumes about other aspects of the business! When dining out there are health issues at stake. An unclean environment could be an indication of deeper issues and concerns.

Were the frontline employees helpful and eager to address any issues or questions? Nothing takes the place of a friendly, courteous, and helpful staff. Any customer who is treated with these virtues can't help but have a positive experience!

Checklist: After you have evaluated your experience, what is it that you, as a customer, would like to experience? What have you learned?

- ☐ Apply to your organization any or all of the strategies of other organizations that created a positive customer experience for you.

Make Customer Satisfaction a Way of Life
Developing a service culture will go a long way in your mission to satisfy your customer. The definition of culture that we want to use here is "a set of shared attitudes, values, goals, and practices that characterizes a company or organization." There must be an unwavering commitment from the top to the bottom in order for the service culture to be effective.

It is the market management's responsibility to effectively communicate this message to everyone in the organization. With constant repetition and practice, it will become a way of life. If an organization does not implement a business-wide customer satisfaction strategy, it will continually struggle in its attempt to solidify a significant and growing customer base.

Remember: Develop a culture of service, with customer satisfaction as the goal and objective!

Checklist: Any organization that continually makes a conscious effort to satisfy their customers will add stability to their own experience.

- ☐ There must be genuine commitment from everyone in the organization.
- ☐ To ensure customer satisfaction, a service culture that is driven by a set of core values, attitudes, and practices must be instituted.
- ☐ When core values, attitudes, and practices are determined, they must clearly be communicated to everyone in the organization.
- ☐ The service culture strategy must be implemented with a daily passion and belief in the values that drive it.

Satisfying the Customer with Consistency
The true mark of an organization's ability to satisfy its customers is in the consistency by which it delivers exceptional service. This is what separates the ordinary from the extraordinary organization. If customer service and satisfaction is important to your organization, there must be a constant evaluation of performance. When evaluating your service performance, be honest in your evaluation. Have there been many complaints from customers? What areas of service performance can you improve upon?

Growing a service culture and a service mindset is an evolutionary process that will take time, effort, and commitment. However, the rewards will come in the form of many loyal and satisfied customers.

Summary
Nothing will ever take the place of serving your customer with the utmost respect and dignity. If there is one thing that will win a customer's trust and loyalty, it is the way you treat every customer in every transaction. Everything from a warm and friendly greeting to resolving any conflict or problem will certainly win the confidence, satisfaction, and loyalty of your customers.

Section I. 7. Getting Them into the Green Zone: Conflict Management for Market Managers

People visit farmers markets with a variety of expectations: good and wholesome food, friendly local producers, value-added products, and perhaps some crafts and music. It is a community-centered outing and should be smooth, fun, and rewarding. Market managers and vendors work together (usually) to make the experience live up to or surpass the public's expectations. But it isn't as easy or smooth as it might appear to the casual visitor.

Market managers are expected to handle logistic problems, clear up misunderstandings, resolve differences of opinions, and to stay calm and grounded even when others are demonstrating poor social skills. Part of your role and responsibility is to handle complaints and resolve disagreements. Conflict management appears prominently in your job descriptions and best practices in several of the PowerPoint presentations on your website. No problem! You just need to be nimble, resourceful, patient, and confident to maintain your sense of humor, and be relentlessly optimistic to handle conflict effectively.

Although market managers across the state are dedicated, passionate, and skilled, many of you have not had formal conflict management training. What makes things harder is that while managers have the responsibility to manage conflict, you often don't have the authority or recognition you need to resolve disputes or enforce rules or policies. And you may have a stake in how things are resolved, so you may not always be neutral.

Most likely you do have the basic skills, and you probably use those skills unconsciously. The following discussion will explain what you are doing well, make you more mindful of your expertise, and give you a few more tools for your toolbox.

Use Reflective Listening

Most conflict managers will tell you that listening in a way that makes people feel they have been understood will move most people from the red zone well into green. The trick is to practice deep or reflective listening skills. There are two steps to doing that. First, clear your mind and concentrate only on what the other person is saying. Don't prepare your response while they are speaking. Then make sure you got it correctly by summarizing and checking in with the speaker. Try to express both the ideas and the feelings; keep it simple and don't try to analyze the speaker or solve their problem. Remember that just because you understand, you aren't committed to agreeing.

It is so rewarding to get it right! Try it, and watch for a positive physical reaction: people begin to breathe more deeply and slowly, to straighten up, stop jiggling, and get color back in their cheeks or mouths. When people feel heard and understood, they can let go of their fear and positional thinking, and sometimes they can even listen to others.

Move to the Future

Don't make the mistake of rushing this stage; people need some time to believe that someone is actually listening with respect. Sometimes they will repeat themselves, maybe to make sure they are heard, or maybe because they are working out what they really think. But don't become a hostage to the past or to pointless arguments about what really happened, or whose intentions were the most pure. The problems lie mostly in the past, while solutions are mostly in the future. Try to engage the speaker in identifying the underlying needs and interests, and in generating some options for resolution. This can be more challenging that you might think. Sometimes it is helpful to ask, "So I understand what you don't like, tell me what you do want for the future." There might be a dead silence. That is a great silence to cultivate; don't rush to fill it. It means someone is surprised and has begun to think in a new way.

Generate Options

This stage is like creative brainstorming. Be playful if you can, use humor, and try not to critique ideas. Just let the weeds grow freely. Instead of attacking ideas for possible solutions, try to work together on some objective criteria to measure whether a proposal is fair, effective, and workable. Look at all sides. Gather more information or expert advice if needed. Try not to get attached to one solution and advocate too strenuously.

Summarize Solutions and Agreements

Make sure everyone is indeed on the same page, check assumptions, run through a list of what ifs, attack the agreement together to test it and make it stronger, and get down to details. Generate some plan Bs: figure out what to do next if it does work, or if it doesn't work. Reduce it all to writing if that seems appropriate.

Consider Using a Neutral

If, despite your best efforts, things are escalating, or if you have a stake in the outcome, or if you are perceived as taking sides, you may need to consider asking for some help. We often resist involving outsiders, choose the wrong people to be involved, or we are tempted to give up on working it out for ourselves. Using the right experts or neutrals can be very helpful.

Of course, conflict management is rarely as organized or easy as these steps makes it sound. You need to be able to tolerate messiness and disorder in order to resolve conflict well. Conflict happens when people care enough to put energy into something. It can seem crazy, silly, or uncomfortable, but usually it gets us thinking about something important to us. Well-managed conflict can produce a bumper crop of creative ideas, insights, increased trust, and better working relationships. Be fearless. Give these ideas a try.

Reference:

Charlotte Carter, the Statewide Program Director of the NYS Agricultural Mediation Program, which provides convenient, free, and confidential mediation services to farmers and other in agriculture in every county in New York.

www.nysamp.com charlotte@nysdra.org

NYS AGRICULTURAL MEDIATION PROGRAM

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Section I. 8. NYS Farmers Market Wireless EBT Program

When USDA Food and Nutrition Service (FNS) upgraded the food stamp program to an electronic benefits transfer system (EBT), it was done to streamline the system, keep up with advancing technology, and minimize fraud. An unfortunate offshoot of the transition to an electronic delivery mechanism for food stamps and the elimination of paper coupons was the lack of planning to maintain the ability for farmers at open-air farmers markets to continue participation in the food stamp program. Without the availability of electricity and telephone lines, or a site to house the necessary equipment, farmers markets and their participating farmers were precluded from the food stamp program, and food stamp customers were no longer able to purchase fresh, nutritious foods directly from farmers at their local farmers markets.

In 1999, New York State began its rollout of the EBT system for food stamp benefits delivery. At that time, 71 farmers exclusively in Western New York were participating in the food stamp program, generating $184,000 per year in food stamp sales. New York City farmers markets generated even greater food stamp sales each year. However, in 1999, these sales were about to be lost, creating a hardship for the farmers and a devastating loss for the food stamp shoppers.

Through the persistence of the NYS Department of Agriculture and Markets, a handheld wireless device was located that could accommodate EBT transactions in open-air settings. The device was tested in New York City in 2001 and found to be effective. The NYS Department of Agriculture and Markets, along with the Farmers Market Federation of NY, began to develop plans to implement a program that would put the handheld wireless terminals in the hands of the farmers, while the technology could be tested and improved upon.

Funds were made available through USDA Agricultural Marketing Service (AMS) to pilot this innovative program to bring wireless service into farmers markets for the acceptance of food stamp (EBT) benefits. Between 2002 and 2004, the Department and the Federation enrolled 90 farmers into the new program. For vendors currently authorized by FNS to accept food stamps, all that was necessary to begin in the program was to set up accounts with a service provider to provide the wireless service for the electronic transfer of EBT benefits to the participating farmers' accounts. Training programs were held with the farmers. Terminals were issued to each farmer, along with signage to display at their market stands. The Farmers Market Federation of NY acted as a liaison between the service provider and the farmer to assist with technological and billing issues. At the conclusion of the market season, the Federation was also able to reimburse the farmers for their service fees incurred from having to secure wireless service from a provider outside of the established FNS EBT network.

Each season, the program was evaluated in terms of farmer and customer acceptance of the wireless technology, the service provider, and the program operations. Customer acceptance was immediately high. While the actual number of sales was low due to the lack of significant promotion to announce the availability of EBT service at the markets, those who did use their EBT cards at the farmers markets were enthusiastic about the program and continued to come to the market week after week. In the first year, 2002, with a short season test and only 18 farmers signed on, EBT sales totaled $3,000. By 2004, EBT sales exceeded $35,000, with 36 participating farmers.

Farmers were more reluctant than consumers, however. The technology was new and, therefore, not performing as well as they had hoped. Transactions were slow, hampering sales in a fast-paced market where cash transactions are the norm and customer turnover is measured in a matter of seconds. In these cases, many of the participating farmers simply left their terminals in their trucks or at home and did not make EBT sales an option for their customers.

Signal strength was another issue. The tower system for data transmissions of this type was spotty, creating limited opportunities for using the terminals. Interference with the signals was also high. Tall buildings, roof structures, tall landscapes, and even high winds and overcast skies interfered with the wireless signal and rendered the terminals useless. Together with the reluctance of some farmers to use advanced technology, many farmers dropped out of the program rather than work with the Department and the Federation to assist the service providers in resolving the "bugs" in the program.

By 2005, the program was entering its third generation of technology. The terminals were faster, and sales transactions could be completed in less than 20 seconds. The tower system was upgraded and expanded to include the remote areas of the state, providing opportunities for farmers to use the terminals at more markets and allowing the program to significantly expand. However, funding was not sufficient to provide terminals and reimbursement of service fees to all 2,000 and more potentially eligible farmers and vendors participating at farmers markets. A new system needed to be developed.

At this time the Department and the Federation developed the Farmers Market EBT Token System. With this system the farmers market becomes an FNS-authorized retailer and acts as the FNS agent for all farmers and vendors within the market. The market manager is issued a terminal and $1,000 in wooden tokens. The tokens are in $1 denominations, serialized and with the market's name printed on them. The market managers are able to "sell" the EBT tokens in exchange for EBT benefits with the wireless terminal. Customers are then able to make purchases with anyone in the market who is selling FNS-approved products. Those vendors accepting the tokens as payment for their products redeem the tokens either at the end of the day or the following week with the market manager at full face value.

Farmers market managers are provided with the terminals and tokens, along with signage to use in their markets at the EBT or manager's booth. They are also provided electronic educational flyers in English and Spanish to print copies for distribution in their community to promote the accessibility for EBT benefits at their farmers market. Market managers are encouraged to create partnerships with Cooperative Extension, WIC clinics, Social Service offices, health and wellness providers, and other appropriate organizations to widely distribute these flyers and educate EBT clients on the use of their EBT benefits at the markets. In addition, farmers market managers are given reconciliation logs to help them account for their token distributions and redemptions and to facilitate reporting requirements to federal and state agencies.

The Federation provides the markets, as well as the farmers who have continued in the program, with reimbursements for the monthly service fees they are charged for having to use a service provider outside of the FNS system to secure wireless service. The Federation also continues to act as a liaison with the service provider, assisting whenever and wherever necessary.

Each farmers market signs a Participation Agreement with the Federation to participate in the program. The Agreement spells out the rights and responsibilities of participation.

Rights:

- Receive a wireless terminal at no charge, for the duration of their participation in the program.
- Receive tokens, serialized and market specific, to use as food stamp market scrip.
- Reimbursement for monthly wireless service fees and EBT transaction fees for the duration of their participation in the program (funding dependent).
- Promotion and outreach assistance, including signage, banners, and flyers.
- Training and technical support.
- Evaluation and reporting to federal and state agencies as required to maintain the wireless program and its funding.
- Negotiations and liaison with USDA FNS, OTDA, and the wireless service provider.

Responsibilities:

- Have someone on hand throughout the market day to conduct EBT transactions.
- Treat each food stamp consumer with respect and dignity and without discrimination in any form.
- Safeguard the wireless terminal from damage and loss.
- Redeem tokens from farmers/vendors and issue redemption checks on a timely basis.
- Complete issuance and redemption logs each market day and transmit to the Federation on a monthly basis.
- Safeguard the supply of tokens, as any lost or stolen tokens that are accepted by farmers MUST be redeemed by the market.
- Hold the Farmers Market Federation of NY, the NYS Department of Agriculture and Markets, and the NYS Office of Temporary and Disability Assistance harmless in regard to the NYS Farmers Market Wireless EBT Program.
- Participate in a season-end survey to evaluate the program.

Farmers and vendors within the participating markets are also required to sign Participation Agreements. With these, each farmer and vendor agrees to sell only FNS-authorized products with the EBT tokens, not give change for the $1 tokens, redeem the tokens on a regular basis, and only redeem tokens with the market whose name appears on the token. In exchange for signing the contract, the farmer or vendor is then given signage, "We gladly accept EBT tokens here," to display at their market stand.

In 2006, 27 farmers markets participated in the Farmers Market EBT Token system. By 2009, the program has grown to 135 farmers markets and 4 mobile markets. The degree of success for each market depended on the market manager's ability to create partnerships for the promotion of the program and their dependability in having the terminal and tokens available throughout each market day. Some markets had great success, increasing the level of food stamp sales each week, while others, whose market managers were also market vendors, had little time to devote to the token program. The success of the program will rest on three key areas:

1. Sufficient funding, on a permanent basis, to keep the program in place and growing.
2. Significant promotional and outreach efforts to bring EBT clients back into farmers markets after not having access with their food stamp benefits for a number of years.
3. Market manager capacity to run the program within the market.

Procedures:

Prior to season opening:

- Complete Farmers Market Participation Agreement and send to Federation.
- Apply to USDA FNS for food stamp authorization, using the online application at http://www.fns.usda.gov/FSP/retailers/register.htm and send the FNS certification number to the Federation.
- Complete service provider application and submit to the Federation.
- Keep all tokens in a secure location.
- Store EBT terminal in a location that is neither too cold nor too hot; and do not leave it plugged into the charger over the winter.
- Have all farmers and vendors sign Farmer Participation Agreements.
- Develop community partners to assist in administering and/or promoting the EBT program at your market—distributing EBT posters, consumer brochures, print ads and press releases.

Day before market:

- Charge terminal battery.
- Count out enough tokens to accommodate sales for the next day.
- Be sure to have an adequate supply of receipt paper for the day's sales.
- Record the day's beginning inventory on the Daily Issuance Log.

Day of market, before opening:

- Erect EBT banner at market manager's or EBT booth to let customers know where they can purchase EBT tokens with their food stamp benefits.
- Be sure all eligible farmers have their "We gladly accept EBT (food stamp) tokens here" signs displayed.

During market:

- Have someone on hand with the EBT terminal at all times during the market to perform EBT transactions. Customers should not have to search out an EBT manager or go away disappointed because they could not purchase tokens. This is a sure way to lose customers, along with whomever they tell about their negative experience. It is also a form of discrimination if food stamp customers are not able to shop the market the same days and hours as all customers.
- As sales of EBT tokens are made, be sure that the first transaction receipt is kept for market records and the second receipt is given to the customer.
- EBT customers are permitted to return unused tokens for a refund to their EBT account. The EBT manager must also be prepared to perform returns and record any EBT token returns on the Token Issuance Log.

End of market day:

- Batch out the terminal to transfer all transaction in the terminal, through the wireless network, to the market checking account.
- Reconcile batch report with the receipts obtained from each individual sale.
- Redeem tokens from farmers and vendors, recording redemptions on Redemption Log.
- Issue checks from last week's redemptions; complete the payment section of the Redemption Log.
- Enter token sales into Issuance Logs using receipts and reconcile with remaining tokens on hand.

Token Redemptions

Farmers and vendors redeem their tokens with the market or EBT manager. While it is requested that farmers redeem on a weekly basis, the reality is that they will redeem them when they have a sufficient number of tokens to justify the effort, or just another time that is convenient for them. Some farmers will wait until the end of the season. Because tokens are recirculated, it is necessary to have farmers redeem their tokens frequently enough for the market to continue to have a sufficient supply to satisfy food stamp customer demand each week.

When redeeming tokens, market managers should be sure that each token bears the market's name, as the market will have funds available for only those tokens it has issued. Return any tokens with another market name on it to the farmer or vendor. Count all remaining tokens, recording the count on the Token Redemption Log. Issue a receipt to the farmer/vendor for the tokens being redeemed. The funds to cover redemptions are in the market's account within 48 hours after batching out the transactions. Redemptions checks, therefore, are usually cut and issued to the farmer the following week. The date of reimbursement and check number are recorded on the Redemption Log alongside the farmer's signature to show when each redeemed token is reimbursed. This report will track token sales per farmer, per redemption, through the course of the season.

Using Offline Food Stamp Vouchers

The system is a wireless system, operating through a network of wireless terminals, towers, and landlines. What this means is that occasionally the system may be unavailable, making the wireless terminal inoperable. Should that occur, there is an option of using an Offline Food Stamp Voucher to make the sales, which will be put through the terminal once the system is working again.

To complete an offline transaction:

- Complete the Offline Food Stamp Voucher, including EBT Card Number, Cardholder Name, Farmer/Market FNS Number, Transaction type: Purchase or Refund, Farmer/Market name and address.
- Using a cell phone, call for approval from the toll-free Retailer Assistance Voice Authorization number on the back of the customer's card. This places a hold on the customer's funds and allows you to complete the sale.
- Once you have approval, complete voucher with date and time of call, amount authorized, approval number, sign the voucher.
- Have customer sign and date the voucher once they have read and agreed to the terms on the voucher. Verify the signature with the signature on the benefits card.
- Give the yellow copy of the voucher to the customer; maintain the white copy for your records
- Process a Voucher Clear transaction once the system is back online. You will not be paid until after you have processed the Voucher Clear Transaction. Offline vouchers must be processed within 15 days of authorization.

General Care of the Verifone v610 Wireless Terminal

- Paper rolls can be purchased in most office supply stores. Purchase single-ply, thermal paper roll, 57 millimeters (2.24 inches) wide.
- While the terminal is resistant to swings in temperature and humidity, protect the terminal from getting wet.
- To preserve battery power during the market day, power the terminal down between sales. The terminal reactivates quickly when powering up again.
- To maximize battery performance, periodically fully discharge the battery by leaving the terminal on until the battery is fully drained.
- When the terminal is not in use for several days, remove the battery.
- Any problems occurring with the terminal can be resolved through eFunds Corporation 24 Hour Help Desk at 1-800-737-5834.

Appendix Resources:
Farmers Market Application/Agreement
Participation Agreement for Farmers and Vendors
EBT Issuance Log
EBT Redemption Log


CHOOSE FRESH.
BUY LOCAL.
USE YOUR CARD!
FOOD STAMP/DEBIT/CREDIT CARDS NOW WELCOME AT YOUR LOCAL FARMERS MARKET.
BENEFIT
VISA
MasterCard
Downtown Syracuse Farmers Market
South Salina & Washington Streets • Tuesdays, 7:00 a.m.-4:00 p.m.

Section I. 9. Fundraising for Farmers Markets

A farmers market is a model of free enterprise, where dedicated farmers provide quality products and services to appreciative consumers and they reap income from the sale of their homegrown produce. On the surface, this seems like a straightforward, mutually beneficial business arrangement. However, as those who have participated in a market at any level know, it's not quite as simple as that. A successful farmers market is one that consistently focuses on the "Triple Bottom Line," striving always to be:

1. *Good for farmers*—keeps their farms and families viable.
2. *Good for consumers*—provides access to healthy and fresh produce, especially in underserved neighborhoods.
3. *Good for the community*—fosters social interaction, offering an opportunity for individuals and families to interact with vendors and each other, and in the process, learn more about their community as they make connections with their neighbors and local businesses.

The unique grower-to-consumer relationship of farmers markets sets it apart from traditional food retailers. The casual observer may not realize that achieving and maintaining this grass-roots relationship requires a lot of behind-the-scenes management, time, work, and, of course, money. Providing the funding needed to keep a farmers market going week after week, year after year, can be as complex and labor-intensive as running the physical market itself.

Two Great Assets:
Authenticity and Your Customers

The essence of a farmers market is simplicity—from seed to end product. A grower sells the fruits of their labor directly to the consumer. The consumer takes the fresh produce home, cooks it, serves it to family and friends, then comes back the next week and relates to the farmer, "Here's how I prepared the butternut squash you sold me." That kind of authenticity you can't replicate—and it really is one of the most unique and marketable aspects of farmers markets. As a result, businesses and organizations are going to want to associate with you because you have something that they may not have and, perhaps wistfully and viscerally, long to connect with. This sense of authenticity can also help you leverage your resources.

Another asset that potential funders are interested in is your customer base. The people you are able to draw to your market on a weekly basis are really what you're managing. A farmers market creates a very unusual collaboration of consumers, producers, and enthusiasts from the surrounding neighborhoods. Many businesses and non-profit organizations want access to the group that you assemble. For example, a restaurant or kitchen-supply business may be interested in setting up a booth at your market because they want to promote whatever product or specialty they feature. Some businesses may want to buy your mailing list and send a flyer out because they feel members of your group may be a good match for their product or service.

Both options can provide welcome income to your market. But both can potentially present some controversial issues for you as well. For instance, which companies or organizations are appropriate and which ones are not appropriate for your market? Who decides? Database selling can also pose several complications. You want your shoppers to always know that you value your relationship with them. And while many would be happy to have you connect them with businesses they may find useful, others could potentially feel that you've violated their trust. So it's wise not to provide information to just any organization that approaches you. An easy solution may be to simply offer an "opt out" choice on any form you take in that requests a customer or vendor's personal data. These are certainly topics you'll want to discuss with your board or association.

Streams of Income

There are several funding mechanisms available that can generate income for your market's treasury. Each of these funding streams breaks down into two key categories: Earned Income and Contributory Income. Earned income is the income derived from services performed directly by the market. Your market's main earned income would most likely be farmer stall fees. The second category, contributory income, are those funds derived from outside sources that help support your budget, but are not a direct result of services provided by the market. Keep in mind that the type of organization you are—the mission of your market—affects how and where you will seek funding.

Following are some solid, time-tested funding sources to consider. They are listed, loosely, from easiest to execute to the most sophisticated:

Earned Income:

Stall Fees. These are perhaps the most obvious and logical earned-income stream. Stall fees can vary considerably. There is no universal price breakdown recommendation. Some markets may charge a flat rate; others may set their fee based on a percentage of sales. Since a farmers market cannot exist without farmers, flexibility is essential. If you are just starting out or having difficulty recruiting farmers to your market, you may want to set a fairly low threshold for your initial rent structure, increasing fees as you become established and develop trust.

Merchandise. Selling items that promote your market—totes, T-shirts, aprons, mugs, etc.—is a popular income-generating practice. Shoppers who frequent farmers markets like to show that they support this community effort and are usually happy to wear a T-shirt with their market's logo on it. And nowadays more and more people are concerned about recycling and the environment in general, so many are eagerly purchasing reusable shopping bags and totes.

Some markets offer farmers logo-emblazoned, multi-pocketed aprons to their vendors. This serves two purposes. The farmers like them because they're very handy when selling at the booth and, when customers see them, they become interested in purchasing one themselves. Thus, the vendors become great promoters for selling products.

There are, however, some downsides to the merchandise option. Let's use T-shirts as an example. First, there's the cost of producing the item. You may find a way to underwrite the project with someone who shares the market's values, but this involves planning and strategies and more staff time. The underwriter will expect to have its name somewhere on the T-shirt, so alignment with organizations that the shoppers feel good about is critical. Also, how prominent will this name be on the shirt? Another merchandising pitfall is that selling textiles may lead to deeper, philosophical, socio-political issues if customers start to question the origin of the merchandise. Where was this T-shirt manufactured? Is this USA-grown cotton? Is this a fair-trade product? This just may not be something your market wants to deal with. Finally, once the shoppers have the item, the opportunity has passed. There may be a big flurry of activity at first, but then your T-shirt sales begin to dwindle because the bulk of market traffic tends to be repeat customers.

In general, merchandise is not the panacea for funding farmers markets. It is, however, a great branding strategy and can create good PR. It sends out a signal to—and from—the people who buy the items that they have a sense of community ownership of the market.

Contributory Income:

Sponsorships. Sponsors are cash or in-kind donors that help to defray the expenses of the market or a particular project or event of the market. A market's customer base is desirable to many businesses, with its broad reach and strong community ties. Any business that allies itself with the market will be painted with the same brush that consumers use when they picture the market. By choosing to become a market sponsor, the company or organization will have a link to the market's customer base.

The sponsorship involves negotiation between the market and the sponsor, until there is a consensus of mutual benefit. The sponsorship can be cash or in-kind, meaning they may offer money to defray expenses borne by the market or they may provide materials, promotions, or opportunities that will reduce the expenses of the market. (A sample Sponsorship Packet is included in the Appendix, compliments of the Capital District Farmers Market, Menands, NY.)

When considering a company for a sponsorship opportunity with the market, you must consider a number of issues:

- What is the market's mission? Does the company you are considering for sponsorship fit this mission? If there is not a mesh of missions, it may send a confusing message to your customers about who the market is, what you are trying to accomplish as a market, and thus result in bad publicity or resentment from your consumers.
- What are your customers' expectations of the market? For example, most customers expect that the market will be at the forefront of the support for a local economy movement. So where is your sponsor coming from? Is it a local business or a national business with a local presence? Will the company be seen by your customers as supporting your local economy or taking advantage of their support in the market to siphon dollars to a remote location?
- What are the company's expectations as a sponsor? Are they in sync with the market and with what you are trying to accomplish?

As an example of a successful sponsorship, the Crescent City Farmers Market in New Orleans worked with Tabasco to underwrite a market event. In exchange for promotion at the market, at a cost of $5,000 to Tabasco, they got a banner (which Tabasco designed) to hang over a booth where their chefs do cooking demonstrations. So instead of the market's regular "Chef's Corner," it became the "Tabasco Chef's Corner." This can be a one-time event or even done on a weekly basis. As Tabasco was a Louisiana company, the market didn't feel a risk of alienating their customers and so were comfortable associating with Tabasco.

There was an added benefit to this sponsorship beyond the promotion of the market. Major companies don't always take farmers markets seriously (aren't familiar, don't shop there, don't understand the ripple effects of what they do, the economic impact), so just by sitting down with them, they begin to appreciate the market's value and, in turn, *they* become your champions and your circle of supporters becomes wider.

Donations. People and companies who donate money appreciate and enjoy having the farmers market in their community. There are thousands of people in your market's surrounding neighborhoods who feel a kind of "imaginary" ownership of the market. Thus, they feel an intrinsic responsibility for it. This presents another fundraising opportunity for you. You can develop a Friends of the Market database, with which you can briefly explain what you're doing and what's coming up. Include opportunities for them to provide direct support in the form of donations. This is a relatively simple way to increase market income with little added expense. In return for their donation you can offer these community-minded local donors a gift—perhaps one of the merchandise items mentioned earlier, or maybe a punch card worth five free cups of coffee from one of your promoters.

The Friends-of-the-Market income stream may not be huge, but it does identify a core group that you can mobilize for support with future events. Also, it gives a name to that sense of belonging that many have. Being a Friend of the Market is one more way that they support their community. (See Section II Building a Market Community: Friends of the Market for more details on developing a Friends organization and the many benefits of a Friends group.)

Fundraising Events. Events such as restaurant cooking demonstrations, book signings, etc. elicit great popular and financial response. However, they require a tremendous amount of work that can last several weeks or more (mailings, forming a dedicated event committee, coordinating guests, arranging event sites, selling tickets, etc.). The model is to bring in some high-profile, well-connected person to chair the event and utilize their network of connections and resources. So maybe holding it in a local lodge or church hall would work best for you. And choose a day that will be good for attendees, but won't compete with your own market.

Events, much like merchandise, are also extremely valuable from a public relations standpoint. People begin to see that a farmers market is more than just farmers selling produce; they see that there's so much more involved behind the scenes that keeps it viable. It goes back to that Triple Bottom Line—farmers, consumers, community. Fundraising events give you a platform to highlight some of these things. You may find that after an event, a banker or some other local businessperson with an idea will approach you and say, "I had no idea you did this. Have you thought about this such-and-such project that we do?" So it can open up some new doors for your market's future that can expand your reach and generate even more income.

Grants. Funding from government or charitable organizations requiring no repayment is another option. Your grant application will expound on all the wonderful, worthwhile things your market does to benefit your local community and its economy and outline how you can more readily achieve these worthy objectives with their support. Particularly desirable are *operations* grants. Funders, however, don't always find the operations side of business so appealing and tend to support innovation and creativity. They usually want to attach their name to something groundbreaking. You can address this by building the operations facet into your appeal. You assure them that you are proposing some cutting-edge ideas but that it will realistically require administrative funding to execute your projects.

Grants are one of your best earned-income streams and should always be taken advantage of. Grant writing, however, can be excruciatingly laborious, though well worth the time and effort. When an application has passion and speaks with the intimate knowledge of someone who actually runs the market, it seems to make a difference in the success of the proposal.

While grants are appealing as a source of revenue, there are many things to consider before beginning the process:

- Grants are highly competitive. The larger the foundation or government agency offering the opportunity and the larger the pot of money available, the greater the number of applicants you will need to compete with. You cannot expect to be accepted on every grant opportunity you apply for; however, rejection can be a great learning experience. The rejection letter is typically a form letter, but the potential funder may be willing to give you more information on why your application was not selected. This information can help you to fine-tune your project for another opportunity or improve your overall grant writing skills.

- Most funders require a significant level of accountability, not just financially, but written reports of work done, evaluation techniques, measured results and accomplishments, lessons learned, etc. While evaluation of each project is always beneficial, the reporting process required by some grant makers can be onerous. You will need to know whether your market has the capacity to fulfill these requirements before applying for and accepting grants.

- Most grant makers require applicants to be classified as an IRS 501 (c) 3, non-profit corporation before applications will be accepted. This status allows the grant, if awarded, to be tax deductible by the grantor. If the market does not have this non-profit status, it can often partner with an organization that will "lend" its non-profit status. In other words, the non-profit organization applies for the grant on behalf of the market, becoming the fiscal and reporting agent for the market with the grantor. It is important that the market live up to the terms of the grant on a timely basis, allowing the partnering non-profit organization to complete its financial and written reports as required.

- When considering all the potential grant funders available to you, do not overlook the smaller foundations, such as local churches or the Kiwanis Club. Again, your chances with these groups are greatly improved if you've already cultivated a good relationship with them.

- Finally, you want to be sure that you are applying for the right reasons and not just following the money. In other words, does the grant and the project it will fund fit the market's mission? Grants can be alluring because they offer opportunities for large sums of money with no repayment required. However, being led off your mission by a grant that doesn't fit will distract you from the important work of your market: serving your triple bottom line of farmers, consumers, and your market community.

Endowment. To some, this is the "Holy Grail" of all funding sources. An endowment is essentially a trust fund set up at a bank for your organization. This is the hardest money to raise, especially for farmers markets. Banks and corporations tend to be more comfortable with bricks-and-mortar organizations, so appealing for an endowment can be a hard sell.

However, the great benefit of an endowment is that the funder essentially gives up control over what is done with the money. *You* are the one who manages the funds and decides how best to use the money. In order for an organization to give up that control, it really has to believe in what you're doing and it has to trust that you're a reliable, stable organization.

One thing we know about farmers markets is that they are not stable; like crops and the weather, they are organic and thus changeable and can be chaotic. But farmers markets also have such unique stories to tell. As social enterprises in communities, markets are very different from typical social service agencies and economic development agencies because they do it all at once. Farmers markets are amazing community builders. This is very different from the other applicants who appeal to organizations for endowments. And once you demonstrate, for example by working with a smaller charitable partner and set aside a percentage of your earned funds year after year, you send a signal to the funding community that you're a stable organization with plans for future growth. Funders take you more seriously when you can demonstrate your commitment in this way and will give more serious consideration to your funding request.

Ironically, funders don't always donate to great projects. They tend to extend their funding to organizations they like and trust. So it pays to make those community connections, build relationships, start small with your requests, and always maintain integrity.

Money Saved Is Money Earned
In addition to those sources where actual cash streams in to fill your coffers, there are also ways to benefit your market by keeping money from streaming *out*. The following resources are more easily obtained and readily at hand than those requiring lengthy applications, manufacturing contracts, or donor databases, and their value to your farmers market cannot be underestimated.

Space. When looking for a safe, reliable, and readily accessible site in your community to locate your market, try to secure the space from someone willing to donate it, such as a store owner or the landlord of an office complex. The less rent you pay, the more money available for your market projects. Also, you may find it's better to work with private companies than to hold your market on public property—less politics involved.

Volunteers. Farmers markets could not really function without volunteers. The incredible, dedicated members of the volunteer staff are the ones who get up on cold mornings to serve coffee, help set up tables, transport supplies, etc.

The only possible downside is that it takes a lot of time to manage volunteers. Since they are not employees, it is somewhat harder to control their workload or to "fire" them. Volunteers are looking for different things, too. Some want a sense of belonging, some want meaningful work, some want the personal interaction that working with such a community-oriented organization offers. But they participate of their own free will, so they will also need some special attention. You've got to be sure that they feel valued and this requires a staff or board member to look after the volunteers: meet regularly with them, keep track of their hours, note when they are supposed to get their free volunteer T-shirt or whatever perk you offer.

"Stuff." Another money-saving avenue to consider is a fundraiser for physical supplies you may need. If your market could really use a new scooter pickup for its routine on-site jobs, you can appeal directly to the public for donations. Having the vehicle on display at the market gives passers-by something concrete to visualize which hopefully inspire them to donate. A twist on this idea: You could arrange up front to receive a scooter from a business doing a promotion at your market in lieu of monetary funds.

Summing Up
Tapping into these various funding sources—and employing the money-saving practices noted—is vital to ensuring the success and sustainability of your farmers market.

The prerequisite to all this is having the management capacity inherent in your organization. That means being very clear about what some call the "Four M's":

- Mission (your reason for existing)
- Management (organized, productive systems in place)
- Market (promoting yourself so others are aware of you and your purpose)
- Measure (illustrating how you meet your goals)

All these factors interplay and when they're all working together smoothly, you're better poised to make the pitch that you're worth investing in.

The time and effort you put in up front and in following through along the process will most assuredly prove worthwhile as you see your budget become less strained and more workable, enabling you to create a farmers market that matches your admirable vision.

Reference:
"Raising and Using Money," by Richard McCarthy, Executive Director of MarketUmbrella.org and manager of Crescent City Farmers Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, Jan. 19, 2007.

Appendix Resources:
Funding Sources for Farmers Markets
2009 PR/Advertising Opportunities with the Capital District Farmers Market


Welcome to the Market
80 miles to the gallon...
Mark's Fun Truck
More Info

Section II. Building a Market Community

A farmers markets is a unique form of enterprise that is based, not just on transactions between buyers and sellers, but also on the relationships that these transactions build: consumer to producer, producer to community, consumer to community, and so on. These relationships are a vital component of a farmers market and, in large part, a predictor of its success. It is the market's responsibility to foster these relationships, nurture their growth, and, in essence, build a market community.

What is a "market community"? It starts with the concept of a "triple bottom line." To be successful, markets must strive to simultaneously and equally serve consumers, farmers, and their host community in a manner that brings value to each and benefits all. A market has then achieved a market community.

But why is this important? A market community helps to establish the market as an institution. Its programs serve the needs of its consumers, with access to fresh local foods, connections to local growers and long-ago agricultural roots, and with programs and products that positively impact the health and wellness of a community's residents. Farmers have a viable outlet for their farm products, with reliable and profitable sales each week that help to sustain and grow their farm business. Local businesses see the market as a partner in building the economic base of the community, bringing crowds of shoppers each market day that spill over into surrounding businesses. As well as market customers, market farmers will likewise spend some of their hard-earned dollars with local businesses, adding to the local economy. Finally, local municipalities will see the farmers market as a community partner, helping to provide service to their residents, building community connections through the market, providing opportunities for local organizations and government agencies to showcase their programs and missions at the market, and hosting programs and services that provide direct benefit to their residents.

A farmers market that is successful in building the market's community is rewarded with long-term partnerships with residents, organizations, businesses, and the municipality. The partnerships can then translate to a number of benefits, such as:

- sponsorships or underwriting of the market or its events; i.e., municipal-sponsored bus transportation bringing seniors to market each week.
- partnerships on program development and administration; i.e., assistance with promotion, outreach, and administration of the market's food stamp program.
- increased and sustained customer base; i.e., community residents incorporate the market into their regular weekly routine, and members of partnering organizations become regular market shoppers.
- in times of trouble or uncertainty for the market, the community pulls together to help the market through the difficulties; i.e., the community rallies in support of a market that is in danger of losing its site to a developer. Community protests from consumers, as well as the support of local businesses and key people in government have been effective in altering the plans of developers and preventing the loss of markets.

To build a market community, it is important for the market to understand and accurately project their market's "personality." The personality is the perception of the market from the viewpoint of each of the sectors of the community: market management, farmers and sellers in the market, and their shoppers. Often these perceptions are not in sync as each understands various concepts from their own unique perspectives. The key is to identify these differences and reconcile them in a way that each member of the market community can understand and support. Then the market will portray a unified image of itself to its community and a sense of a well-organized, well-established market worthy of merit and standing in the community.

To identify your market personality, Dave Stockdale, Executive Director of CUESA and San Francisco's Ferry Plaza Farmers Market, has developed a simple tool to assist market managers and management teams.

Describe Your Market Personality

Market: List key words or concepts to describe your market (not the people in the market).

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View from afar: What are the impressions of first-time shoppers at your market?

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Misconceptions: What are the misconceptions people have about your market? What don't they understand or what do they have the wrong idea about?

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From this analysis, market managers can identify the disconnect between what the market wants the public to think of their market and what is actually being perceived. Brainstorming often can identify ways to resolve the differences.

One example is the notion that farmers markets are more expensive than supermarkets. A simple solution is to do comparison shopping between local supermarkets and farmers markets. A sign board in the market each week can show shoppers the value of shopping at the farmers market.

The next step in defining your market personality is to look at your market mission. The mission is a strong statement of who you are. It should be driving everything you do, from your rules and regulations, to your choice of market sponsors, to your decisions on what programs you develop within your market. If you are not true to your mission, then you are not portraying a clear image of who you are to your market community.

Mission: State your mission.

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Management: Is your management team using your mission to make its decisions?

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Sellers: Do your farmers and sellers reflect your mission? What do people see when they come into the market?

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Shoppers: Do your shoppers match your expectations of whom the market is trying to attract? Does the market meet your customer expectations?

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Going through the exercises to define your market personality—who you are and how others perceive the market—is an important first step in building your market community. You need to have a strong sense of who you are as a market, a strong commitment to maintaining that image, and a goal of portraying that image to your community. Your success in building your market community depends upon it.

Reference:

"Projecting the Personality of Your Market," by Dave Stockdale, Executive Director, CUESA and San Francisco's Ferry Plaza Farmers Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 6, 2008.

Section II. 1. Building a Farmers Market Community—Farmers

A farmers market cannot exist without farmers. They are the very essence of a market. It is the fruits of their labors, the colorful array of farm bounty, and the aroma of rich, ripe fruits and vegetables that attract customers. Successful market managers understand this and work diligently to recruit farmers to their markets and to offer the broadest possible range of farm products: fresh fruits and vegetables, homestead cheeses, free-range meats, fresh herbs, honey and maple, local wines, and so much more.

But does the task of building the community of farmers stop with successful recruitment? The answer is no. It is an on-going task, one that continues to build opportunities for farmers, increasing sales potential, promoting their farms, and increasing the success of the market and consequently, the farmers themselves. As market managers mature and gain experience and confidence in their market and their abilities as managers, programs and services are added that help to increase opportunities for farmers. Let's look at some of the basics.

Farmers Market Nutrition Programs

Minimally, a farmers market manager should enroll the market in the state's Farmers Market Nutrition Program. Authorized under the Child Nutrition Act, the Farmers Market Nutrition Program (FMNP) is a federally funded, state-administered nutrition assistance program for WIC families. Families are given a once per year benefit of coupons that are valid for fresh, locally grown fruits and vegetables from bona fide farmers. Along with a booklet of coupons, the WIC family is also given nutrition education, information about fresh fruits and vegetables, and a guide to locating their local farmers market.

The goal of the program is to assist WIC families in achieving a well balanced diet that includes fresh fruits and vegetables. By providing an FMNP coupon, the program provides incentives to participants to visit local farmers markets and learn of the availability, affordability, and abundance of fresh, locally grown fruits and vegetables. By bringing a new customer base to the farmers market and giving them "cash" to spend with local growers, farmers are given an opportunity to increase their sales. Many farmers also take the opportunity to interact with this group of customers and adjust their product line, package sizes, and pricing strategies to accommodate their needs.

A companion to the FMNP is the Senior Farmers Market Nutrition Program (SFMNP). This program is authorized through the Federal Farm Bill and provides a similar program to the WIC FMNP, but benefits nutritionally at-risk, low-income seniors. The program is administered by the state and distributes coupons through county offices for the aging.

Traditional customers for fresh fruits and vegetables, senior citizens tend to turn out at farmers markets in bigger numbers than WIC families, who often must overcome obstacles of transportation, child care, and inconvenient market hours to attend markets. Consequently, the redemption rates for SFMNP are higher than the WIC FMNP.

Administering the FMNPs in the Market

In New York State, the Department of Agriculture and Markets administers both FMNP and SFMNP. Both of the programs are run concurrently under one application process and the same set of rules and operating procedures.

Before farmers can apply for participation and begin to accept FMNP coupons in a farmers market, the manager must first certify the market with the NYS Department of Agriculture and Markets. The Department puts out a list of criteria regulating eligibility for farmers markets (see Appendix), including requiring a fixed schedule of operations, a set of rules and regulations, and a minimum of bona fide farmers. If the market matches the criteria, an application is made to the Department by the first of March each year to certify the market.

The application must be accompanied by a roster of the farmers in the market and an up-to-date set of market rules.

Once the market is certified, the market manager receives a packet containing applications and signage for the farmers in the market. Farmers who will be renewing from previous years will be sent applications and signage directly from the Department. However, farmers who are new to the program will be relying on the market managers to provide them with an application to the program.

Farmer applications are completed by each farmer who is a bona fide producer. In New York State, that means they must produce a minimum of 50% of the fresh produce they sell. (However, if the market rules are more restrictive, the market rules will prevail. For example, if the market states that farmers must produce 100% of the products they sell, then only farmers raising 100% of their products for sale will be eligible for the FMNP program in that market.) Along with the application, the farmer must complete a crop plan. This is a complete list of the fruits and vegetables that the farmer will be growing, along with the acreage or row feet of each product.

Once the farmers complete the applications, they give them to the market manager to certify their status as bona fide farmers. The manager does this by signing the application and sending it on to the Department for processing. The market manager retains the crop plan.

Compliance with the Farmers Market Nutrition Program is a joint responsibility. Farmers attest to their compliance when they sign the application. Their signature is also a testament to the accuracy of the crop plan submitted and an agreement to submit to a farm inspection if warranted. To further ensure compliance, the Department conducts both covert and overt inspections at the markets. Should a violation occur, the Department notifies both the farmer and the market manager as to the nature of the violation, the severity, and the corrective action required. The market manager may be asked to follow up on behalf of the Department. This could take several forms from simply ensuring that farmers are displaying their signs to show FMNP customers where they may use their coupons, to talking with farmers to ensure they understand the rules of the program, to conducting an on-farm inspection using the crop plan received by the farmer in question. The report that the manager sends back to the Department determines if any further action by the Department is required.

Increasing Sales Opportunities

It is both challenging and exciting to develop programs in the market that help to increase sales opportunities for participating farmers. The programs can aim to attract larger numbers of consumers with similar characteristics or to reach a new customer base, as the FMNP and SFMNP programs do by reaching low -income WIC families and seniors.

In attempting to attract larger numbers of customers to the market, many market managers host special events. The goal of an event is to introduce new customers to the market by bringing them in for this one-time event, and to show them that the market is family-friendly and an affordable place for purchasing fresh, locally grown foods. Many of the events are tied to food themes. For example, a sweet corn festival may be held in mid-July to welcome in the new corn season. This could include chefs who showcase a variety of ways to prepare fresh sweet corn, from traditional preparations with variations of butter flavorings, to sweet corn salads and relishes that customers can sample. What better way to encourage sales of the farmers' sweet corn than to give customers a taste and share recipes.

Other activities may include a corn theme as well, or may be fun things that help customers to enjoy their visit at the market. Some ideas may be to host a small corn maze (yes, some markets actually truck in corn stalks and build a maze for children to navigate!) or scavenger hunts that take customers from farmer to farmer to find the different varieties of corn, and hopefully, to learn about them and the farmers, as well. Other activities could just be fun things that the children may enjoy, such as face painting, vegetable art, etc. Maybe add a country band that entertains customers while they enjoy the activities and shop the market.

Not only are you attracting new customers with a special event, you are encouraging customers to stay longer in the market. Studies have shown that the longer a customer is in the market, the more money they are likely to spend with the farmers. So this can be a double bonus for the farmers: new customers and increased spending from regular customers, as well.

Market managers can also develop programs that target new customer bases for their market. An example of this would be food stamp customers. Since food stamps were rolled over to an electronic delivery mechanism, it has been difficult for food stamp recipients to use their benefits at farmers markets that have no access to phone lines or electricity. Many markets are reaching out to wireless electronic services to be able to transact food stamp sales on behalf of farmers in their market. This is the case in New York State with the NYS Farmers Market Wireless EBT Program. Farmers markets joining this program can be outfitted with a wireless terminal, EBT tokens, and promotional materials to make their market accessible to food stamp customers. (See Section I. 8. for details of the NYS Farmers Market Wireless EBT Program.)

Direct Delivery has also become a mechanism that markets are testing to reach new customers. This is often targeted to customers who do not have access to the market, whether they are physically handicapped, housebound elderly, or unavailable during market hours due to conflicting work schedules. Market managers are reaching out to these populations of customers and facilitating sales and delivery of farm products from the farmers in their market. The SouthWedge Farmers Market in Rochester, NY, offers web-based ordering for customers in a designated area surrounding the market. Those wishing to access the fresh, locally grown foods from the farmers of the SouthWedge Farmers Market can place their order online. The market managers collect the products from the selected farmers, and delivery is made by a bicycle-riding volunteer. Payments are collected and the farmers are paid for their products. While this model is only in its infancy, it is proving to be successful in adding new customer sales and profits to the farmers in the SouthWedge Farmers Market.

Another direct delivery method being tested is at the Syracuse Eastside Neighborhood Farmers Market. The market has partnered with the local Meals on Wheels program to make fresh fruits and vegetables available to the patrons of Meals on Wheels. Order forms are updated with new products and prices each week and delivered to Meals on Wheels participants with their regular lunchtime delivery. The market manager then calls each participant for orders of fruits and vegetables and acts as their shopper in the market. Volunteer drivers deliver the orders and collect cash payments, FMNP coupons, or food stamp benefits. The farmers are reimbursed for their products at the end of the market day. While homebound seniors purchase only small quantities of fruits and vegetables, they are happy to have access and pleased to have drivers come by once a week with their delivery and an opportunity for the social interaction they crave.

While some markets bring the farmers’ products to the customers, others have found ways to bring the farmers themselves to the customers! Cornell Cooperative Extension in Jefferson County has organized a mobile market that includes bringing the entire market to senior centers and low-income housing. Each week, the farmers go from location to location, spending about an hour at each location. Each farmer accepts FMNP and SFMNP coupons, and the market accepts EBT benefits, with the farmers accepting EBT tokens as payment. By bringing the market directly to low-income customers and offering a variety of payment methods, the market has brought a whole new customer base to the participating farmers and increased their sales opportunities.

Building Awareness for Local Agriculture

Running programs that build awareness of local agriculture can benefit farmers in the market.

The programs can promote the individual farmers, build demand for local products, and create ties between customers and agriculture. Let's look at a few examples of programs that build awareness for local agriculture.

Promoting the individual farmers in the market has been accomplished in a number of ways by market managers. Market brochures and websites can highlight each of the farmers in the market. A description of who they are, what products they offer, their production techniques, where they are located (both in the market and in the community), and contact information (including links to their websites) can help customers to make connections with farmers throughout the week and throughout the year. Other markets use signage at their entrances that direct customers to each of the farmers in the market. Some signs use color to identify various types of growers; i.e., organic, fruit, vegetable, meat, cheese, etc. This is helpful to customers and gives recognition to each of the farmers.

Harvest Dinners are another example of a program that promotes local agriculture. The dinners feature only locally grown foods from the farmers in the market. A local chef or a market volunteer may do the cooking. The farmers providing the food are recognized, and the diners are encouraged to return to the market to purchase the sumptuous foods from these farmers. The Harvest Dinners can also be fundraisers, while celebrating local foods and introducing people to the farmers in the market.
Educating customers about agriculture can help to build not only awareness for local agriculture, but understanding and respect, as well. Some farmers markets have incorporated farm tours as to help customers make stronger connections to farming. The market manager organizes a tour that takes consumers to some of the farms participating in their market. Each of the farms gives the consumers an in-depth understanding of what it takes to produce the foods they eat. Customers come away with a stronger appreciation for the work farmers undertake to produce and market their food and a stronger commitment to purchase locally grown foods.

Building a local food system can also be a part of creating awareness for local agriculture. The mission of Just Food in New York City is to increase the amount of food grown and distributed in New York City. To facilitate that mission, it operates and/or supports 11 farmers markets throughout the city. Beyond the operation of farmers markets, it builds the farmer network within the markets. Trainers work with city youth, urban residents, and regional farmers to teach agriculture skills, such as growing in community gardens, raising chickens in New York City neighborhoods, and marketing skills. New city growers and regional farmers are brought together to create a network of farmers markets that operate in the neighborhoods of New York City, including many low-income neighborhoods with little access to other options for fresh, wholesome foods. Just Food's system of working with growers and educating residents about the importance of a sustainable food system and eating local foods has helped them to build markets that are providing economic development to the community, increasing access to local foods to area residents, and making the markets profitable to participating farmers.

Other communities also have found that community gardens are an excellent way to build awareness of agriculture. By training urban dwellers to raise some of their own foods, they learn an appreciation for the hard work and dedication farmers must have to produce the diversity of foods that we enjoy. The community gardeners become a part of the farmers market community, joining in as both sellers and consumers in the market and as ambassadors for agriculture within the community.

Creating programs that connect youth to agriculture and tie in to the market is another way to create awareness for agriculture and benefit the market. Many organizations are training young people to be “farmers-in-training,” learning to grow fruits and vegetables, raise animals for meat production, or become beekeepers. The goals are many. First, many markets are experiencing a shortage of farmers to populate their market or are concerned that as farmers retire there will be no farmers coming up behind them to grow our food and sell in the market. A youth training program helps to alleviate that concern by teaching young people agricultural skills and an appreciation for farming. While not all of the trainees will stay in agriculture, many will either continue on or will return to agriculture at some point in the future.

The program can also teach valuable marketing skills to the youth participating in the program. Markets find that youth entrepreneurship programs can be used as a “consignment shop” to bring farmers products into the market. The youth sell the products for the farmers, learning the skills of pricing, display, and customer service, while the farmer has the benefit of getting his product into a retail market setting, without using his valuable time. This technique is especially helpful in small markets or start-up markets where farmers are unsure of their ability to generate enough sales to justify their time away from the farm. The consignment concept gives them an opportunity to “test” the market, gives the youth an opportunity to learn new skills, and when the test proves positive, the farmer can join the market and the consignment shop can move on to encourage additional farmers to participate.

It is a successful market that seeks to grow its community of farmers. The market that pays close attention to providing an expanding customer base through participating in existing programs, such as EBT and FMNP, and developing new programs based on community need, shows a commitment to its farmers and the success of their farms. In return, the farmers will be more committed to the market. Consistent attendance, as well as long term participation; compliance with market rules and policies; participation in market programs and volunteering on the market’s board or work committees are all means of dedication that successful and satisfied farmers will exhibit toward the farmers market that has been a partner to the success and growth of their farms.

Reference:

“Developing Programs that Connect the Market with its Community,” by panelists Chris and Vicki Hartman, SouthWedge Farmers Market; and Jane Hodge, Just Food. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 6, 2008.

Appendix Resources:

2008 NYS Farmers Market Nutrition Program Plan of Work
2008 NYS Farmers Market Nutrition Program Participation Requirements for Farmers Markets
2008 NYS Farmers Market Nutrition Program Farmers Market Application
2008 NYS Farmers Market Nutrition Program Farmers Market Application Instructions
2008 NYS Farmers Market Nutrition Program Farmers Crop Plan


OLD NAVY

Section II. 2. Building a Market Community—Friends of the Market

Farmers market managers are heavily invested in the day-to-day operations of a farmers market—recruiting farmers, promoting the market, building a strong, loyal customer base—along with the myriad of daily, weekly, and seasonal duties, leaving little time to spend on extra projects and programs. Help is needed to develop and operate additional programs that can help the market to fulfill its mission to support local farmers, give access to fresh, locally grown foods to a broad range of local residents, and to be a responsible community partner, institutionalizing the market within the community. Having a Friends of the Market organization can be a vital partner to a farmers market organization.

The catalyst for a Friends organization can come from a number of sources. Market management may have a need they cannot fulfill due to time constraints, insufficient staffing, or funding issues that cannot be overcome without a 501(c) (3) designation. They may look within the market for key consumers, community partners, and interested individuals to begin the process of developing a Friends of the Market organization.

Other times, community members may see an unfulfilled need with the market, maybe a nutrition education component or a desire to add a program, such as a community kitchen, to the market. With a cause to rally around, the group may approach the market management with the goal to assist the market to achieve these goals. As a result, a Friends of the Market organization arises.

Farmers vending in the market may also initiate a Friends of the Market organization. They may want a permanent structure to house the market, giving them the opportunity to extend the season, or see the need to renovate the existing market structure. A Friends of the Market organization may help them with construction and renovation costs without having to add to the fees the farmers are already paying to participate in the market.

Wherever the catalyst comes from, to begin the process, the Friends of the Market organization has three main objectives:

- It gives market supporters a greater connection to the market, with a strong sense of ownership.
- It creates an additional source of income for the market.
- It provides additional manpower for the market.

Membership

Friends organizations are generally membership based. The members are drawn from the consumer base of the market, as well as the surrounding community. Members all share a common passion for the market, their love for fresh local food, and a desire to protect local agriculture. Being a part of the market through the Friends of the Market organization gives them a way to express their passion. Their involvement can take many forms—from giving a cash donation, volunteering during market hours, participating in an advisory committee, or helping to promote the market within the community.

Joining the Friends of the Market organization may be as simple as showing up at a meeting and signing up for a work detail. Or it may involve paying a membership fee. Such fees may be set, while others offer a sliding scale, allowing a member to choose the level of their commitment. Members who pay fees are usually given gifts appropriate to the level of payment. For example, the SouthWedge Farmers Market in Rochester offers market T-shirts and signage at the market to recognize their Friends. Others offer market tote bags, recipe books, or special locally produced items.

Source of Income

Some markets use their Friends organization solely as a means to connect with loyal customers, collecting the membership fees as the only activity of the organization. The members pay their annual fees, receive their gifts, and feel welcome as members of the market community.

Other Friends of the Market organizations more actively fundraise on behalf of the market and its programs. As a non-profit corporation, the Friends of the Market can secure grants, donations, and sponsorships, and donors will be able to use their donations as a tax deduction. The funds raised by the group can help the market in a number of ways. For example, at the Saint Paul Farmers Market, the Friends of the Market helped raise funds to build a permanent structure for the farmers market.

At the Rochester Public Market, the Friends of the Market organization runs programs that benefit both consumers and farmers in the market. One of the primary programs of the Friends group is to run the Farmers Market EBT program. They operate the market wireless terminal and "sell" SNAP (food stamp) tokens to customers using their plastic benefits cards. The tokens, spent with the farmers, are then redeemed back through the Friends organization. The Friends were able to secure a grant from a local foundation that helped to finance an EBT manager who streamlined their process for handling the lines of customers wishing to use the service, the task of counting tokens and issuing checks back to farmers, as well as tracking sales and use volumes to assess the effectiveness of the program.

In addition to securing grants, many Friends of the Market organizations hold fundraising events. Harvest dinners of local foods purchased from the farmers in the market and prepared by a local chef are open to the community. Each guest purchases a ticket and enjoys a wonderful meal, maybe in the home of one of the Friends. This is an excellent opportunity to showcase the market, its farmers, and the community of Friends. And ticket sales benefit the programs and operation of the farmers market, through the Friends of the Market.

Friends groups are often present at a central booth each market day offering market merchandise for sale to consumers—T-shirts, tote bags, and aprons with the market name and logo, recipe books, etc. The merchandise serves three significant purposes. It provides a revenue stream for the Friends organization to keep its programs and services operating. It is also a great promotional tool for the market. As customers travel through the community wearing market T-shirts and carrying market tote bags, they are promoting the market. These are walking billboards, doubling as testimonials for the market. But the market merchandise also connects consumers to the market. All those purchasing the merchandise, wearing the T-shirts, and barbecuing in their backyard wearing the market apron are loyal market customers, proud of their connection to the market. The merchandise gives them an opportunity to express their pride.

Whenever the Friends of the Market accepts donations as a charitable non-profit organization, IRS requires an acknowledgment be sent to the donor before the donation can be used as a tax deduction. Any donation over $75 requires a letter acknowledging receipt, stating the value of the donation, and whether the donation is in exchange for goods and services (if so, then the deduction can only be the fair market value of the donation less the value of the goods or service).

Sample Donation Letter

Thank you for your donation to the Friends of the Market, in the amount of $_________. Your gift directly supports the work of the Market to …

This letter is an acknowledgement of your tax-deductible charitable contribution for your records, and to verify that no goods or services were provided to you in return for this donation.

Your support of the Market is greatly appreciated!

Sincerely,

Friends of the Market

Another consideration for Friends of the Market organizations with regard to fundraising is the liability of volunteers and staff handling the funds being raised. While it is a rare occurrence, there is a potential loss should monies be lost or stolen. To protect both the organization and the individuals handling any funds, the organization should look into bonding. Bonding the volunteers and staff insures the Friends of the Market against such a loss, making the organization whole again.

Additional Manpower

Operating a farmers market time-consuming. A large market often requires a management team to make a market successful. One of the objectives of a successful market is to add programs and services that help the market achieve their mission of service to farmers, consumers, and their host community. But adding additional programs and services requires additional manpower, something that most markets cannot afford to do.

One of the assets of the Friends of the Market organization is its base of volunteers. Many members of the Friends organization want to be involved in the market, not just as a dues-paying member. They are willing to volunteer time toward developing and operating new programs and services that will promote the awareness of the market to the community, support local agriculture, stress the importance of a local food system, and/or build community through the market.

The Rochester Public Market has developed a curriculum for elementary school teachers that incorporates local foods and a tour of the market. The Friends organization has taken on the responsibility of making the connections with the city schools to make the curriculum available, work with teachers to make the lessons successful, and conduct tours through the market. Groups of elementary school children pass through the market each Tuesday and Thursday throughout the fall, with tour guides engaging the children in question-and-answer sessions on the history of the market, farming activity, and fresh local foods. The tour guides find the experience as rewarding for themselves as for the children. A nutrition grant supports a nutrition education component for the tours, including seasonal packets of kid-friendly recipes and a market treasure hunt.

A Veggie Valet is another example of a service operated by some Friends of the Market groups. Parking is often at a premium at farmers markets, requiring customers to carry their purchases to their remote parking space. As an alternative to carrying heavy packages, or as in some cases, customers passing up a heavy purchase so they don’t have to carry it too far, the Friends offer a valet service. This is being done in a number of ways. Some markets are offering a volunteer to carry packages to the cars for customers. In other cases, the Friends may offer an opportunity for customers to leave their purchases at a central “drive-up” location. With a claim ticket, the customer can retrieve their car, then drive up and retrieve their packages. Finally, some Friends offer a wagon that customers can borrow to wheel their purchases to their car. Once their packages are safely and easily stored away, the wagon is returned to the Friends for reuse by another customer with too many purchases to carry.

Friends of the Market organizations must have an education mission to achieve their non-profit status. Many Friends groups offer education centered on agriculture. Programs may be developed that train new entrants into agriculture, such as an urban youth programs. Using city plots, the Friends team will teach the program youth how to turn the spaces into productive gardens, teaching production methods that allow them to grow their own organic vegetables. Once they begin to harvest the vegetables, the market provides space for them in the market and the Friends members give training in marketing and sales techniques. This is a win-win program. The youth learn valuable entrepreneurial skills that will serve them well throughout their lives, and the market is able to "grow" new farmers.

Other agricultural-related programs may target consumers. Consumers are most often several generations removed from agriculture and do not understand what is involved in the production of their foods. Friends programs can help consumers to understand agriculture and feel more connected to the farmers in the market and to the foods they are eating. Programs may include lectures, workshops, and tours of the market's participating farms.

Nutrition education is also a goal of many Friends of the Market organizations. It is important to them that consumers eat well, eat locally, and understand the benefits of a well-balanced, local diet. Nutrition education can be as simple as the distribution of nutritional information and recipes, contracting with Cooperative Extension to offer nutrition education and cooking demonstrations in the market, or working with local chefs to conduct cooking demonstrations using their restaurant's well-known recipes and products from the market.

Structure

Friends of the Market organizations can be as formally organized as the goals of the organization dictate. The Friends groups whose purpose is strictly to connect loyal customers with the market through a membership fee may not require a formal structure. Often, this type of Friends group has no bylaws, no governing body, and no independence from the market, In fact, it is often operated by the market's management team and is considered part of its marketing and fundraising efforts.

However, if the Friends organization plans to do any fundraising, conduct programs or services, and be an entity of its own, it must be formalized. At the outset, the Friends should develop a steering committee to begin the process of developing a non-profit organization. This involves a series of steps that goes through planning and application to state and federal agencies to incorporate the organization and achieve a 501(c) (3) charitable, non-profit status through the Internal Revenue Service. This status will be required to allow the Friends to apply for grants, as well as to allow contributors to use their donations as a tax deduction for charitable purposes. The steps for forming a non-profit corporation are included in the Appendix to this chapter.

Summary

Typically, a Friends of the Market organization is independent from the farmers market, but works side by side and shares common goals and visions. The Friends groups are typically membership based, usually staffed with volunteers, and driven by their passion for the market, agriculture, and fresh, local food.

Because of its independence from the market, the Friends of the Market organization can be structured in such a way that it can accomplish many things that the market cannot. For example, the Internal Revenue Service is very reluctant to grant 501(c) (3) status to a farmers market. Rather, they see farmers markets as a trade association, a group of for-profit businesses banding together to further their business opportunities. This limits their ability to fundraise beyond the fees they set for participation in the market, because they cannot offer tax deductions for any donations to the market. A Friends organization overcomes this hurdle, helping the market raise the funds it needs to achieve its goals, whether it is for capital improvements, programs and services, or general operations.

Above all, the Friends of the Market organization is an opportunity to connect the market's supporters with the market, giving them a sense of ownership of the market and building the community of the market. It is a win-win situation as the Friends work toward their self-fulfillment and the market is rewarded with a devoted group of volunteers that strives toward the common goals of the market.

References:

"Friends of the Market enjoy special perks," *Farmers Markets Today,* July/August 2008.

"501(c) (3) vs. 501(c) (5) vs. 501(c) (6): Matching non-profit status to your goals," by Brigitte Moran, *Peas n' News,* Farmers Market Coalition, Fall 2008.

"Friends of the Market," by panelists Betta Hedlund, Friends of the Tompkins County Public Library; and Andrew Johnson, Friends of the Rochester Public Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 7, 2008.

Appendix Resources:
Forming a Non-profit Organization
Bylaws Template

Section II. 3. Connecting to Your Customers through Media Sources

Reaching consumers can be a daunting task for a market manager. Traditional media outlets are available to those with the funds to use these resources. But there are also effective means of reaching consumers that are of little or no cost. A market manager must know how to identify and use these resources to their full advantage.

Experts tell us that the first step to maximize media outlets is to create relationships with media contacts. Identify those in your local media—radio, television, and newspaper—who are the most logical contact for your market. These could be reporters that focus on food, agriculture, or the community. Begin to build a rapport with each contact through email and phone calls. Introduce yourself and your market. Learn the personalities of each media contact. It is important that you accommodate their needs; i.e., make room for their cameras when they visit the market. Once you have developed a relationship with your media contacts, they will be more likely to contact you for stories related to markets and agriculture and also be more inclined to cover stories and events that you submit.

It is important for you to understand how the media works in order to build positive relationships. In the past, it has been suggested that gifts of food and other market items would help pave the way to a good relationship with reporters. However, most reporters are prohibited from accepting these freebies and feel put in an awkward position when they are offered.

Reporters are also notoriously crunched for time. Make sure your emails and phone calls are relevant and concise. Once a communication is initiated, do not continue to send additional emails or phone calls. Be patient and they will get back to you when they can. When sending an email, be sure the subject line is succinct and targeted. Don't be too wordy in the body of your email and don't refer back to a previous email. Each email needs to stand on its own, as reporters receive hundreds of emails each day and do not have the time to reference back to your previous emails.

It is also important to learn when the deadlines are for each media outlet. Any press releases should be sent well in advance of deadlines. This is especially important when sending press releases that are time sensitive. Also, as reporters are always working on a deadline, it is important that you be available whenever they need to speak with you. Stop what you are doing and take their call. If you're not near your phone when the call comes in, be sure to return the call immediately. Reporters don't want to miss their deadline and if you can't give them the information they need, someone else can or, if it is your story, it may be dropped.

Outreach Methods

Learning how to work with each of the potential media outlets can help you to be more effective in reaching your potential customers. Let's look at each.

Television

Television can be costly to run advertisements. Commercial spots must be scripted and produced into 30-second segments. Using professionals, both in production and as actors, can take a large bite out of a market's advertising budget. Some television stations may help by producing the commercial "in-house." You'll need to review other spots done by the in-house team to decide whether the quality of their work is acceptable.

Television ad time costs are based on the program in which your commercial will air. Morning news programs, such as *The Today Show* or *Good Morning America,* and prime time can be very expensive for each 30-second airing. Ask your station sales representative to give you data on the shows their station airs that will reach your target audience, based on age, gender, income level, etc. Also ask for the number of viewers watching each show during each sweeps period. Many audiences slip during the summer and may not be effectively reached through this media. Once you have all the data and the cost of commercial time during each show, you can make an informed decision on whether television advertising fits in your budget. Keep in mind that in order to effectively reach your audience, they must see your commercial a number of times before it will impact them and elicit a desired response—namely visiting your market.

Even if television advertising does not fit into your budget or marketing plans, television can still be an effective medium to reach consumers. You can be a part of television news. This not only gets your story out to consumers, but also lends you and your market credibility. News is about informing people, and it is perceived as truthful. Therefore, if your market and your story are seen on the news, consumers view the market in the same light.

Events being hosted at the market, new products, or new vendors that would have a broad public appeal can become newsworthy stories. Invite the television station's news team to these occasions. Send press releases to your television media contacts and provide them with important details and times and offer an opportunity for interviews and camera shots.

If your community has a public broadcasting or community public access television station, this is another great opportunity to gain free exposure. These outlets are often looking for "community stories" and have interns and volunteers available to assist with production. You may be able to convince them to produce a weekly or monthly show from the market that focuses on what's fresh or how to prepare seasonal fare.

Radio

Radio is an effective way to reach a specific target audience. Ratings reports show the reach and frequency for each station, as well as the demographics of the station's audience. These are important facts to know so that your advertising dollars are spent where they reach the demographic that you have identified as your target audience. Remember, it is also important that ads run frequently, with enough exposures to ensure that your message becomes ingrained. Experts say that people must be exposed to a message at least seven times before they pay attention and then take action. Your commercial must run more than seven times to ensure that consumers hear the message enough times.

During the summer months, most people are not watching television. People are outdoors, at the beach, on picnics, bicycling, etc. Often, they are accompanied by their radios. Therefore, radio may be the most effective media to reach your customers. And dollar for dollar, radio can be much more cost-effective in reaching your potential customers than television.

Many radio stations offer promotions that may help to stretch your advertising dollar. These promotions may provide you with additional exposures with your advertising purchase. For example, one farm market placed an order for a series of commercials. The cost was $500 for the spots. As a bonus for those spots, the radio station representative partnered the market with a local auto dealer. The farm donated a few hanging baskets to the dealership to adorn their showroom and, in exchange, the market was included in the dealerships' advertisements. Also, signage for the market was posted in the dealership showroom alongside the hanging flowers. The cost to the market was less than $600, but the value was over $2,500 when including the dealer's advertisements and the exposure in the showroom.

Several markets around the country have been able to tie their radio advertisement purchases into a weekly guest spot on a well-timed radio show. This gives the manager an opportunity to promote the market, its events, new products, and new vendors. And because this is not an advertisement, it gives the market manager credibility in the eyes of the listening audience, much the same as with being featured on television news.

Newspapers

Print media can be effective in reaching potential customers with both advertisements and press releases. Small-town newspapers offer attractive rates for ad space and may assist in the layout of your advertisement. Their focus on community and the smaller size of the paper, compared to large city papers, means that your ad will stand out and be seen by readers. If you make the advertisement a "keeper," then you will increase your chances of being seen and retained by readers. To make your ad a "keeper," include a piece of information that will cause a reader to take notice and even clip the ad from the paper. Such things as recipes for what's new in the market, dates for upcoming events at the market, and special offers available at events or on-going product promotions at the market will all help to make the ad effective.

Press releases are an important tool to keep newspaper reporters informed about newsworthy events at your market. Be sure to email press releases to all appropriate newspaper contacts well in advance of their deadlines and well in advance of the date of each event. The press release should be concise, with all information covered: what is the event, when, where, and who is involved. Include a contact name, email address, and phone number so that you can be contacted with any questions or for additional information. Include a photo, if possible, or offer a designated time for a photo opportunity during the event so that reporters and photographers can be sure to capture a photo to run with the story.

If you are contacted by the paper, or any media reporter for that matter, to discuss a news story that is relevant to the market, it is important to put a positive spin on it. For example, Ronnie Best, market manager for the Raleigh Farmers Market in North Carolina, was asked about the drought that was taking a toll on area residents. His response to how the drought was impacting farmers was to say that farmers are resourceful people. They have adjusted their crops, whether bedding plants or vegetables, to drought-resistant varieties. They have also learned ways to effectively water their crops while conserving water. Therefore, there is now and will continue to be a full array of local bedding plants and produce in the market this season. He then invited readers and listeners to visit the market where they could purchase the drought-resistant plants that would beautify their homes throughout the drought-stricken summer and enjoy the local produce that farmers had available. He put a positive spin on a potentially devastating problem. His reward was the story was covered, and he was contacted by additional media outlets that wanted his opinion on this story and many others, as well. He also helped to raise the credibility of his market's farmers and brought in new customers as a result.

Web-Based Outreach

The web provides a variety of ways to reach potential customers for your market. You can (1) join web listings for farmers markets, (2) host your own website, (3) send email blasts to your customers and to newsletters, and (4) use blogs to talk about your market.

1. **Join web lists:** Register your market with state, county, or regional agencies and organizations that can include your market in listings of area farmers markets. For example, the Farmers Market Federation of NY, a statewide organization that supports farmers markets in New York, lists each farmers market in the state with contact information. The NYS Department of

Agriculture and Markets also includes a listing of the state's farmers markets on their website. State tourism agencies, such as I Love NY, also post listings of farmers markets on their website. Most county Cornell Cooperative Extension offices list the markets in their county on their sites as well.

A farmers market is an economic engine for communities, as well as a tourism destination. Local municipalities and their Chambers of Commerce may be interested in including your market information and links to your market website on their sites.

Another source for online listings is your local newspaper, television station, or radio station. They want to promote local business and local events and will likely include your market on their website as a community service.

Register your market with each of these entities to have your market included in their list. Be sure the information you give is accurate and provide them with updated information anytime there is a change in your market, such as a new day or time, season extension, new manager contact information, etc.

2. **Create your own website:** Your website can provide greater detail about your market and can effectively reach potential customers and current customers looking for more information on the market and its vendors; and it can be an outreach tool for new farmers and vendors.

   Your website should include basic information, including hours, dates the market is open, contact information so that customers and farmers can easily reach you, rules and regulations for participating in the market, special events, and programs and opportunities for customers at your market such as EBT acceptance at your market, special coupon programs, delivery programs, etc. One important piece of information that is often overlooked is a proper address and location for the market. Don't just say the market is located at the city park or the library parking lot. Give a street address so that customers unfamiliar with the area can MapQuest your location. Even better, include a map to your market on the website for customers to download.

   "A picture is worth a 1,000 words." This is true for your website. Include a variety of photographs of the market showing colorful displays, happy faces of farmers and customers, special events, and food! Periodically update the photos so that the site is new and exciting for returning visitors to the site.

   Offering a listing of the farmers and vendors at the market is helpful to customers and can save you many phone calls from customers seeking this information. It is also helpful to your farmers because customers will be able to reach them on off-market days to place orders, arrange for special pick-ups, or just to keep in touch.

   A calendar of events posted on the website keeps customers informed of what is happening at the market. It creates excitement and anticipation for the events and will help to bring more people to the market on event days. Keep the calendar updated, removing dates gone by and adding new events planned. When customers see the frequent updates to the calendar, they will know to return to the site often to see what is coming up and make plans for their shopping trip to the market.

   One word of advice about the website—continuously update! Nothing will kill enthusiasm for a website or cause the market to lose credibility with shoppers and farmers faster than a website that is outdated or incorrect. Review your site on a timely basis and make changes, corrections and upgrades as often as needed.

3. **Send email updates:** Send an email about the market on market days. A short email reminding customers that the market is open today and here's what's in the market is an effective way to communicate, serving as a call to action for your customers. They appreciate the reminder, as well as knowing what to expect when they arrive.

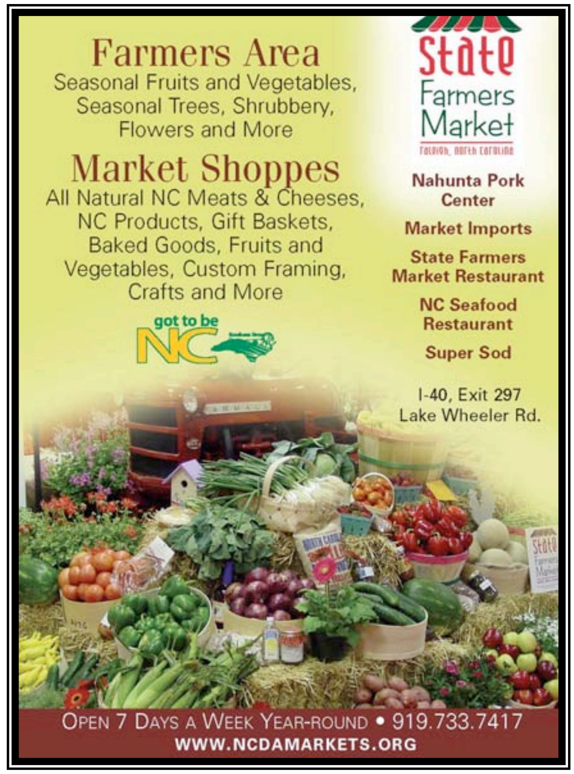
   Markets have adopted a variety of means to develop a list of email addresses. One market uses a recipe share as a means to get customers involved in the market by swapping recipes. To participate in the swap, customers are asked to include their email address for the market's use and in return, the market will facilitate the recipe sharing.

   Other markets use a gift basket drawing to develop their mailing list. Each week (or once a month or another frequency) farmers donate toward a market gift basket. The basket is offered to customers as a raffle (can be a minimum fee for a raffle ticket or a free drawing with a sign up). On the raffle ticket, the customer must provide a street address and email address to be eligible for the drawing. It's a fun way for customers to participate in the raffle and serves as an effective means to collect email addresses of your customers.

4. **Use blogs:** Blogs can be a fun way to create "buzz" for your market. Research local newspapers, community groups, gardening clubs, cooking clubs, etc. to find blogs where you can write about your market. Talk about the great time people have at the market, the quality of the local food at the market, the events and programs there, and what the market means to the community. Do this on a regular basis so that regular bloggers will take notice. Soon you won't be the only one writing about your market and you'll also notice an increase in customers at the market as a result of your blogs.

On-Site Promotion

It is just as important to promote your market to customers while they are at the market. On-site promotion can be a number of things, but each type will show your customers that you care about their needs and are doing everything you can to make the market experience rewarding.



At the managers booth, customers should find information that will help them utilize the products they are buying. Offering recipes for fresh, local products and information on preserving the foods they are buying are appreciated by customers. Often a new recipe will be the catalyst for a special purchase just to try out the recipe. This can be a great way to stimulate sales for unusual or lesser-known products such as kohlrabi or rutabaga or to help farmers move products that are in great abundance, such as when corn or tomatoes are at their peak.

The manager's booth can also include flyers or brochures for customers that list all of the farmers in the market. Include the farm's product offerings, their production techniques, contact information (in case customers want to reach their favorite farmers on non-market days), and their location at the market. The brochure is sure to be a keeper in each customer's household, so be sure to also list the market's information on the brochure, including hours, days and seasons, contact information and the market's website address.

Knowledge is power. The more knowledgeable you are about using media, the more effective you will be in reaching your market's target audience. You'll be able to put together a media package that will effectively reach your target audience with the frequency necessary to create an impact and bring them to action, and you'll be able to accomplish it all without overtaxing your market's budget.

References:

"Connecting to Your Community—Consumers," by panelists Ronnie Best, Raleigh, NC State Farmers Market; and Karen Miltner, Rochester *Democrat and Chronicle.* Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 7, 2008.

"Direct Connections to Your Consumers," by Ronnie Best, Raleigh, NC State Farmers Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 7, 2008.

Section II. 4. Building a Market Community—Municipality, Businesses, and Neighborhood Organizations

The last segment of the triple bottom line mission for farmers markets is their community. For a market to achieve success, it must strive to be a responsible community citizen, developing relationships and partnerships with municipal government, local businesses, and neighborhood organizations. If a market is functioning well, the market's mission should support and enhance the missions of its community partners.

What Can Community Partnerships Mean to the Market?

A farmers market cannot stand on its own. It needs support beyond its farmers and consumers to succeed. Partnerships within its community help to ensure a market's success.

Financial: Many farmers markets operate on a shoestring budget. Whether looking for financial assistance to shore up a budget or assistance with funding for special projects, events, or outreach, key partnerships with community organizations, businesses, and the municipality may provide the funding needed.

Outreach: Governmental agencies, non-profit organizations, and business associations can be key partners and help to introduce your market to their clientele. Inviting them to be a part of your market, whether by allowing them to set up an information table, sponsoring an event, or be part of your management team, can be an effective way to build both entities' constituencies.

Program planning and/or administration: Adding a new program to the market, such as EBT, takes additional personnel to plan and administer the program. A market manager may be responsible for the program, but requires assistance to carry it out. Reaching out to community partners can be the answer to operating a successful program. Look for an organization with a mission compatible with the market and the program you are trying to implement. Assistance can range from supplying a volunteer to assist with the program to actually taking on administrative responsibility, relieving the market of the work, the financial risk, and the reporting requirements.

Special events: When hosting a special event, including community partners will reap numerous benefits for your market. Any organization, business, or governmental agency that participates in your event will promote the event to their clientele, bringing additional customers to the market. It increases goodwill with the organizations, businesses, and agencies that participate, improving the market's stature in their eyes and opening doors to other ways to partner, such as volunteerism or providing current of future funding through sponsorships, donations, or grants.

General support: There are many little ways that the community partnerships can support the market. Municipalities can provide no-cost infrastructure needs for the market, such as a site, bathroom facilities, staging for music events, trash receptacles and pickup, park benches, street closures and barriers, police presence, and insurance coverage. Neighborhood organizations, such as community centers, could promote the market to their members, but also arrange for transportation to the market or arrange for the market manager to come to meetings to discuss the benefits of the market, the available nutrition programs, and pre-sell EBT tokens. Local businesses can provide storage space for the market tent, tables, and supplies; open their restrooms for the market farmers and shoppers; and host special sales and events on market day to make market days a community-wide event.

What Does a Community Partner Look for?

There are key elements that a community partner, such as a non-profit organization, a local business or business association, or a government agency, will look for when developing a partnership or relationship with a farmers market.

Mission: Your market should have a mission and your work should be mission-driven. A community partner will look for a market with a similar or compatible mission. They will want to see a market that has a strong commitment to their mission.

Unified: The market's management team, its farmers, and consumers are in agreement on the mission and the underlying tenets. A community organization does not want to partner with a market that is in turmoil.

Goals: A market should have goals and know what it hopes to accomplish in the short term and long term. How do you plan to achieve those goals? Are they realistic? Do you have a record for achieving goals? A commitment to serving your community? A community partner will look for your answers to these questions.

What you bring to the table: A partnership is a two-way street. You need to bring something to the partnership as well. While the community organization may bring volunteers, funding, or infrastructure needs, what will the market bring? Access to hundreds of community residents each market day for the organization to reach with their educational materials? Access to local foods for their low-income consumers?

Developing Partnerships

Developing relationships and partnerships within the community is not as difficult as it may at first seem. First, start with who you know.

- Look at who is already shopping at your market. Many organizational leaders, municipal leaders, and business owners already shop at the market. They may be thrilled to become more involved.
- Look at any current partners you may have. They often have contacts with others who may have similar missions, similar interests, and similar needs.
- Hit the streets! Phone calls, letters of invitation to participate, and meeting and greeting people at community events are great ways to get to know the people in your community.

Once you've begun the conversation, invite community organizations, local businesses, and municipal agencies to become involved in your market. Here are some ways to begin:

- Develop committees where they may begin to get involved. These committees can advise on management issues, special events, specific programs, advertising and promotions, or fundraising, wherever each particular organization best fits.
- Bring them in as volunteers. Some organizations may want to get involved right away. Put them to work as volunteers, running a program such as the EBT program, a Veggie Valet, market tours, etc. Don't forget, training for volunteers should always take place before they get started.
- Host an event. Some organizations may want to host an event at the market. This gives the market the exposure of an event, but puts the financial and human resource burden on the organization rather than the market.

Who Are Potential Community Partners?

The list of potential community partners is endless. Here's a partial list of partners that some markets have identified:

Non-profit organizations:

- Faith-based organizations
- Health-related organization, including hospitals, clinics, health insurance companies, Rural Health Network
- Nutrition agencies
- Agricultural organizations, grower organizations, land trusts
- Youth organizations
- Civic organizations
- Food organizations, including gleaning, food pantries, anti-hunger agencies, food policy councils,
- Senior citizen organizations
- People with disabilities organizations
- Veterans groups
- Community Foundations
- United Way
- Regional Food Bank

Businesses:

- Any local business may want to partner with a market
- Downtown Business Association

Municipality:

- City/village/town clerk
- Mayor's office
- WIC agencies
- Social Services offices
- USDA, any local branches of USDA
- Local fire department
- Local police department

Whomever the market chooses to partner with, building community relationships will help ingrain the market into community life, foster community ownership of the market, and build awareness and support for the market.

References:

"Developing Programs that Connect the Market with its Community," by panelists Chris and Vicki Hartman, SouthWedge Farmers Market; and Jane Hodge, Just Food. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 6, 2008.

"Projecting the Personality of Your Market," by Dave Stockdale, Executive Director, CUESA and San Francisco's Ferry Plaza Farmers Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 6, 2008

"Connecting to Your Community—Businesses & Municipalities," by Steve Feeney, Schenectady County Economic Development and Planning; and Ed Tremblay, Cohoes Local Development Corporation. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 7, 2008

"Connecting to Community—Non-profits," by Jack Salo, Executive Director, Rural Health Network of South Central NY. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 7, 2008

Section III. Building Systems for Sustainable Markets

As a market ages, it goes through the growing pains of maturity. The first couple of years it benefits from the enthusiasm of the organizers who established the market. The enthusiasm, if carefully crafted, manifested in well-thought-out plans for sustainability. A set of bylaws and rules with a clearly defined market mission were established to guide the market. The role of the market manager was spelled out and training was provided so that the manager could continue to provide a professionally managed market.

As the market matures, it becomes especially important to develop systems that will provide for market sustainability. These systems protect the market from failure, whether from outside sources or from internal failing. Markets must have plans for their future, plans to protect their consumers within the market, safeguards to protect the market from the whims of economic downturns by continuing to draw consumers, and systems to ensure the integrity of the market's mission so that customers and the community partners are not disappointed when they come to the market.

The final role of a professional market manager is to build systems that will safeguard the future of the market, protecting the farmers dependent on the market for the income it provides their families, for the consumer who relies on the market for the fresh, local food they feed their families and the connection to the growers of those foods, and for the community who sees the market as a vital partner for the enrichment of community life for all its residents.

Section III. 1. Strategic Planning for Farmers Markets

When most people think about strategic planning, the image of large corporations or non-profit organizations with innovative boards of directors comes to mind. It's seldom thought about in terms of farmers markets. So why consider strategic planning for your market? Is there a benefit that this kind of long-range planning can bring to the market, its organization, and its beneficiaries?

A strategic plan is a roadmap for an organization, in this case, for a market and its management team. Using the market's mission and vision, the strategic plan will tell them who they are, where they want to go, how they are going to get there, and how they will know when they have arrived. Typically this is done for a pre-determined length of time, three to five years. The plan looks at a number of aspects for the market: program development, services, internal organizational structure, community partnerships, etc.

There are many benefits to operating with a strategic plan:

- Since the planning process is inclusive of the market's manager, management team (i.e., board of directors), farmers, and consumers, it creates a sense of ownership among stakeholders. Everyone has the opportunity to give input, and there is a general consensus on each step of the process before moving on to the next step.
- Having a strategic plan in place helps the market's manager and management team make critical decisions about the market's future. The strategic plan, the research involved in developing the plan, and the mission and vision that were derived through the process will guide the manager and management team to make decisions that are in keeping with the goals of the market and its stakeholders.
- A strategic plan helps the manager and management team focus on resources and prioritize goals based on the needs of its community, as well as on its resources.
- Having a clear set of goals and objectives makes it clear to potential funders that the market has done its due diligence in understanding its environment and its impact on its community, farmers, and consumers. With a clearly articulated strategic plan, it becomes easier to request funding and easier for funders to grant such requests.

The Strategic Planning Process

Strategic planning begins with a visioning session. This is an open, brainstorming-style session where everyone involved has an opportunity to participate. Everyone is on an equal footing and all input is invited and encouraged. To this end, it is important that the visioning session be all-inclusive. Participants should include the market manager; the management team, whether it is a board of directors, a committee, or a loose group of individuals that support the market's manager; the market's sponsoring agency; participating farmers; interested consumers; and interested community members. This ensures that the plan looks at the market's community from many perspectives, brings a broad range of knowledge and opinion to the table, and develops greater ownership in the plan and the market itself.

To ensure success of the visioning process, it is recommended that an outside facilitator moderate the session(s). This objective person will be helpful in keeping the meeting focused without squashing any relevant comments. It also frees market managers and the management team from responsibilities during the process so that they can be full participants in the visioning session.

To help the facilitator, energize the participants, and keep the session focused, participants are often asked to complete a pre-session survey. This is a worksheet that asks targeted questions to get the participants thinking about the market, its current operations, and its issues and needs. The surveys are given to the facilitator to help in orchestrating a successful visioning session.

During the visioning process it is important to keep simple rules in mind:

- All comments are welcome and none are ridiculed.
- Keep an open mind to all comments and suggestions.
- Everyone needs to participate.
- Be creative, unique.
- Focus—keep your mind on the job at hand and not on cell phones, Palm Pilots or Blackberries, or laptops.

SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats

The visioning session begins with an environmental scan, known as a SWOT analysis. This analysis looks at internal and external forces that impact the market so that it can be better prepared to make critical decisions.

Opportunities and threats are reviews of the external environment that impacts the market. A look at the surrounding community and the broader environment will help you to understand what issues the market faces, both now and into the future. Look at things such as the community demographics and any trends within those demographics, political trends, core community values, economic trends, potential community partners, competitors, support and opposition for the market, changing laws and regulations, and changes in local agriculture. Identify those elements that are opportunities to consider ways to help you overcome the threats you face as a market or to help you achieve the goals that you will develop later in the planning process.

An internal review will identify your market's strengths and weaknesses. This will include the market itself and its management. Organizational capacity is often the focus of the internal review and concentrates on financial and human resources, perceptions of the market, the market's organizational structure, facilities, programs/services, and partnerships. As in the external review, having a clear understanding of your strengths will help you to plan to overcome your weaknesses as well as to address your needs in achieving the goals you will identify later in the planning process.

Using your SWOT analysis, identify the key issues that your market should address and prioritize them. Follow up with an analysis of what the benefits to the market would be if they were each addressed and the potential consequences if they were not. For example:

- Issue: The market's consumer base is 80% elderly.
    - o Benefit if addressed: a new consumer base is identified, targeted for marketing and the market experiences a younger consumer base.
    - o Consequences if not addressed: the consumer base begins to diminish as the aging population dies, moves into nursing homes or assisted living, or becomes dependent on outside sources for their meals.

Defining the Market's Mission and Vision

Having an understanding of who the market is and where it sees itself in the community will help the strategic planning committee to develop a set of goals and plans for achieving them. Begin this process by outlining why the market exists: what broad-reaching goal does it hope to achieve, who does it serve, and how does it serve them. This information will translate into your mission statement. For example, the Farmers Market Federation of NY's mission:

"to support and promote the viability of farmers markets through innovative services, programs, and partnerships that maximize the benefits of markets to sellers, buyers, and communities."

It is clear what the Federation's goal is, who their audience is, and how they will serve the audience to accomplish their goals.

If your market already has a mission statement, this is a good time to review it against your SWOT analysis. Does it hold up against your environmental scan? Does it answer the questions of what your goals are, who you will serve, and how? If not, the visioning session is an opportunity for input and brainstorming on a meaningful, well-crafted mission statement.

A vision statement is also helpful in developing the market's strategic plan. The vision statement is a more abstract goal of what the market hopes the future will be because of the market's existence. This could be a reflection of the market itself or the broader community. The vision of the Farmers Market Federation of NY is *"An alliance of farmers markets and market advocates creating a network of sustainable markets that offer viable outlets to local farmers, offers a diversity of fresh local foods to consumers and provides economic and social benefits to their communities."* This vision is used to help the Federation and its board members to craft programs and services that accomplish its mission to support the viability of farmers markets, but also to bring the markets together to work to advance the industry.

Defining Goals

Using the results of the SWOT analysis, the next step is to develop a list of goals for the market. These can range from immediate to long term, but must address the issues identified in the SWOT analysis as well as the mission and vision of the market. Consider the following categories of goals, although the list is determined by your own SWOT analysis:

- Program/services goals
- Financial resources goals
- Organizational structure goals
- Human resource goals
- Community relations/ partnership goals
- Marketing goals
- Market facility goals

Once you have identified all potential goals, prioritize them based on the importance to the market's long-term sustainability, current environmental conditions, and the market's resources.

Outlining Strategies

For each goal that has been defined, a strategy must be developed that will help the market to achieve the goal. The strategies will be unique to each goal and will build on the strengths identified in the SWOT analysis, resolve weaknesses, take advantage of opportunities, and avoid or resolve threats.

Each goal should have its own unique strategy that will include measurable objectives; resource needs, both financial and human resources; and evaluation plans. When developing strategies for prioritized goals, consider the following:

- Will the strategy contribute to achieving the goal?
- Is the strategy consistent with the mission and vision of the market?
- Is the strategy practical in terms of the financial and staffing resources of the market?
- Are all stakeholders, market manager, staff, board or management team, market sponsor, farmers, and consumers, accepting of the strategy? Can they support it?
- Does the strategy address the issues identified in the SWOT analysis?

Action Plans

The next step is to draw up action plans for each identified goal and its related strategy. Action plans are details of how the strategies to achieve each goal will be implemented. The action plan should spell out the objective for the goal: what is the goal hoping to achieve. Then make the case for the goal and its objective. For example:

Goal: Promote the market to a new customer

Objective: establish a customer friendly website

Case for objective: Today's consumers spend a significant part of each day online. It is a primary tool for finding news and information and has become an important venue for retail, as well. By building an effective website, the market can capture the attention of online shoppers, provide the information they need to choose the market for their food source and direct them to the market and its participating farmers. It is anticipated that the market can increase customer traffic and farmer sales by 10% each year through an innovative and informative website.

Finally, the action plan will map out each task to be performed in order to accomplish the goal. Each step will define:

- The task to be performed
- Who will perform the task
- What is the outcome of each task
- What are the financial needs for each task
- When is the expected date of completion for each task.

An action plan keeps all stakeholders involved in the strategic plan and its implementation. Together, the stakeholders have developed the action plan, determined the timeline, and anticipated the outcomes.

Put It in Writing

Once the action plan is complete, it is important to put the plan in writing. This allows the plan to be shared with management, staff, stakeholders, and, at times, funders. It makes it easier for the market's management to follow its progress, as well as for those who are tasked with implementation, to stay on target with their performance timelines.

When putting the plan in writing, the following elements should be included:

- Executive Summary: A brief synopsis of the plan, whereby if an outsider read only the Executive Summary, they would have a general understanding of the market's mission, goals, and strategies held within the strategic plan.
- Organizational Description: A section on the market, when it began, how it is organized and managed, what programs and services it currently offers.
- Mission and vision of the market
- Goals and objectives
- Action plan
- SWOT analysis

Finally, Use the Plan

Keep in mind that the strategic plan is a living document. It is not carved in stone and, therefore, can be changed. It is fluid and is meant to be amended as the needs of the market change and as the environment surrounding the market changes. The market's board of directors or management team should review the plan annually, at a minimum. Identify what has been accomplished, determine whether goals and strategies are still relevant based on current internal and external factors, verify that timelines within the action plan are still viable, and identify any new goals that should be added to the plan due to needs and issues that may have arisen over the last year.

Remember, strategic plans are roadmaps to help a market define who it wants to be and how it will get there. But it cannot work unless the plan is implemented.

References:

"Strategic Planning for Markets," by Paul Mastrodonato, President, Non-profit Works, Saratoga Springs, NY. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 5, 2009.

http://managementhelp.org/plan_dec/str_plan/basics.htm

http://siteresources.worldbank.org/INTAFRREGTOPTEIA/Resources/mosaica_10_steps.pdf

http://www.nsba.org/sbot/toolkit/pfcnt.html

Appendix Resources:
Pre-Strategic Planning Survey
Sample Strategic Plan Framework

Section III. 2. Special Events Planning

As they waited their turn in line, the children eyed the display of prize pumpkins, dreaming of the one they would win and take home. It was the annual squash bowling tournament at the farmers market. Families began a month ago signing their youngsters up for the event during their weekly trips to the market. Many of the kids participated last year and have been anxiously awaiting this day.

While mom and dad shop for their weekly fruits and vegetables, pasture-raised meats, and maple syrup for Sunday morning brunch, their children practice their swing and wait for the tournament to begin. When the contest begins, the market is crowded with families all hoping their child will bring home the top prize.

Events are a fun addition to a market. Whether they are focused on entertainment, education, or food and whether geared toward children or adults, they bring people into the market with the anticipation of a family-friendly experience.

Farmers markets can reap many benefits by hosting events at their markets. These events can be small, such as squash bowling tournaments or local chef demonstrations, or as large as an Olde Time Ag Fair.

- Events entertain market shoppers, adding to the excitement of the farmers market experience. While customers are enjoying the entertainment, they are apt to stay longer at the market and thus spend more money with the farmers in the market.
- Events promote sales of featured products. For example, an October Apple Fest featuring all things apple, could educate shoppers about the apple industry, teach apple recipes, offer apple-related foods, and thereby increase sales of apples for farmers in the marketplace.

- Events draw a crowd. Everyone loves a special event, whether large or small. Although many in the crowd may be regular market shoppers, special events, if properly promoted, can draw new people to the market. This is a great opportunity to introduce them to the abundance of fresh foods available and to build the customer base.
- Events create media attention for the market. Local media love positive stories and nothing beats a story on the local farmers market. Markets have the local angle, local people, fresh healthy food, plenty of excitement, colorful photo opportunities, and a story with a positive spin. Don't waste the opportunity to build a good relationship with the media representatives that cover your event. Building relationships with your local media will pay dividends in the future. Everyone likes to deal with someone they are familiar with, and this applies to the media as well.
- Special events help build community and can become a great venue for community education on such topics as health and nutrition, the environment, agriculture and gardening, or other issues that are important to your customers. Don't be afraid to partner with other community organizations. As an example, after Hurricane Katrina, the Crescent City Farmers Market offered the market as a site for local relief agencies to meet city residents and provide needed services. The market was nicknamed the Office of Homeland Serenity, and as a result, the community members saw the market as instrumental in helping to restore normalcy to the residents of New Orleans in the aftermath of the disaster.

Events can bring a great deal of benefits to the market, from increased sales to enhancing the market's place within its community. But well-planned special events are also a lot of work and need to be coordinated and well thought out to be successful.

The City of Rochester's Department of Parks and Recreation hosts many citywide events, as well as farmers market events. According to Jim Farr, the Department's Assistant Director and the Manager of the Rochester Public Market, who organizes and manages these events, event planning includes:

- budgeting
- establishing dates and alternate dates
- selecting and reserving the event site
- acquiring permits
- coordinating transportation and parking

Event planning also includes some or all of the following, depending on the event:

- developing a theme for the event
- arranging for speakers
- coordinating location support (such as electricity and other utilities)
- arranging décor, tables, and chairs
- event support and security—catering, police, fire, portable toilets, parking, and signage
- emergency plans
- health care professionals
- cleanup

Pre-planning Considerations

To begin the planning process to create an event that appeals to your customers and supports your market, you must know your market. Look first at your customer profile. Who are they? What would appeal to them and what would NOT? Also, knowing your customer profile will help you strategize the best marketing means to reach them with publicity about your event.

Look also at the larger community. There are key partners that you can tap to help. Some partners may become sponsors and offer financial support for the event in exchange for consideration, such as signage, table space, mentions in event advertising, etc. Sponsorship dollars help to defray the expenses of the event: paying musicians, chefs, or entertainers; hiring security or maintenance people; and renting event tents, portable toilets, etc. Other community partners may assist with the planning of the event by participating on committees and serving an important function during the event. Some partners may simply want to use your event as a way to publicize their own services and to build relationships in the community. This not only adds dimension to the event, it also adds another marketing channel as these groups promote their presence at the event to their own constituencies.

Finally, you want to be sure that the event will enhance your market, support your mission, and not disrupt commerce. In other words, keep the event focused on your market, your customers and farmers, and what is in their best interests.

The Planning Process

Many hands make light work. This is true with events planning. The first task in the planning process is to recruit volunteers to be on the events committee. Each committee member needs to be hard-working, open-minded, committed to the market as well as the event, and a genuine people-person. It is helpful to recruit committee members with key skills, such as media people, lawyers, insurance agents, electricians, plumbers, and emergency personnel such as medical, fire, or police, etc.

Together, the committee will brainstorm ideas for special events at the market. The process is much like the visioning session of strategic planning. All ideas are welcome and all committee members should be encouraged to participate. From the list of ideas, the committee can pinpoint those that are the most doable based on the market mission, the market's consumer base, the farmer base, the market budget, and the market's key community partnerships and those likely to be developed. A calendar of events should be developed for the market season.

Each event needs a "to-do: checklist and time line. This list spells out each task that must be accomplished and assigns responsibility, tracks the progress, and develops a critical path that includes deadlines and benchmarks in the process. Consider the following task categories:

- publicity
- fundraising, including sponsorships and donations
- activities, such as entertainment, demonstrations, and competitions
- on-site management, such as grounds maintenance, portable toilets, etc.
- traffic and safety
- administration, including staffing, budgeting, permits, and insurance

Publicity: Key tasks for publicity involve getting the word out about the event and inviting local dignitaries, if appropriate. Publicity does not need to be expensive ads in local papers and on radio and television. Local media loves a good story, and you can deliver a media release about your event that will give local reporters a story they will want to cover. Give them the details in a concise release that tells "who, what, when, where and WHY." The "why" will tell why this is a newsworthy event for them to cover. Don't forget to include a special photo opportunity—a designated time and feature will entice cameras to turn out, as well as reporters. Media releases should be sent at least two weeks before an event, with follow-up phone calls placed one week beforehand.

Signage is also a critical task under the publicity heading. Signage throughout the market will inform your market's consumers of an upcoming event. It should be placed throughout the market several weeks ahead of the event. It gives customers plenty of time to plan their visit and encourage their families to attend with them. It also helps to keep farmers and other vendors informed about upcoming events. Not only does this help them plan, they also have networks of friends and families who are potential attendees.

Additional signs, posters, and flyers can be placed throughout the community to promote your event. Many local businesses will be happy to post your event flyers in their store windows, community bulletin boards, or wherever their public gathers.

Another source of free publicity that has proven effective is the Internet. Social networking sites, such as Facebook, My Space, Twitter, and even Craig's List, are frequented by consumers of all ages and all backgrounds.

Fundraising: Every event needs an infusion of cash, from a small event such as a squash bowling tournament that needs to purchase prizes, to a full-scale festival with bands, tents, portable toilets, and security. The fundraising committee is charged with identifying the funds necessary to cover the event budget.

Corporate sponsorships can be an important source of funds. Often sponsors will provide needed funds in exchange for special consideration. This could be a combination of any of the following:

- space in the market during the market to promote their business/organization
- signage acknowledging their company's sponsorship of the event
- inclusion in any promotional pieces including ads, flyers, and posters, as a sponsor of the event
- their company's name on the entertainment venue, refreshments tent, or on the event itself

The corporate sponsorship is often a negotiation between the events committee and the potential sponsor. Finding the right level of sponsorship is key to satisfying the sponsor while providing the funds needed for the event and maintaining the integrity of the market and the event mission.

The fundraising committee may also look at selling promotional items (if the event is large enough to justify the initial financial outlay). This involves purchasing market and event souvenirs that can be sold to raise money to cover the expense of the event and perhaps help with general funds for the market as well. Souvenirs can include T-shirts, tote bags, aprons, and other market-related items. Be careful about dating promotional items. A T-shirt with "2009 Market Festival" will have no sales value in 2010. But if it is simply "Market Festival," extras can be sold the next year.

Activities: What activities will be featured at the event? Will there be music, games, local chef cooking demonstrations, or scavenger hunts for children? Whatever activity or series of activities are planned, the activities committee is charged with organizing them: finding the entertainment and booking them, securing prizes for the games or competitions, recruiting competitors for games, signing up chefs, etc. This may be the easy part of the task.

Beyond securing the people necessary for the activities, this committee must secure all equipment, supplies, and materials needed to carry out each activity. This could include stages, electric and water supplies, tables, chairs, washing stations, and grills and cooking facilities. You get the idea. But don't forget the little things, too, such as napkins, pans, and utensils for cooking demonstrations; or game cards for scavenger hunts. These little things are easy to overlook, but can make or break your activity's success. It is critical that the activities committee communicates frequently with the fundraising group to ensure that monies will be available to "pay the bills."

Finally, the activities committee is charged with organizing, conducting, and facilitating the activities on event day. It may be necessary to bring on additional people to cover all the activities planned for the event. The additional staff should be trained by the committee and be overseen by a committee chair.

On-site management: This is a series of tasks both before the event and all through the day of the event. Most critical is the initial layout. Where will each activity take place to enhance the market, encourage participation in the event, and promote sales with the market's farmers? It is important that this is carefully planned so that the event enhances the market rather than interferes with farmer sales because crowds gathered for activities and made it difficult for shoppers to access farmers' tables.

This committee must also maintain the market site. Markets should be kept as clean as possible. If the market does not have adequate staff and receptacles to handle the extra trash and clean-up, it is the committee's responsibility to develop a plan to make sure this is taken care of. This includes staffing, additional waste receptacles, and a plan for removal of waste after the event. And don't forget recycling containers. This is a great opportunity to educate consumers about the importance of recycling and also promotes your market as an environmentally friendly operation.

Does the market have adequate bathroom facilities? Will they be able to handle additional crowds brought to the market through a special event? If not, this committee must determine the additional need and rent portable toilet and handwashing facilities to accommodate the expected crowds.

Emergency preparedness and security are also the function of this committee. Working closely with police, fire, and ambulance personnel will help you to plan for emergencies and ensure that the event has adequate protection should an emergency arise.

Traffic and safety: Crowd control is the task of this committee. Will additional parking need to be secured? Contracting for additional parking lots may be necessary for large events. Look at local businesses that may give access to their lots and consider nearby fields or open space that can be mowed and used as alternate parking. You may need to provide the property owners with insurance certificates to place the liability on your carrier. You may also need to do some work on fields that will be used, such as mowing, filling in ruts and holes, preparing driving lanes and parking spaces, and enhancing the field's ingress and egress.

How will people be moved from parking to the event? You may need to secure transportation from remote parking to the market. Local schools or housing authorities may allow their buses to be utilized. A fun approach if the parking is not too remote, is to contract with farmers to use tractors and enclosed wagons to draw people in. (Be sure to have city permits and insurance coverage before using this option.)

Within the market, this committee will work with the on-site management committee to help with the event layout to guarantee the safe movement of crowds within the market. That means keeping pedestrians and vehicle traffic segregated. Using cones, roping, and traffic barriers will help with this. Check with municipal officials to secure the equipment you will need. It is also important to ensure that areas where the event will take place are large enough to handle the anticipated crowds and that exits are well marked and adequate to evacuate the event in the case of an emergency.

Administrative: Administrative tasks include budgeting, staffing, securing permits and insurance coverage, and overall management of the event. The administrative committee works closely with all other committees to develop an event budget to cover all the needs of each committee. Staffing is also required, whether paid or volunteer, for managing the event and covering the needs of each committee. The administrative committee will need to recruit people to cover all the jobs that will need to be done pre-event, as well as during the big day. Each of the additional staff needs to understand their duties and expectations and whom they will receive directions from. A pre-event session with staff will help with this training.

Events often require special permits. Early on in the planning process, involve your municipality with your ideas. They will let you know the various permits and licenses you may need to conduct your special events. Here are a few examples that you may encounter:

- County Health Department permits are needed to cover on-site food preparation, demonstrations, and sampling
- Special permits for various activities such as musical events and craft shows.
- Street closure permits

The larger crowds that an event will attract to the market, the extra activities, and the volunteer workers may add to the market's insurance liability. Because of this, it is important that the administrative committee inform the insurance carrier of event plans. The insurance company may have advice to help reduce your exposure. In some cases, where the event is especially large and significantly increases the risk, the insurance carrier may require additional coverage. While this may add to the expense of the event, it is better to know this up front than to find out afterward and have a claim denied because the event exceeded your policy coverage.

Additional Ideas for Event Success

- Start your events simple. It is easy to overreach when sitting in a committee meeting and dreaming up ideas for a fun event for your market. However, it is much better to begin with a simple idea and do it well. Each year you can build on the event in a way that is consistent with the resources available to the market —both human and financial resources.
- Involve and inform your market farmers with your event plans. They may have ideas and opinions that are relevant to your planning. Remember, you need their cooperation and participation for your event to be successful.
- Designate one person to be spokesperson for the event. That ensures that all information released to the media is unified.
- Keep an event notebook. A three-ring binder with dividers works well for this. Enter all pertinent information into the notebook to track the event and help with planning for future events. The notebook should include your checklist, the purpose of the event, who is involved, all equipment, all observations, committee work, notes, copies of ads, posters, flyers, photos of the event, financials, and evaluation.

Events Hosted by Outside Groups

Many markets are able to host events that are managed by outside groups. In this type of event, the outside group does all the planning and managing of the event. The market may be involved peripherally since the market is providing the event site, but the market's responsibility it limited. This is an excellent opportunity to experience the benefits of market events, but requires little or no responsibility from the market, including labor or financial outlay.

Some examples of events hosted by an outside group are:

- The library comes in to promote reading and/or library card sign-ups
- The local fire department promotes fire prevention
- Area churches host bake sales as fundraisers
- Local health organizations hold health screenings
- Musicians/bands play at the market to promote themselves
- Local drama groups promote upcoming performances

Evaluation
Post-event evaluations should be conducted with all committee members and key partners to discuss all aspects of the event. This will help you with future planning, building on successes and correcting any missteps. Each committee should give a report. The evaluation should focus on the following:

- Did we achieve our goals?
- Did we reach our target audience?
- What were the strong points?
- What were the weak points?
- Determine degree of participation and who participated.
- Record what made the event effective or ineffective; i.e., thorough advertising, weather conditions, lack of participation, or lack of interest.
- Propose changes to make the event more effective.
- What was the weather and its effect on the event's success? (Always include the weather conditions in your evaluation report. The success or failure of a special event may be directly related to the day's weather rather than the event itself.)

Finally, Give Thanks!
After the event is over, be sure you thank all those involved in making your event a success. Send a press release with an event photo to your local media. Include recognition to all the vendors, organizations, and businesses who were contributors to the event.

You should also send personal thank-you notes to each of the vendors, organizations, and businesses that were contributors to your event. Thank them for their contribution and ask them for their feedback. It shows that you value them and will encourage them to continue to support your market.

Be sure to thank all your volunteer staffers. Without them, you would not have been able to manage your event. Let them know how valuable they are.

Put together a short questionnaire for your farmers and your shoppers. Ask for their input on your event. Giving them an opportunity to air their opinions helps to ensure their continued support for future events. They may also have valuable insights that will help you in future event planning.

References:
"Events Planning and Management," by James Farr, Deputy Director of the Department of Parks and Recreation, Rochester, NY, Director of the Rochester Public Market, President of the Farmers Market Federation of NY; and Joan Hildebrand, Public Relations, Rochester Public Market. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 8, 2009.

So You Want to Hold a Festival? The A-Z of Festival & Special Event Organization, by Patricia Mestern. OATI. 2002

Appendix References:

Special Events Checklist

Farmers Market Special Event Ideas

Section III. 3. The Importance of a Market Crisis Management and Emergency Evacuation Plan

Shortly after 9/11, the staff at the Rochester Public Market realized the need to develop a market crisis management and emergency evacuation plan. Not necessarily because they viewed the market as particularly vulnerable to terrorism, but because the events of 9/11 caused them to evaluate how prepared they were to address any large-scale emergency at their site.

On August 24, 2006, a tragic accident at the market illustrated just how important a planned, rehearsed approach to crisis management is. One of their worst fears became an actuality when an 89-year-old patron mistook the brake for the gas and drove his car through two vending stalls and into the crowd under the selling shed. At the same time, over 300 schoolchildren were on a tour of the site. Numerous persons were injured and several vehicles were damaged. To further complicate the situation, the two persons most familiar with handling crisis situations at the site were either not on site or unable to respond. Luckily, there was an emergency plan in place, with which other staff, volunteers (who were leading tours that day), security, police, and fire personnel were in varying degrees familiar. Despite some initial confusion, within 10 minutes, emergency personnel had responded and had been successfully guided to the accident scene, staff had isolated the incident site from the rest of the market, the students were loaded safely back on their buses, and an orderly evacuation of the site was taking place.

The emergency responders were complimentary about the fashion in which the incident was handled, and by the time media arrived the situation was well in hand. Had the market not had a plan in place, the outcome could have been much worse and how the incident was reported in the media could have been much different.

Although the plan worked well, the market staff did a debriefing and critique in which they identified opportunities for improvement and discussed them with all the affected parties.

Developing the Plan

Markets by their very nature are crowded sites and often have vehicles and pedestrians vying for space. They are also places where customers may be distracted and not focusing on their surroundings. Whether your market is located in a parking lot or park, or in a permanent site with structures and infrastructure, having a site-specific, emergency/crisis management plan is critical.

A first step in developing an emergency plan is identifying who should participate in the planning. In Rochester, this included market staff, vendors, traffic and security staff, volunteers, tenants, and police and fire personnel. In almost all cases, erring on the side of inclusiveness is preferable to not including a key perspective.

With these partners, brainstorming sessions can begin by focusing on what could go wrong and how the market could best manage its response to minimize potential injuries and damage, and to expedite and facilitate the response by emergency personnel. This phase of the planning process should also include a detailed site tour and evaluation that familiarizes all the planning partners with the market's footprint and surroundings.

The team also needs to define the objective of the crisis management plan. As an example, Clarence Hughes, Manager of the St Louis Produce Terminal, and his team developed the following statement related to their plan:

"The St. Louis Produce Market Disaster Control Plan is an action plan for effective and efficient crisis response. The plan is a framework that establishes parameters of responsibility and authority for crisis and emergency situations at the St. Louis Produce Market. The plan does not replace common sense, rational decision-making, and concern for the safety of any person within the market. The protection of life and property is a primary concern."

The plan:

- Establishes parameters of responsibility and authority
- Provides a plan of action in the event of a crisis situation
- Identifies a core crisis team
- Establishes a protocol for internal and external communications
- Provides media guidelines
- Provides for the care and support of possible victims and their families
- Establishes an orderly return to normal operations

In this context, the plan offers the minimal essential procedures and must not be interpreted as all-inclusive. The focus is confined to the management of traumatic incidents and the crisis and post-crisis stage.

Another important step is developing a common definition of what constitutes an emergency/crisis, which would initiate the plan's implementation. In Rochester, they developed the following criteria:

- There is a large explosion
- A serious accident has occurred with multiple victims and there is potential danger to the public
- Firearm(s) are being discharged
- A package/container is suspected to contain a bomb
- There is a fire that is not under control
- There is a chemical spill with fire or fumes
- A market structure has collapsed or is about to collapse
- Any incident has occurred, or is about to occur, that places lives, property, or the environment at risk

At the St. Louis Produce Market, Clarence Hughes had identified the following similar criteria:

"A crisis situation is any situation that has reached a critical phase or an emotionally significant phase that severely disrupts the routine daily operations of the St. Louis Produce Market. It may occur at any time or any place within the market. Emergency situations that may be a potential risk to the market include:

- Fire
- Sustained power loss
- Severe weather (tornadoes, high winds, snow, ice, frozen or broken pipes)
- Civil disturbance
- Chemical spills
- Train derailment
- Bomb threats
- Fatal or serious accidents
- Workplace suicide
- Criminal acts such as robberies, assaults, hostage situations etc."

Evacuation Plans

One particular challenge at the Rochester market was safely evacuating thousands of people and vehicles from a site, which many times on Saturdays is almost grid-locked. Each site is unique, so an evaluation of conditions is an essential step. An excerpt from their plan details some of the key characteristics:

- Three major gateways with continuous flow of all types of vehicles
- Hundreds of vehicles, of all types, parked throughout the site
- A continuous flow of pedestrians entering the site via four pedestrian entrances
- Thousands of shoppers carrying a variety of packages
- Thousands of containers (boxes, crates, barrels, and bags) throughout the site

At the Rochester market, they have a public address system which facilitates, somewhat, this evacuation process, but one of the challenges they addressed is ensuring that a consistent message is communicated to the public and vendors despite who may or may not be on site; also vital is that this message is clear and understandable. They accomplished this by developing a script and hiring a professional communicator to record it for them in Spanish as well as English. The text of the script follows:

ATTENTION! THIS IS AN EMERGENCY

ALL SHOPPERS MUST IMMEDIATELY LEAVE THE PUBLIC MARKET THROUGH THE NEAREST EXIT GATEWAY.

PLEASE REMAIN CALM.

YOU SHOULD NOT TRY TO RETURN TO YOUR VEHICLE UNTIL DIRECTED BY OFFICIALS ON SITE.

VENDORS AND PUBLIC MARKET PERSONNEL WILL HELP TO DIRECT YOU TO THE

NEAREST EXIT GATEWAY.

THANK YOU FOR YOUR COOPERATION.

To facilitate the evacuation process they also added "you are here" maps at several key sites at the market and provided battery-operated bull horns to help staff direct patrons to the market exits. An evaluation of your site will dictate your specific evacuation steps and procedures.

Once the appropriate emergency response personnel are on site, the management of the crisis will be transferred to them. Clear, concise communications particularly in the early phases of a crisis situation can greatly enhance this transfer and also the ultimate control of the incident. Again from the St Louis plan:

"The initial response to a crisis is critical. What occurs during the first hour or two provides the best opportunity for control of the situation and the internal and external perceptions of the market. The success of handling an incident is dependent on the actions taken immediately after the incident occurs. Over-reaction should be favored as the initial response. Implementing plans before the severity of the incident is confirmed may prevent the situation from spiraling out of control."

Managing Communications

Another key component of a crisis/emergency plan is establishing clear guidelines related to communication including who is and isn't authorized to speak about the incident with media and the proper procedures for conveying the initial information to the emergency responders. Managing this communication can significantly effect how the incident is handled and even help to mitigate potential future litigation and lawsuits. In St. Louis the following communications checklist was developed. This can be adopted to fit your particular realities.

When you get the crisis call:

- Get the facts. Write the facts down.
- Who was there when it occurred? Were there any injuries or fatalities?
- Was on-site care received?
- Are the injured being taken to the hospital/emergency room?
- Was there any facility damage? If so what was it?
- Where did it happen? (Get specific location.)
- When did it happen? (Date and time specific.)
- How did it occur? (Don't speculate.)
- Call the appropriate emergency response personnel (fire dept, police, 911, etc.) and the market manager.
- Secure the crisis scene.

Keep Your Plan Current

Having accurate contact information, not only for emergency responders but also for market personnel, tenants, vendors, etc., is also critical. This information should be included as a part of the written document and be updated on a regular basis. Multiple copies of the plan should be available on site as well as at the homes/offices of key personnel. Copies should also be shared with local fire and police departments.

Key to the success the Rochester market experienced in effectively handling the situation at their market is that they annually review the plan with all partners including the vendors. Although individuals won't all remember the specifics of the entire plan, at least they will be knowledgeable that there exists an orderly plan to respond to an emergency and that market personnel are in control of the situation. The importance of training and review can't be stressed enough. It is almost as bad to not have staff and other stakeholders trained on the plan's implementation as it is to not have a plan at all.

(Many thanks to Clarence Hughes and his team at the St Louis Produce Terminal for sharing input from their plan.)

Reference:

"Crisis Management—On Site," by James Farr, Deputy Director of the Department of Parks and Recreation, Rochester, NY, Director of the Rochester Public Market, President of the Farmers Market Federation of NY. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 8, 2009.

Appendix References:
Sample Plans:
Disaster Control: St. Louis Produce Market
City of Rochester Public Market Emergency Evacuation Plan

Section III. 4. Developing and Implementing a Marketing Plan

What Is Marketing?
Before we begin to develop a marketing plan, we need to first understand what marketing really is. Lynne Brushett, PhD, from the Cooperative Development Institute, defines marketing as “an ability to communicate and convert the connection between customers and offerings into a sale.” So for farmers market managers, marketing is communicating information about your market, your farmers, and their products to potential customers, with the goal of influencing them to shop at your market.

Market Brand
Effective communication revolves around a strong, recognizable, consistent brand. A brand is your organization’s identity. It spells out who you are and establishes recognition among consumers when they see or hear your brand, and elicits a response. It is your goal to create a brand image that sets up a positive image of your market and generates a response that will drive consumers to your market.

Your brand consists of your brand name (i.e., your market name), logo, tagline, typography (the type size, font, and spacing), colors, and attitude or voice. For example, the Obama presidential campaign used branding as a powerful tool to create an image of hope and renewal. This brand was used in every campaign sign, advertisement, and Internet site. The use of red, white, and blue symbolized patriotism, but the use of the lighter, fresher color blue helped to create a feeling of renewal. The circular shape not only played on the “O” in Obama, but imitated the rising sun, or the feeling of hope. And they used lower-case letters to set a softer tone and approachability, whereas most political signage uses all upper-case lettering. Did this brand help to win the election? It certainly resonated well with voters.

Branding your farmers market can have far-reaching effects when you use your brand consistently, create a positive image for the brand and maintain its integrity. A positive brand can:

- increase revenue by drawing customers to your market.
- decrease price sensitivity. It will allow the farmers in the market to maintain a price structure that will ensure success.
- create loyal customers.
- create additional leverage over competitors. Customers think of your market first whenever they think of fruits and vegetables or food shopping.
- boost attendance at your special events since it lends your brand’s credibility to the event.
- show professionalism, build a stronger customer base, and therefore, help to attract additional farmers to a market.

A few basic rules will help you to develop a brand:

- **Be unique.** The brand should be specific and unique. Ideally, you could remove your market’s name and people would know what it is just from the logo and tagline. Think of the Nike Swoosh. No one needs to see the name to recognize that the Swoosh belongs to Nike.
- **Think long term.** While you may consider an update to your brand, you will not want to reinvent it frequently. Customers learn your identity and respond with anger, confusion, and dropped sales when a brand is changed. For example, Tropicana changed their orange juice carton design from their traditional orange with a straw through it to a more contemporary look. Customers thought the look was too generic and responded with a barrage of negative phone calls, emails, and letters. They ultimately stopped buying the juice,

forcing Tropicana to return to their original design.

- **Be consistent.** Once you've established a brand, don't change it—not its colors, not its tagline, not its font. Your brand is your identity, your personality. Your identity should exhibit consistent behavior, not multiple personalities.

Developing Your Marketing Plan

Your marketing plan gives you the opportunity to get your brand out in front of potential customers and raise their perception of your market. To make your marketing work to its full potential, create a marketing plan. Creating a plan will compel you to identify your target audience, create a targeted message, and find the most effective means to deliver your message. A marketing plan will include:

- demographic analysis
- SWOT analysis
- marketing message
- strategies/implementation
- budget
- evaluating your success

(1) Demographic Analysis

To begin, you need to understand the make-up of your community. What are the ages, ethnicities, education levels, job-skill levels, income levels, family sizes, homeownership, etc.? How do people in the community spend their money? How do they spend their time? Knowing this will help you to develop a marketing plan that will reach your audience with a message that is meaningful to them, and will result in their taking action on your message.

Statistical information: Finding the information can be a challenge, but it is available. Many municipalities have statistics on the demographic make-up of its community. Contacting the city/village clerk may point you in the right direction to obtain this information. Another source may be the local Chamber of Commerce. Not only will they have statistics on the make-up of the community, but they may also have marketing research they can share with you.

Realize that everyone in your community needs to eat, can benefit from the market, and can contribute to the market's success. Farmers markets can bring together even the most diverse groups of people. As you do your research, make sure to include all members of your community.

Motivations: Once you have your statistical data, you will need to consider what drives each category of individual to shop at a farmers market. Sometimes customers have a very different perception of the market than what we might think. While some of this information may be somewhat intuitive, be sure to conduct some research to get the most accurate answers to the following questions:

- What kind of a shopping experience is important to them? For example, is the community made up of a high-end consumer base that is attuned to a locally grown, organic foods message?
- What kinds of product do they want, such as ethnic-specific vegetables?
- What offers will it take to attract them to the market. For example, a low-income community may draw more customers if the market accepts SNAP/food stamps.
- What are their current perceptions of the market?

Focus groups: A focus group is a small group of potential customers who fit your customer profile and who participate in a facilitated discussion. An impartial moderator leads the discussion with specific questions that will elicit the responses you need to fully develop your customer profiles. This method is very effective but can be expensive; a facilitator is often a paid professional, and the focus group participants receive stipends. If your budget is limited, look for a facilitator who will donate their time or accept payments on a sliding scale.

Interviews and surveys: Many markets use interviews and surveys to learn about their potential customers. Intercept surveys can be conducted throughout the community to help you clarify consumers' interests in shopping at a farmers market. Surveys can be conducted by mail, telephone, or online. Be aware of potential holes in your customer profiles, because interviewees can often self-select. Use the information you gather, and realize that not everyone's ideas are represented.

Rapid Market Assessment: If your market is in operation, a Rapid Market Assessment can give you the answers you are looking for. A Rapid Market Assessment is a market evaluation tool created by Larry Lev at Oregon State University and is conducted periodically through the market season. Since this method is effective at drawing a large percentage of the market's customers into the DOT survey, it is very effective in learning who your market's customers already are. This will help you to target your marketing to reach more of your target customers or to identify potential customer profiles that you are missing.

Analyzing the demographics of the community and what attracts them to a farmers market helps you develop messages that will resonate with their unique characteristics. The research will help you determine the segment of your community to target with your marketing messages; whether it is an audience that is currently missing from your customer base; a segment of your community that will benefit from a new program, service, or product in your market; or an expansion of your current target audience. Your target audience is who you will build your marketing plan to reach.

(2) SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

A SWOT Analysis challenges you to look at your farmers market, its relationship to the community, and your current and potential consumers. This analysis looks at the strengths and weaknesses of the market, the opportunities the market has in your community and in the general environment, and the threats that the market faces. Armed with this knowledge, you can create a marketing plan with a clear objective and a sound strategy.

First, identify the **strengths** of your market. What are the positive elements of your market? What benefits does your market offer? What value does the market bring to consumers and the community? These may be marketing points that will help you to build a targeted message. For example:

- high-traffic, downtown location
- weekly music events
- strong municipal support
- 25 organic growers with unique selection of foods

Next, identify your market's **weaknesses**. What would a customer want from your market that you lack? What would prevent a customer from shopping at your market? For example:

- limited days and hours
- perception of high cost
- limited parking
- limited product line
- current customer base is elderly

Opportunities for your market can come from a variety of sources. There are programmatic opportunities that can benefit your market, such as the NYS Farmers Market Wireless EBT Program which can make your market accessible to SNAP/food stamp customers. Environmental opportunities can make your market attractive to consumers; for example, the growing interest in eating local is an opportunity for your market to reach the locavores in your community. Consumer interest in the connection between health and diet makes the farmers market's abundance of fresh foods very appealing.

You must also identify the **threats** to your market. What limits your market's growth, success, and future? Your marketing plan must acknowledge that these threats exist and plan to overcome them. Examples of threats may be:

- The current economic downtown has consumers spending less on fresh food and more on processed foods—quantity versus quality.
- Supermarkets are "stealing" the farmers market image and recreating it in their own produce aisles, including the farmer relationship.
- Time-strapped consumers have less and less time to shop and may curtail farmers market trips for more convenience shopping at supermarkets.

- As the demand for farmers markets grows, the supply of farmers may not be able to keep pace.

(3) Marketing Message

Now that you have the demographic data of your community and have determined what would be important for each consumer group, as well as the SWOT analysis to understand the relationship between the market and its consumers and community, you can begin to shape your marketing message. First, you need to develop a marketing objective. What is it that you want your marketing to accomplish? For example, your objective might be to increase customer traffic within the market of young families. This objective clearly addresses one of the weaknesses identified in the SWOT analysis.

The task is to develop one message that will resonate with the target customer and meet your objective. It is important to focus on only one message. In today's society, we are bombarded by advertising messages all day long, from every conceivable source. Keeping a consumer focused on only one message increases your chances of being heard, being remembered, and most important, being acted upon. Anything else should be a supporting message that backs up your primary. For example:

> Primary Message: The freshest produce is available at your local farmers market.
>
> Supporting Message: The fresher the produce, the more nutritional value it has.
>
> Supporting Message: By shopping at the farmers market, you are also supporting local farmers.

There are four key rules for developing your message:

1. **Focus on benefits, not features.** Today's customers want to know "what is in it for me?" To answer this question, your message should be focused on benefits, not features. For example:

   a. Feature: The freshest produce is available at your local farmers market.

   b. Benefit: Savor the flavor of just-picked produce; the freshest fruits and vegetables are only at your local farmers market.

   Benefits show how the product or the market relates to the customer; they make a connection and pull the customer in. Make your message speak in their language and get personal. For example:

   c. Supporting Benefit: Put your family's health first by giving them nutrition-rich fresh produce.

2. **Be sure the message connects with customers.** They should not have to work hard to understand your message. How many times have you seen a television commercial or print ad and wondered what the advertiser was trying to sell you? If you were confused at the end of the commercial, it is unlikely you spent much time trying to figure it out and responding by spending your time or money on the product.

3. **Be concise.** Don't beat around the bush to get to your point; be as direct as possible.

4. **Be consistent.** Your message is part of your brand and you should be as loyal to your message as you are to your brand.

(4) Strategies/Implementation

Once you have developed a message, put together a strategy that will communicate your message to consumers, raise their perception of your market, and result in an increase in customer traffic. There are two stages to developing this strategy: (1) developing marketing materials and programs; and (2) deciding what media to communicate through.

Marketing Materials
These are internally controlled communications. You have complete control over the creation of these materials and they come directly from you to your potential customers. They allow you to educate your customers about who you are, build awareness of your farmers market, and create opportunities to expose consumers to your market brand.

Website: One of the most important marketing materials today is your website. The majority of consumers are not just computer-savvy, but use their computers as a resource for news and information. A website may be your customers' first introduction to your market. The site does not need to be fancy, but it needs to showcase your brand. It should include four main pages.

1. The home page, which is the first page users will see when logging onto your site.
2. About Us is a page that tells browsers who you are, what you are about, what your mission is, who you serve, etc.
3. Another page should list all of your farmers and vendors. If possible, include photos, contact information, directions to their farms, and links to each farm's website. This will help your farmers to connect to their customers during non-market days.
4. Finally, make it easy for people to find you. Your site should include directions to the market, along with your market's days, hours, and season. Complete this section with contact information for further questions.

Once your site is up, basic search engine optimization will ensure your site will show up in users' search results.

While a website is a powerful marketing tool, it does require maintenance. Neglecting your website can be detrimental to your market. Update your website with each season's new information. This includes the new market hours and season, roster of farmers and vendors, special events listing, and any other time-sensitive information that may be on your site. If stale, dated information remains on your site, browsers will respond in a number of ways (1) they will stop visiting your site; (2) they will no longer see your market as a credible resource; and (3) they may no longer consider shopping at an outdated venue. So it is as important to keep your site up to date.

Newsletter: Another important marketing piece is a newsletter. It is cheaper to retain a customer than it is to gain new ones. A newsletter can be a powerful tool in retaining your current customers, especially when you have to retrain customers to come back to the market after a long winter break.

Your market's newsletter doesn't have to be a professionally designed, mailed piece. A simple electronic newsletter emailed to your current customer database is just as powerful and much more cost-effective. Use your newsletter to let your customers know when new products are coming into season, whenever a new farmer or vendor has joined the market, and to announce an upcoming special event. The newsletter should be inviting, informative, and short. The average person will only spend two to three minutes reading an email. Any longer and your newsletter will likely remain unread.

Signage: Other forms of marketing materials include signage. Any banners, posters, or flyers are all part of your marketing strategy and must follow your marketing rules. They need to incorporate your brand: your market name, logo, tagline, typography, and attitude. As customers become used to seeing your brand, they will instantly recognize your marketing pieces as part of your market and they will generate a perception and elicit a response—a trip to the farmers market.

Another piece in your marketing arsenal is a farmers market brochure. Again, this marketing piece will feature your brand, keeping it front and center for consumer recognition. Your letterhead and business cards are also part of your marketing materials. They should include your brand, as well. In other words, nothing generated from your market should be without your brand—your identity.

The Media
Using the local media is the second stage of communicating your brand and message to consumers. Media, including paid advertising and editorial (non-paid coverage), are externally controlled communications. Research shows that the average American consumer is exposed to 245 messages daily from one form of media or another. It means that your message needs to be powerful, but also needs to be repeated many times to be heard above the clutter. In fact, your message will need to be seen or heard at least seven times before it even registers with the consumer and up to another seven times before it is acted upon. This can make a media campaign expensive. Be sure your budget can support a campaign that will guarantee a frequency that will ensure your potential customers hear your message and respond.

Editorial advertising, whether it is a television interview or a newspaper article or editorial, is generally more powerful than paid advertising. Because these are not paid advertisements, consumers consider them to be more credible. But getting this type of coverage can be a challenge. It requires developing a relationship with reporters, letting them get to know you as a market manager, and having them get familiar with your market and farmers. Reporters need to know that you are a reliable source of information, are available when they need a story or comment, and will return their calls promptly so that they can meet their publishing deadlines. When reporters feel comfortable with you, then you will become their source for information on agriculture, weather, and food. As you are exposed to consumers through news reports and editorials, they will also think of the market as a credible source for food and information.

Press releases: These will help you to reach media representatives and begin building your relationships. To increase your chances of being covered in the media, you need to think like a reporter. They are not interested in your market per se. They are interested in getting a story that their readers/viewers will find interesting. So ask yourself three key questions:

1. Is it newsworthy? For example:
    a. There is a new product or farmer in the market
    b. There's an upcoming event in the market
    c. A dignitary or special-interest group is touring the market
    d. A weather event impacts local agriculture
    e. New services are available in the market
2. Is it timely? Press releases are immediate and should alert the media to what is happening now or be a call to action.
3. Is it relevant? Does your press release relate to the readers/viewers?

If you can answer yes to the above questions, then put this information together into a one-page press release. There are common elements to press releases:

- Contact information. At the top of each press release, include a contact person,

phone number, cell phone number if available, and email address.
- Date for release to be issued. Most are set for immediate release.
- Headline. The goal of the headline is to hook the reporter, as well as the readers. The headline should be concise, but must answer the three key questions: how is it newsworthy, is it timely, and is it relevant?
- Subheading. This is an opportunity to flesh out the headline and further hook the readers.
- Contents. This is the body of the press release. The first paragraph may be the only part of the release that a reporter reads before deciding to publish it, so be sure it is powerful. It should answer the journalistic questions: who, what, where, when, how? Subsequent paragraphs are used to back up the opening paragraph. You should include a specific time and description of a photo opportunity. This may increase the chances of coverage. Finally, the last couple of sentences can be basic information about your market.
- ### This series of symbols is used to close out your press release and lets the reporter know it is final, with no other page is forthcoming.

Press releases can be issued by mail, fax, or email. Keep in mind that reporters are inundated with press releases every day. To be sure yours stands out, follow up with a courteous phone call. Keep the call simple, short, and respectful. As reporters become more familiar with the quality of your stories, your press releases, and your respectful approach, they will begin to develop the kind of relationship with you that will result in them calling you when they have a story idea—you will be their "go to" person.

Social media or networking started as a way for people to stay in touch with one another. It has since grown into a powerful marketing tool. Research shows that two-thirds of the online population participates in social networking, spending nearly 10% of their online time on social media sites.

Social networking is two-way communication between you and your contacts on your social media page. While there is no cost involved, there is an investment of time to update your site pages or blogs.

- Blogs are online journals. While there are many websites that will host your blog, it is best to host it on your own website, so that your readers are also directed to other pages on your website. Your journal will include talks about your market, your farmers, local foods, etc. It keeps the readers informed from your personal point of view. In this way, it is very different from a newsletter that is written in a third-person, more formal news style. To be effective, you will need to update your blog with new entries on a regular basis to keep people returning to your blog and to your website.

- Twitter is a social network begun as a service to link family and friends. Its posts are limited to 140 characters. Quick updates on your market can be posted on your market page. Your Twitter "friends" will be able to follow the news of your market and respond through Twitter as well as by participating in the market.

- LinkedIn is a network for business-to-business contacts. It is primarily for professionals and is used as an exchange of information, exchange of services, and promotion of services. Promoting your market with its own page on LinkedIn may be effective in reaching business and professional people.

- Facebook is a social networking site for connecting friends. It does not have the character limitations of Twitter. Photos, videos, and lengthier posts can be added to Facebook. It can be an excellent showcase for your farmers market.

Paid advertising can be powerful. It allows you to put your brand in front of thousands of people and deliver a strong message and call to action.

But it requires that your budget allows for an ad campaign with enough frequency for consumers to hear your message enough times to recognize and respond. There are a few key elements that are common to all paid media advertising.

First, keep in mind that the best way to stand out in media is to focus on "what's in it for me." Potential customers want to know what their benefits will be by shopping in your market. If your ad does not deliver the key benefits, you have wasted your money and your opportunity.

Each advertisement needs a strong call to action. A "feel good" advertisement may look good and sound good, but if it doesn't tell potential consumers what you want them to do, then you will not get the desired response. Tell them to visit your market, buy local, visit your website, or whatever action you are looking for.

Be sure your brand is prominently featured in every advertisement. Customers must recognize your brand and know who you are by your image, your logo, and your message. Every time they see an advertisement with your brand, you are building recognition for your market.

When you purchase media advertising, whether it is newspaper, billboard, radio, or TV, the media company usually offers complimentary production. For example, if you purchase space in your local newspaper, the newspaper will create an entire advertisement for you—free of charge.

Television. Many consider television to be a powerful medium. Television ads are typically 30-second stories that sell your product and your brand. Done well, television can invoke emotion, a compelling motivator for consumers. When a television ad is not done professionally, it can do more harm than good. Your commercial will be a reflection on your market and it will seem as though the market itself is unprofessional. When developing your marketing budget, include costs for talent and production to ensure a visually pleasing commercial that effectively sells your market brand.

To place your commercial, carefully consider what networks to use. Each quarter, Nielson ratings will show each network's ratings by demographic groupings. Match your network choice with your target audience. You will also want to match the time slot with your target audience. The Nielson's will also show reach by demographics for each time slot within each network. For example, you might want to consider placing ads during cable cooking shows to reach your customers who are locavores and cooks. On the other hand, if you want to reach young families, advertising during *Jeopardy* may not be the right choice.

The cost of television ad time will be based on the Nielson ratings. As the ratings rise, so will the ad rates. Cheaper rates will be during local programming, while the most expensive time slots will be during prime time. You will also need to keep in mind that Fall advertising rates will be higher and open times will be scarcer during the Fall leading up to elections. Advertisers leave considerable space available for political ads and are required to maintain ad rates during political races, leaving negotiations more difficult during this time.

Radio. During the summer, many markets find radio to be an effective means to reach potential consumers. While they are out in their yards, driving around, lying on the beach, etc., consumers often are listening to their radios. Being only audio, radio gives a 60-second time frame to tell your story and sell your brand. Similar to television, you will need to produce a quality commercial to be effective. Some radio stations can produce a quality commercial in-house, but you should include the cost of on-air talent and production in your marketing budget to ensure a professional-sounding advertisement.

As with television, radio is also rated on a quarterly basis. The ratings will show reach by demographic groupings for each radio station and each quarter hour. Use this information to determine which stations and which time slots best match your target customers. The ratings will also show the numbers of people the station reaches during each quarter hour. This tells you how many people are listening to that station at that time. You can maximize your advertising dollar by placing your ads during high-listener time slots. However, ad rates are also based on this, so higher numbers of listeners also means higher ad rates. Typically, you will find the highest rates during drive times (morning and afternoon rush hours) and during national programming.

Print advertising. Print advertisements can be in newspapers, magazines, local shoppers, or any other publication. Cost of the ad space is based on linear columns and will vary depending on the distribution size of the publication. Be sure that the publication you are considering matches with your target audience. If it's not a publication your target audience will read, your advertising dollars are wasted.

There are several ways to help make your print ad more effective:

- Feature your market's brand: logo, message, and tagline. The best logo placement is the bottom right or bottom center of the ad.
- Be generous with white space. Ads that are cluttered do not focus a reader's attention on your key message. But careful use of white space makes the rest of your ad stand out, making it easier for the reader to comprehend and remember.
- Include a headline. This grabs the reader's attention and draws them into the rest of your ad.
- Make graphics compelling and be sure they support your headline and message.
- Include a call to action.
- Use a serif font style and don't use all caps.
- Don't use reverses (white image on a dark background.)

Billboards. Billboards are an iconic advertising medium. Think of the old Burma Shave billboards painted on the sides of buildings and barns years ago or the electronic billboards of Times Square flashing alternating messages to people on the streets below. Whether a static message or an alternating electronic billboard, they can be an interesting means of reaching potential consumers.

There are a variety of sizes in billboards, a full sheet, or bulletin, is 14 feet by 48 feet. The most common size is called a 30 sheet, which is 12 feet by 24 feet. Finally, there is a small size, called an 8 sheet poster. Each of these can be effective if used properly.

Billboards are typically contracted for a 30-day period. This gives your message 30 days to increase the frequency it is seen by each of your potential customers. When the 30 days are up, move the billboard to another location to reach a new audience. Any spillover audience will give the impression that you have multiple boards in place with market saturation.

Choose your billboard location wisely. Billboards on highways may reach a larger number of potential customers, but neighborhood boards may be more targeted. The billboard company can show you the demographics of each neighborhood location, as well as daily traffic counts for each. Select the site that most closely matches your target audience. As cars travel down a road, both drivers and passengers are more apt to read signs on the righthand side; therefore, choose a board that is a righthand read. Besides looking primarily to the right, drivers will notice boards that are at street level more easily than those that are more elevated. If you choose a left side board or an elevated board, be sure that you receive a discounted price.

Billboard designs need to be both captivating and simple. The graphic must draw your attention and hold it, while the message also needs to be simple. Cars are driving by and there is little time to read a board, so your message needs to be no more than eight words.

The cost of a billboard is based on its location and size. A billboard in a high-traffic location, such as a highway, will command a higher rent than a board on a neighborhood street. In addition to the cost of space rental for the billboard, you will need to budget for production of the poster that is printer and placed on the billboard. The cost can be negotiated and is often a cheaper rate per poster if you contract for multiple boards, even if this is only one board per month, stretched over the market season.

Direct Mail. Mailing a printed advertising piece to potential customers is used by those with large budgets. You'll need to acquire a mailing list, design and print the mailer, stuff envelopes if not a self-mailer, and pay for postage. The costs add up quickly. The average response rate is 1–3%, giving it a very low return on investment.

(5) Budget

There is no golden rule about how much to budget annually for marketing. Most markets are working on minimal budgets and have to be concerned that their operating costs are covered before they can create a marketing budget.

Think of a marketing budget as a plan rather than a "set-in-stone" budget. It can be adjusted as opportunities arise, additional monies are located, or strategies are altered. Understand each type of marketing strategy, how to use each effectively, and then measure results. With a small marketing budget, you want to measure your return on investment to be sure your marketing dollars are being spent wisely.

It may be more effective to invest more time and effort than dollars into marketing. For example, by concentrating the amount of time of each marketing effort, you create a media blitz rather than a long-term campaign. This way, people get the feeling you are "everywhere" and therefore they are more compelled to see what the buzz is about. Here's a sample budget for a media blitz:

Six-week campaign:

- Radio spots production = free when you purchase air time
- Air time on two stations $5,000
- Flyer production $1,000
- Flyer distribution (by market manager & volunteers) $0
- Email blasts, production and distribution $0
- Networking at local Chamber of Commerce mixer $0
- Submit articles to local publications, production & distribution $0

Total cost = $6,000 plus man hours

(6) Evaluate Your Success

The best marketing strategies will give you the best return on investment. In other words, which strategies reached your target audience providing the greatest increase in customer traffic to your market? It is important that you are able to track this. Start with a baseline count of customers in your market. Then put measures in place to track increases in customers and periodic surveys of your customers to determine which of your marketing tactics brought them to your market.

A Few Final Thoughts

A few parting thoughts to keep in mind as you work through your marketing plans:

- Media salespeople are very nice and very knowledgeable and can be a great resource to you. But keep in mind they are driven by commission, and your goals are not necessarily their goals.
- Do not put all your plans (and your budget) in one media outlet.
- Don't stick with a marketing tactic that is not giving you results. However, give each adequate time to work before you judge it unacceptable.
- Don't change your creative work too soon. You'll get sick of it before most people will notice it. The repetition is what builds recognition. Keep with the creative designs as long as you continue to see customer response.
- Get your marketing materials out in creative ways, such as ads in local playhouse bulletins, signs at the Little League ball field, talks to local civic organizations, etc.
- Commit your marketing plan to paper; don't just keep it in your head.

- Check with your local college to see if your market could be the subject of a marketing class or logo design class.

References:

"Developing and Implementing a Marketing Plan," by Darcy DiBiase, Vice President, and Lindsay Ott, Client Advocate, Designworks Advertising, Syracuse, NY. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 5, 2009.

Marketing the Farmers Market, Lynne Brushett, PhD, Cooperative Development Institute

Appendix Resources:
Marketing Plan Worksheet

Section III. 5. Developing a Farm Inspection Program

In general, farmers markets are mission-driven organizations. The markets are often established to give farmers direct-marketing opportunities, to enhance access of fresh produce to consumers, to create a marketplace that encourages the exchange of information, and to build relationships between growers, consumers, and the larger community.

As a market operator, you will need to create rules for your market. Rules should establish the basic admission criteria, eligible producers, eligible products, eligible production methods, and regulations at the marketplace. The rules that you create should use as their foundation the mission of what you are trying to accomplish.

Inspections should support the mission and the rules of the market. By verifying the claims of market participants, inspections help to uphold the promise and identity of your market. Inspections should also be used as a deterrent to those who would violate the market contract, to protect the consumer, and the integrity of your market.

In addition, markets that hold true to their mission and uphold their rules find it easier to develop community partners. Those partners, whether for programming or event development and administration, promotional assistance, or funding, look for markets that evoke a strong sense of identity.

An inspection program will also enhance your staff's understanding of the producers, their products, and production methods and will become a strong foundation for publicity.

In addition, through conducting inspections, market staff will become aware of larger issues that farmers and the agricultural region are facing. This can become the cornerstone for fundraising and advocacy on behalf of your market and producers.

Rules for Participation in the Market
Farm inspections begin with your market rules. The rules are there to protect the farmer, the consumer, and you, as you are ultimately accountable for what takes place at your market. Rules should be clear and consistent across product categories. Rules should make clear who is eligible to participate, what may be sold, how products can be produced, and what is expected from participants while they are at market.

Market Application and Agreement
Producers should apply to participate in your market. Developing an application packet for participants is the first step in knowing who your producers are and what they will be doing. By requiring that producers submit detailed information about their operations, you can set yourself up with good information and begin to set the terms of the marketplace from the beginning.

Make it a requirement that producers submit thorough information about their operation.
This should include:

- contact information
- farm maps
- production facilities being used
- relevant licenses
- key staff
- crop plans and product lists

Crop plans:

- a list of all products raised that will be sold in the market; the number of trees, number of animals, row feet or acres of each, etc.
- planting/harvesting dates
- anticipated yields
- whether the product will be held in storage
- if allowed by market rules, list of all products to be resold

Vegetable and Herb Crop Plan

Item	Variety	# Acres/ Row Ft	Planting Dates	Availability	Yield	Storage Y/N
Cucumbers	All Cucumbers	40 ft.	1-Jul	1-Sep	100 lbs	Yes
Mint		50 ft	Mature	5/1-10/20	200 bunches	
Tomatoes	All Tomatoes	1000 plants	1- June	8/4 – 10/20	5000 lbs	Yes
Tomatoes	Brandywine					
Tomatoes	Cherokee Purple					

Fruit Crop Plan

Item	Variety	# Acres/ Row Ft	Planting Dates	Availability	Yield	Storage Y/N
Apples	All trellised	500 trees	Mature	8/20-10/10	5000 lbs	Yes
Apples	Cortland					
Apples	Empires					
Apples	All Other	30 trees	2002	911-9/30	300 lbs	Yes
Apples	Honey Crisp					
Apples	Macintosh					
Blueberries		300 ft	Mature	8/8-9/8	20 lbs	Yes

Farm map: A farm map with each field outlined with crop plantings should be submitted by producers. All fields that are owned or rented should be included. You may request proof of a lease agreement, or contact information for the land owner if there is no "official" lease. Many farmers do "handshake" deals and may not have proper paperwork. If for some reason, you need to verify a rental agreement, ask for contact information. Public records on land holdings are also available for free.

Production facilities: All facilities that are used in the production of goods for the market should be listed with addresses and contact information. These include cider presses, cheese-making facilities, bakeries, kitchens, slaughterhouses, smoking facilities, and any off-site storage facilities such as controlled-atmosphere or cold storage.

Licenses and permits: All relevant licenses and permits to cover the products they bring to market should be submitted. These may include cider, meats, bedding plants, cheese, and HAACP plans. You should have copies of each license or permit on file with your market. Gather copies of these for your pre-inspection review to help you understand everything you need to look for when visiting the farm.

Agreement: Finally, be sure that your market application contains an agreement between your farmers and the market that allows for farm inspections. It should allow for respectful visits by market personnel—respectful of the farmer's time, season, and fields. It should contain guarantees of confidentiality, where the market assures each inspectee that nothing learned on the farm, production practices, potential rules violations, or farm and family secrets will be revealed to anyone other than market management. In return, the farmer agrees to open the farm and their farm records to the market to show compliance to the market's rules and overall mission.

At the Market

At-market inventories: It is recommended that market staff conduct regular inventories of products that are being sold by producers. This not only helps market staff become more familiar with the products that are available at market, but also acts as a first level of deterrence. Producers are less likely to "game the system" if they know management is paying attention to what they are selling. It also allows producers to become familiar with an inventory process and may help to diffuse defensiveness.

Farm Visits – Conducting the Inspection

Before embarking on a farm inspection, the inspector should either visit the farmer in the marketplace or be given inventories taken by market staff. This should happen as close to the inspection date as possible.

Taking inventories: Record what is on the farmer's table and in the truck. What is the farmer selling and how much of each product is being brought in for sale? What other markets does the farmer participate in each week? This will give you an idea of the quantity of each product that is being sold for comparison against what is actually grown and harvested on the farm. Take careful notes of what you see, varieties of product being sold, quantities of each product brought to market, estimates of what is being sold, and what is left unsold at the end of the day and able to be held over for another market on another day.

Compare inventories with the farm's crop plan. Are they in sync? When you visit the farm, verify the market inventory you have taken, as well as the crop plan. You may need to spend extra time on any discrepancies you may have found between these two documents.

Producer ________________________________

Greenmarket Product Inventory

Manager ______________________________ Date ______________________
Weather ______________________________ Market _____________________
Number of Spaces ______________________

Completely fill out the blanks below with the amounts of each variety of produce brought to market.

Produce #	Unit	Units In	Units Left	Units Sold	Notes
Sample: Butternut Squash	**25 lb crate**	**10 crates**	**8.5 crates**	**1.5 crates**	

***specify crate, bushel, bunch, pound, pint, etc.** **# Specify each variety**

Who Will Be Doing the Inspection?
As a market operator, you will need to determine who is going to be doing inspections for your organization. Some markets conduct inspections using staff members; others seek to contract inspections to others. If you choose to contract the inspections out, make sure to have a signed confidentiality agreement with the contractor. This will maintain the integrity of your farm inspection program. For contracting inspections, there are several options that you can consider:

- Some counties may allow Cooperative Extension educators to conduct farm inspections on a contract basis. Their expertise can be very helpful.
- Certifying agencies, such as NOFA, Demeter, and Certified Naturally Grown may be able to share information on farms they have certified.
- Farm inspector contractors. There are a few contractors who will conduct farm inspections for a fee.
- Look to other markets that each farmer may participate in. If that market has conducted an inspection, it may be willing to share the inspection report with you.

Conflict of interest
For the sake of the market, you must be aware of and avoid any situations that may present a conflict of interest, whether it concerns you, a paid or unpaid staff person, or a contracted inspector. For example, do not have a person inspect a farm who may be in real or implied competition with that farmer. A grower in the same market should NEVER inspect another farm. A grower of the same or similar product line, who may be in proximity, should not be inspecting, nor should a person with an interest in selling products, equipment, or supplies to a farm operation. Putting an inspector on a farm where there is a potential conflict of interest can open you and your market to a claim of foul play and a potential lawsuit.

51 Chambers Street, Suite 1231,
New York, NY 10007
(212) 477 3220
(212) 533 0242 fax

As a Greenmarket Farm Inspector, I agree:

To inform the Greenmarket Director of any ties - past, present, or future – that I have, or plan to have with a producer, prior to conducting an inspection of his/her establishment. To present Inspection Reports to the Greenmarket Director and/or the Farm Inspections Coordinator for the purpose of enforcing Greenmarket's grow-your-own regulations. Not to divulge to anyone the nature and/or content of any documentation that has been provided to Greenmarket, or acquired as part of the inspection process, unless I am authorized to do so by the Greenmarket Director. Not to discuss producer affairs with anyone except the Greenmarket Director and/or The Farm Inspections Coordinator without prior approval from the Director.

______________________________ ____________________
Greenmarket Farm Inspector *Date*

Preparing for and Conducting an Inspection

Rules: Inspectors should be well versed in the rules of your market, and should be "inspecting to the standard" of your market's rules.

Producer files: Inspectors should receive or have access to a producer's file several days prior to a scheduled inspection so they can review all documents that have been described earlier: crop plans, farm map, facilities documentation, licenses, permits, and market inventories. Review files and make notes of any questions you may have. Make comparisons between the crop plans and market inventories.

Make an appointment: Contact the farmer and arrange for a time to go out to the farm. Allot at least two to three hours for a full inspection, more if it is a large operation or has many components, such as a farm that has an orchard, vegetable fields, livestock, bakery, greenhouse, etc. While discussing arrangements with the farmer, request any additional information you may want for your review, such as seed receipts, processing invoices, and lease agreements.

Attire: When arriving at the farm, be sure you are prepared. Come dressed appropriately to walk through fields, barns, greenhouses. Keep in mind that farmers are concerned with disease and you must ensure that you are not spreading disease from one farm to the next. Boots must be disinfected between each farm; clothes must be freshly laundered, etc.

Be professional: Arrive at the farm at the appointed time. Respect the farmer's time and do not be late and do not arrive overly early. Arrive prepared. Have all relevant documents with you: maps, inventories, crop plans, etc. Bring a copy of the market rules for reference, a checklist appropriate for each farm, notepaper and pens, a camera for documenting what you are seeing, and a phone for any contingencies. Provide a signed confidentiality agreement to the farmer, stating that all information gathered through the inspection process will not be shared with anyone other than the market management.

On the farm: The farmer or a designated staff person should take you throughout the operation. Verify field locations and what is being produced. Make note of crop rows and density. Count livestock and verify all facilities necessary to support production including any and all processing and storage facilities. Walk through greenhouses, noting the size of each, crops grown in each, and anticipated yields of each crop. Does the farm or operation have other outlets besides your market? Ask what the percentage of their overall sales is from your market. Perform an audit on one or two products to make sure the volumes being produced and sold match.

Be observant of everything you see, ask questions, and listen carefully, and take plenty of notes and photographs to document your findings. Use the following checklist to help you as you tour the farm.

Basic Farm Inspection Checklist

- ☐ Meet and greet farmer or person designate to give the tour.
- ☐ Check each field, greenhouse, orchard, livestock area, processing facility that is used.
- ☐ Identify crops, acreage, assess yields and evidence of current and future yields
- ☐ Check harvest records
- ☐ Note equipment, including production equipment, irrigation, washing stations, etc.
- ☐ Note labor used for production and processing
- ☐ Check storage facilities, barns, storage units, washing and grading areas
- ☐ Review packing areas and packaging supplies
- ☐ Conduct and exit interview with the farmer and have him/her sign off on the inspection

Categories of agricultural production
Additional checklists should be used for each category of farmer represented in your market. (See appendix for sample checklists.)

- orchards and small fruits
- vegetables
- greenhouses and plants
- dairy
- livestock
- fish/ aquaculture
- processing: preserves, pickles, baking, prepared foods
- foraging
- honey/maple syrup

The inspection is complete when all of your questions have been answered; you have verified the crop plan and the market inventories and are satisfied that you have seen everything you need to see to verify compliance with the market rules. You should conduct an exit interview with the farmer. Go over any areas of concern that you may have, such as crops in the market that are unaccounted for on the farm or unsubstantiated harvests, questions about land or product ownership, etc. Give the farmer an opportunity to clear up any confusion. If you are satisfied with their responses, let them know; if not, let them know that you will have to include the areas of concern in your final inspection report to the market management. Have them sign off on your preliminary findings, showing that you have gone over your inspection findings. If your preliminary findings include a potential rules violation, be sure you indicate the rule and your findings to justify reporting a violation.

Reports and archives: Create a final report based on your inspection findings in as timely a manner as possible. Your report should include any documentation, notes, and photos of the inspection. If you need to, conduct further research into a topic or follow an issue of concern. Conduct a follow-up inspection if necessary to substantiate any unresolved issues. A market archive should be created which contains files on its producers. Reports and documentation should be kept in the market's archives, to be accessible to market staff and future inspectors.

Potential violations: Farmers, just as citizens are, are innocent until proven guilty. Good documentation is essential when you take the step of accusing someone of foul play. As an inspector, you should never be the investigator, judge, and jury. Give your findings to the appropriate market personnel. (This procedure should be clear from the beginning.) The appropriate personnel or committee will review your findings and determine if any actions need be taken and will inform the farmer of a final disposition of the inspection.

Penalties for violations: Your market rules should include penalties for rules violations. These should be reasonable and fair, yet strong enough to act as a deterrent to breaking the rules. If the Board of Directors or committee has determined a rules violation has occurred, the farmer must be notified of the infraction and the subsequent penalties. It is recommended that your system include an opportunity for the producer to come before the Board or committee to be heard on the issue. The farmer should be given the opportunity to challenge the findings, providing an explanation or evidence that their farm is in compliance. This process will make for a stronger community as producers are held accountable to the market and to each other.

Telling Your Market Story
Establishing a system for farm inspections goes far beyond "policing" the market for rules violations. Inspectors have access to a tremendous amount of valuable information as they are out on farms and witnessing conditions and methods of production. Inspectors often get to hear the stories from the people who grow our food, sometimes through generations and sometimes after forging a completely different career.

By asking good questions, an inspector can learn about a farmer's philosophy and practice, and how participating in your market impacts their farm. This information becomes the foundation for promoting your farmers and their products at your market. It is also invaluable information for advocacy and policy work on behalf of farms and markets.

As a market operator, you will have access to information such as: How many acres your market has helped to keep in active production. How many farms have been able to expand in acres, labor, and product line because of participation in your market. How many farms are in organic production or are in the process of converting to organics. How many new entrants to agriculture your market helped to foster. What are the pressing issues for agriculture in your area? Are there barriers or frustrations that you hear about repeatedly?

By pulling this kind of information from your inspections and market files, you will have a powerful story to tell about your market. This is a story the media wants to print. Put it together in a press release; invite the media to your market to meet the farmers who tell your story. Tell officials and representatives about the issues you see and hear about.

Grant and funding opportunities: This information is also invaluable in reaching out to funders. Most funders want to know what your market's mission is and what you are accomplishing. Having a clear story that can be backed up with solid documentation from your inspections lets funders know that you are focused on your mission and your market is stable and worthy of their investment. Funders also want to know the impact their dollars make on a market. Your inspection reports are giving you baseline data that will help you to track future growth and impact on your farmers.

What It's All About

An inspection program has multiple purposes.

1. It holds farmers accountable to the market's rules and verifies producer's claims.
2. Farmers who hold true to the market's rules help to build consumer trust in the marketplace.
3. Inspections help maintain the integrity of the market's mission and to build trust within the community it serves.
4. Gathering information from inspections helps the market to tell their producers' story through publicity and advocacy.

Inspector's Code of Conduct

- Support and encourage the development, implementation and advancement of the market's mission
- Abide confidentiality agreements
- Maintain the highest possible standards of integrity
- Foster goodwill and cooperation
- Report suspected fraud
- Avoid situations of conflict of interest

References:

"Farm Inspections—Maintaining Market Integrity," by Michael Hurwitz, June Russell, and Bernadette Martin, Greenmarket, a program of the Council of the Environment of NYC. Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 6, 2009.

"Farm Inspections on a Shoestring," by Bernadette Martin, Farm Inspector for Greenmarket and Manager of the Kennedy Plaza Farmers Market, Long Beach, NY. Presented as a webinar for the Farmers Market Federation of NY, June 29, 2009.

The Greenmarket Inspection Program, by Bernadette Martin, 2005. http://www.farmersmarketcoalition.org/wp-content/uploads/rlib/Farm_Inspection_Manual_Greenmarket.doc

Appendix Resources:
Farm Inspection Report Template
Dairy Farm Inspection Report
Processed Foods Inspection Report
Orchard Report

Section III. 6. Measuring Farmers Market Performance

Introduction

Farmers markets offer benefits not only to vendors and consumers but also to communities. They help to maintain diverse and active farming, stimulate the economy, and offer a variety of public needs. Very few marketplaces in today's society serve these multiple purposes. There are many claims made about the benefits and impacts of markets, and more studies are being undertaken to document the claims. Well-documented market information helps markets make a case for their value to a community and is useful information for planning purposes, for grant writing, and when seeking a new location or other community support.

For farmers, the benefits include additional farm income, an alternate marketing channel, the ability to capture a greater share of the consumer's dollar, and the ability to expand the farm business through diversification and season extension. For the farming community, benefits include more land is actively farmed, more farmers support the area agricultural service suppliers, and new enterprises emerge or spin off—for example, a farm-based CSA, farm stand, PYO operation, or farm-processing enterprise, creating more job opportunities on farms.

Other market businesses, such as crafts, bakers, food processors, and prepared-food vendors, enjoy similar benefits. Also, many of them start their businesses at a market and then spin off into storefronts or catering, creating additional jobs and contributing to the local economy.

Consumers benefit from being able to connect directly with the producer and learn about how food or other products are made. This valuable connection is rare in today's mass-market society. Consumers also enjoy having access to fresh, high-quality locally produced foods raised with fewer chemical inputs and minimally processed. While prices may sometimes seem higher at markets than at conventional retail outlets, food is fresher and there is less waste; therefore, consumers get more value for the price. Low-income consumers benefit from markets located in neighborhoods where there are no stores with fresh foods and because they can use food stamps and Farmers Market Nutrition Program coupons to shop. Nutrition education helps families learn how to prepare fresh foods and therefore improve their diets.

A final benefit of farmers markets is to society as a whole. Markets contribute to the economy, improve quality of life for vendors and consumers, and reconnect community members in a social public setting. The economic benefits to a community accrue to market vendors but also to the nearby businesses where customers and vendors shop. Businesses incubated at the market spin off into community settings and create new jobs. Business districts have been revitalized because a strong farmers market has drawn customers. Tourists are also drawn to farmers markets because they are a unique shopping venue. As a market becomes a mecca for consumers and visitors, social connections are made in a friendly, safe public setting. As consumers reconnect to a local food supply, which is less dependent on distant sources and highly processed foods, health benefits result.

How do you know if your market is successful and in what ways is it contributing to vendors, consumers, and the community? This chapter will provide some ideas on how to measure your farmers market success.

Start with a Mission

A good starting point for assessing the success of your farmers market is to write or review your mission statement. If your market has a mission, you will have established goals and can assess whether you are reaching them. Begin by considering why the market was established, and what was its purpose. How close have you come to serving its purpose? Review your market's mission—analyze each statement and see whether you are on track in meeting the purpose of your market.

Dane County Farmers' Market
Madison, Wisconsin
Excerpts from Mission Statement

- Provide producers alternative outlets
- Promote Wisconsin Grown
- Offer fresh, tasty, nutrient rich foods
- Connect farmers and consumers
- Educational forum
- Test products, improve vendor marketing skills
- Improve quality of life, stimulate social interaction
- Preserve agricultural heritage

Each of these statements can be measured.

Beginning Markets

A key ingredient for farmers market success is a mission to benefit the vendors. If vendors are not benefiting from the market, the market will not flourish. For vendors to flourish, the market must also attract and serve consumer needs and desires. Vendors must provide what consumers want and work to earn their loyalty. It may take several years for successful vendor-consumer relationships to emerge.

During the early phases of market development, it is key that market organizers devote time to monitoring and evaluating market activity. They must keep good records and stay in constant communication with vendors and consumers. At minimum, records to keep at each market include customer counts and vendor sales. In addition, customer surveys are useful: ask customers about why they stopped, what they would like to buy, where they are from, and how they heard about the market. If you are advertising, be sure to ask if customers have seen the ads. Vendors must play a role in making the market succeed, so get them involved in weekly chats about what worked and what could be improved. And involve vendors in market promotion; they can take flyers to church, work, wherever they go.

Established Markets

As a farmers market grows and becomes more established, it is important to start documenting the value of the market to the community. This will help to provide information that can be shared with community leaders and decision-makers and will help the market secure support and resources for future activities and growth. An economic impact study can demonstrate the value of the market to participating vendors and the overall economic activity generated by the market. Additionally, it is important to assess the impact the market has on consumers and societal benefits that it achieves.

Vendor data: Vendor data is easiest to gather if you request as much information as possible on the membership application. Beyond the obvious contact information and products, ask about acreage owned and rented, the number of employees, other sales venues for products, years in business, etc. Ask about total market sales in the prior season and how important the market is to the vendor's overall income. You may also want to survey vendors about how the money they earn at the market is spent in the local economy; for example, after market do they shop at area stores, buy supplies locally, and is income supporting business reinvestment, employees, family living expenses, or a mortgage and taxes?

From membership information, develop a profile of your market vendors to tell a story, whether for a funder or the media. This helps make a personal connection between vendors and the community and illustrates how vendors benefit from the market. With good vendor data, you can also tell a story about the diversity of farming enterprises in your community, how many acres of land are devoted to farming, or how many jobs are created because of the farm market.

It is also good to know how satisfied vendors are with the market and to get their feedback about market operations. Usually vendors will let managers know if they are not happy; however, it is helpful to get feedback from all vendors so that a majority view can be established to provide market direction.

Customer data: Traffic counts are critical. You need to have some idea of how many customers are coming on a weekly basis and during the season. This can be done by placing a volunteer with a counter at key locations where customers arrive and enter the market. If you want to gather demographic information about customers, you can develop a chart to capture information like male/female shopper numbers and race/ethnicity to the extent that it is obvious. Car counts are another good number to track, especially if parking is an issue. You can estimate that on average there are at least two people per car, so car counts also provide an estimate of customer numbers. And while in the parking lot, you can also look for out-of-town/state vehicles to see how far customers are driving to market. These are all things that can be done without directly surveying customers.

You can also evaluate the effectiveness of market layout by conducting a *customer traffic flow study*. This requires a map of your market stalls and volunteers who track the path of a customer on the map as they shop at market. This will provide insights into what kinds of products are attracting customer attention and resulting in purchases, how many stands customers shop from, if there are areas of the market that are consistently missed by customers, or if there are bottlenecks blocking customers from particular vendors. The customer traffic flow study provides an opportunity for vendor feedback and information for vendor placement to improve traffic flow and the ease of shopping.

A guest book, raffle drawing, and mailing lists are other ways to gather customer information. A guest book can be placed so customers can easily sign their name and hometown, with space to make comments. A raffle drawing is an easy way to have customers fill out their name and address and add one or two pertinent questions to answer. Mailing lists also provide shopper contact information and can be used when planning a survey. Be sure to collect email addresses because an e-survey will be cheaper and is more likely to produce responses.

For more detailed information about customer habits, you will want to conduct a survey that could be done in writing, by personal interviews, or by using the Rapid Market Assessment Dot Survey technique. Customer focus groups are another technique for gathering feedback. A written survey is anonymous and can be a good way to get data that customers might feel less comfortable sharing in a personal interview. Personal interviews are great for capturing the reasons why customers shop, their wants, desires, and feelings about the market. The Rapid Market Assessment Dot Survey provides a fun and interactive way to involve customers in answering a limited number of questions that are written on a large piece of paper (one question per page); all they do is place a dot in the appropriate multiple-choice box. The visual of all the dots generates interest and conversation that is less off-putting than a personal interview. Focus groups are also useful for gathering more indepth information that can provide direction for market improvements.

The following is a list of questions that you might consider gathering in customer surveys, interviews, or focus groups:

- Where they come from (city/zip code)
- Demographics (written survey)
- Why they come, what they like about the market
- What they don't like about the market, suggestions for products and other improvements
- How they heard about the market
- How often they come to market—weekly, biweekly
- If the market day/hours and location are convenient
- How much they spend per visit
- Do they consider prices to be high, acceptable, or low
- How many vendors they shop from
- What products they buy most often (top three to five); their preferences
- What products are a draw—must be at market to shop there
- Preference for organic—do they shop only from organic vendors or not?

- Their overall shopping experience—were vendors friendly, was the atmosphere pleasant, etc. Any bad experiences they have had?
- Impediments to shopping (parking challenges, cash transactions only, variety, etc.)
- Is it easy to find vendors who take FMNP coupons or Food Stamps without having to ask, are the signs displayed?
- How the has market impacted their household diet
- If they come to market as their primary destination (or do they come to shop at other outlets and then the market is a secondary destination)
- If they shop at other stores before/after their market visit and how much they spend
- In a word, how would they describe the market

A broader community survey can also be undertaken to determine *why people do not shop at market*. This involves selecting a target population or a sample of the total population to survey and the development of a survey instrument that might be administered via mail, phone, or a focus group of non-shoppers. Enlist the assistance of a college marketing class or a marketing professional to help design a broader community survey to make sure you get the results you want. Valuable insights can be gained as to why people do not shop and what might entice them to become customers. Barriers to shopping might include: time/day of week, negative perceptions about the farmers market, household eating habits, transportation, and others. A market can seek to address barriers and attract more customers through aggressive outreach and solutions.

Market data: Market records are vital to be able to document the collective overall impact of the market. Market data include vendor data and customer data that is summarized to tell a story of the overall market impact. Examples include: How many vendors come to market; what they sell; weekly sales and accumulated total sales over the season; land in farming; and their collective community impact in terms of jobs, business growth and diversification, taxes paid, local purchases, and the importance of the market to the livelihood of the vendor. How many customers visit the market, from where, why they shop, how much they spend per week at market, what percent of their shopping in season is from the market, do they shop at other nearby outlets after visiting the market, and how their diets have changed.

A particular market may not need all of this data; it will depend on the issue or need to be addressed. Data may be needed for internal use only. Vendors and managers may want to know how many customers come to market, the sales trends, and if the numbers are growing or shrinking. This provides valuable information for strategic planning. A grant opportunity will require a description of the market, and data can provide information about how a grant might help direct efforts toward market improvement. Markets also may face space limitations as they grow, requiring some to find a new site. If so, parking and stall space needs must be known when locating new sites. Even more important, data are needed to document the value of a market to the community and why public space should be made available for the market.

Measuring market performance helps a farmers market organization know if they are achieving the mission and vision they established for the market. Markets need information to grow and flourish and must adapt and adjust to reach their full potential for serving the vendors, consumers, and community; otherwise, they stagnate and fail. By documenting the market's impact, a story can be told about the value of the market and thereby build public support by justifying the public benefit of the market. Information is needed to access funding opportunities and generate supportive policies that allow markets to operate for the public benefit.

Farmers markets are good for everyone! Information helps tell that story and makes the markets even better.

Importance of Measuring Market Performance

- Realizing a Market's Mission/Vision
- Achieving a Market's Potential
- Build Community Support
- Document Claims—Benefits
- Justification of Public Benefit
- Funding Opportunities
- Supportive Policies

Additional Resources:
The Value of Farmers Markets to NY Communities, Federation of NY Farmers Markets
http://www.nyfarmersmarket.com/publications.htm

Project for Public Spaces, Measuring Economic Benefits
http://www.pps.org/pdf/pps_public_markets_eis.pdf

Farmers Markets Canada—National Farmers Market Impact Study, 2009 report
http://www.farmersmarketscanada.ca/

marketumbrella.org's Sticky Economic Evaluation Device (SEED)
http://www.marketumbrella.org/seed/seed_home.php

Rapid Market Assessment Tool, Oregon State University, Special Report 1088-E, Oregon State University Extension Service Publication (available on the Farmers Market Federation of NY website)
http://www.nyfarmersmarket.com/pdf_files/toolsforRMA.pdf

USDA AMS Farmers Market Survey
http://www.ams.usda.gov/AMSv1.0/farmersmarkets

Reference:
"Documenting Your Market's Success," by Monika Roth, Agriculture Development & Marketing Educator, Cornell Cooperative Extension, South Central NY Agriculture Program, 607-272-2292 ext. 126; mr55@cornell.edu, Presented at the Farmers Market Federation of NY Farmers Market Managers Training Program, March 5, 2009.

Appendix Resources:
Farmers Market Evaluation
Farmers Market Vendor Evaluation

Farmers Market Manager
Job Description

The Main Street Farmers Market is a community market, supported by the Mayor's office, the City, community members, and a host of other local agencies. The market will provide access to locally grown fruits, vegetables, and other farm products, while creating a sense of community within the City and helping to revitalize the downtown district. This ambitious project will be undertaken as a project of the Local Development Corporation in cooperation with the State Dept. of Agriculture, Cooperative Extension, and local non-profits to support this venture.

Manager Position

The Market Manager is a part time position with primary responsibility being the day-to-day operation of the farmers market. This will include an on-site presence at the market during all market hours, as well as off-site work during non-market hours. The manager will report to a market committee, who will set all market policy. In addition, the manager will represent the market to the market's vendors, the consumers, and to the community.

Duties—in season

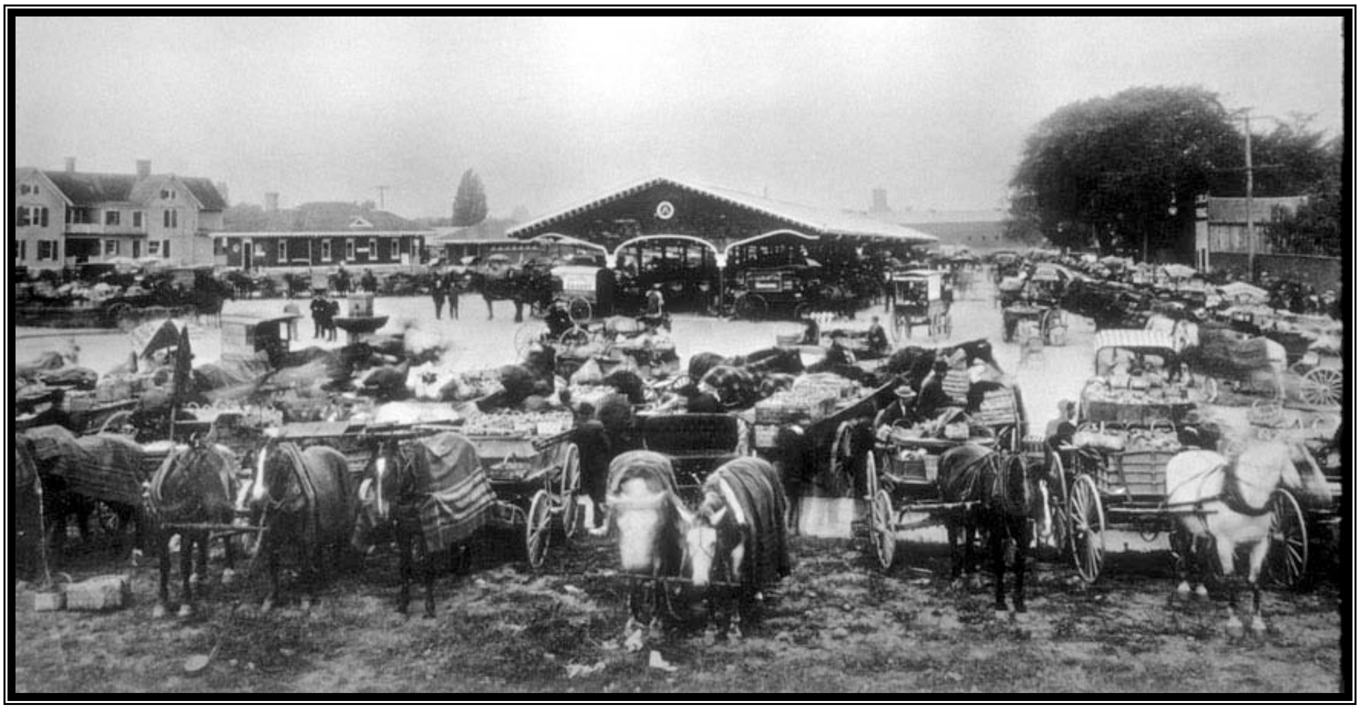
- Enroll farmers/vendors in the market—either through seasonal vendor agreements or as daily vendors
- Collect all stall fees owed, make accurate accounting, and deposit in market account
- Arrive prior to market vendors arriving and remain throughout the market day to:
    - Properly place vendors in stalls, including assigning market stalls to daily vendors
    - Place market signs, parking signs
    - Ensure all rules and regulations are adhered to
    - Ensure all state and county regulations are adhered to
    - Answer questions for vendors and consumers
    - Resolve disputes that arise
    - Maintain market grounds in a safe manner
- Operate market manager's booth
    - Have nutritional education materials to distribute
    - Have recipes for seasonal, local foods that are available in the market
    - Operate market's EBT program
- Enroll market and market farmers in the Farmers' Market Nutrition Program (FMNP)
- Act as liaison to the market's governing body, providing accounting and performance reports
- Communicate market policies, activities, and rules to farmers, keeping them informed throughout the season Bring suggestions from farmers back to the market board/committee
- Solicit entertainment for market days, as well as sponsors for the entertainment
- Conduct periodic customer counts each market day to assess the level of growth in market usage
- Assure the market site is clean once the market is closed and the vendors have left for the day
- Maintain database of farmers, vendors, their contact information, and any licenses or permits each vendor possesses based on the products they are selling
- Conduct farm inspections

Duties—off season

- Vendor recruitment
- Professional development for market managers
- Community relationship development
- Fundraising
- Advertising/ promotional program development, including special events planning
- Work with market board/committee to plan for market growth and development
- Preparations of site for next season, including securing location, site permits, market insurance, ensure that any maintenance or repairs needed to site are made, secure bathrooms, set market schedule, organize volunteers

Qualifications

- Ability to think creatively
- People person with skills in diplomacy
- Dispute resolution skills
- Good communication skills
- Organizational skills
- Marketing skills helpful
- Some financial knowledge helpful: i.e., budgeting
- Self-motivated
- Passionate about the community and local agriculture



Rochester Market 1905

Basic Rules for Farmers Markets

The following is a basic set of rules for farmers markets. Each market must address each issue in terms of its own mission and set of circumstances. This means adjusting the rules included here, as well as determining any other issues that are pertinent to each individual market and then addressing them within the adopted rules.

Definitions

Bona fide—

- As in growers—the seller is the producer of the products being offered for sale, from lands he owns or rents, with control over the production, harvesting, and marketing of the products, and a financial interest in the products.
- As in craftsperson—all crafts offered for sale are original in nature and produced in whole by the seller. No crafts shall be permitted that are derived from kits.
- As in homemade products—all products are produced, baked, or manufactured by the seller and are original in nature. No baked goods from mixes or purchased for finishing off will be permitted.

Daily vendor—any vendor who is permitted to sell on the market, who participates in the market less than the full season and chooses to pay on a daily basis for any space used.

Market governing body— the market's board of directors or committee, ultimately responsible for setting the policies of the market

Market Manager a person or persons empowered by the Governing Body to implement market policies and directives, and to oversee the operation of the market.

Market sponsor—any governmental agency, non-profit organization, or association that lends its support to the market in any way.

Seasonal lease—when a vendor signs for space for the full season and makes payment in accordance with the established fee structure.

Vendor—any seller or exhibitor participating in the market.

Market Governance

1. The market will be sponsored by an independent non-profit association (i.e. Chamber of Commerce, health-related association, or other interested on profit association) and will operate with an independent market governing body.

2. The mission of the farmers market will be to improve local food security, teach entrepreneurship skills, and support local farmers and businesses, while enriching the cultural heritage of the community.

3. The Market Manager is responsible for the orderly and efficient conduct of the market and for implementing and enforcing the Rule and Regulations. The Market Manager will represent the market and its governing body during market days and in community activities. The Market Manager will assist the market's governing body with developing and implementing a market budget, establishing market policy, vendor recruitment, collecting fees, establishing the operational schedule, and advertising and promotion of the market.

General Operations

4. The market will be located at 100 Lexington Avenue, along Lexington Park. The market will operate every Thursday, 3pm–8pm (closing one hour earlier after Labor Day) and will run from the Thursday prior to Fathers Day in June through the end of October.

5. Vendors may arrive as early as 1:30pm to begin setup and must stay through the end of the market day to provide a full market to shoppers arriving throughout market hours.

6. Vendors may leave early only under extenuating circumstances and with the permission of the Market Manager.

7. Vendors must notify the Market Manager no later than four hours before market time if they will be absent for that market day.

8. No selling is permitted before the official opening time, as announced by the Market Manager.

Who May Sell at the Market:

9. The use of the market is restricted to those who are bona-fide growers, craftpersons, producers of homemade products, or other vendors approved by the Market Manager or governing body. Vendors may, on a limited basis, supplement their product line with additional New York State only products, along as that product is otherwise missing from the market and the Market Manager has given permission for the supplement. This permission is valid for one season only and must be re-applied for each new season.

10. All agricultural products may be sold at the market, including but not limited to locally grown fruits and vegetables, dairy products, meats, flowers, plants, honey products, maple products, NYS wines sold by a farm winery, eggs, herbs, and related products.

11. Craft vendors may sell products that they have hand-produced themselves.

12. Bakers who have baked the products themselves and who possess the proper licensing from either the NYS Dept. of Agriculture and Markets or their County Dept. of Health.

13. Prepared food vendors with a current mobile food service license.

14. Products not specifically identified must be pre-approved by the market management.

15. All applicable food safety regulations, both state and local, must be adhered to at all times.

16. All applicable licenses and permits for products sold must be obtained and kept current. Copies of applicable permits and licenses will be kept on file with the market management.

17. To ensure compliance with market rules, the Governing Body reserves the right to direct the Market Manager or appoint a committee to inspect any vendor's farm or establishment with advance notice. Inspections will be made only with the farmer/owner or their representative present unless written permission is given. Vendors must provide any help necessary to thoroughly document products and conditions recorded at the inspection. The vendor will be notified in writing of the results of the inspection within seven days of the inspection.

18. All new vendors will be subject to a ninety (90) day at-will probationary period commencing on the first day of selling in the market.

Guidelines for Selling

19. All stall spaces must be swept clean and any refuse removed at the end of each market day.

20. All vendors must have a sign clearly showing their name and location.

21. Each vendor will be responsible for all equipment and supplies for the setup of a booth. Displays should be constructed in such a way that they do not block customer walkways nor pose any other hazard to customers.

22. Vendors who provide samples and/or products that will result in waste material, such as cups, rinds, and corn cobs, must provide containers for waste disposal.

23. Vendors are required to keep their market space neat and clear of obstacles, litter, and debris.

24. All produce displayed for sale must be at least 12 inches off the ground with the exception of heavy or large items such as pumpkins.

25. Sellers must post prices. While it is expected that prices will be fair to consumers, the seller, and fellow sellers, collusion among sellers to attempt to influence prices is strictly prohibited.

26. No smoking, alcoholic beverages, or firearms are permitted at the market. Exception is wine tasting.

27. No hawking, proselytizing, or amplified music is permitted at the market.

28. All products offered for sale must be of good quality and condition. The Market Manager reserves the right to direct any inferior goods be removed from display. Failure to remove products deemed inferior will be reported to the market's governing body and may result in loss of market privileges.

29. Each vendor in the market must be directly involved with or knowledgeable about the production of the produce or products being sold at the market.

30. All vendors must provide proof of general liability coverage in the amount of $1 million dollars and name the market, the property owner, and the market sponsor as additional insured. A current certificate must remain on file with the market.

31. Vendors are responsible for the actions of their representatives, employees, or agents.

Stall Fees and Assignment

32. Stalls will be assigned by the Market Manager on a first-come first-serve basis.

33. The stall fees and payment schedule will be assessed annually by the market's governing body. Stalls may be rented on a seasonal basis or on a daily basis. Daily fees will be due and payable to the Market Manager prior to setting up for the day.

34. Farmers with a seasonal lease will be assigned a permanent spot for the duration of the season. These spaces will be reserved each year for the seasonal vendor, provided that all stall fees are kept current.

35. Reserved market spaces must be occupied at least 30 minutes prior to opening of the market day. After that time, daily vendors will be permitted to set up in those spaces, as assigned by the Market Manager. Seasonal leaseholders, arriving after that time, will be re-assigned to another space for the day.

36. Daily venders will be assigned space by the Market Manager on a first-come first-serve basis, as space is available. Space in the market is not guaranteed, nor is it guaranteed that daily vendors will be assigned the same space each week that they are in the market.

37. No subletting of a seasonal booth is permitted and rents are not reimbursable, either in whole or in part.

38. To ensure the safety of market patrons, any vendor arriving after market opening may be required to set up on the periphery of the market.

Compliance

39. All complaints must be addressed in writing to the Market Manager.

40. Complaints against another vendor, must be accompanied by a $50 "good faith" check. The Market Manager will then conduct an investigation and/or farm inspection against the accused vendor. If the complaint is found to be valid, the $50 "good faith" check will be returned. If the complaint is found to be unfounded, the check will be forfeited and deposited in the market's general funds with a letter of explanation sent to the complainant.

41. All other complaints will be reviewed by the Market Manager in an attempt to resolve the issue. If the manager is unable to resolve the complaint, then a written follow up may be made to the market's governing body. The governing body will address the complaint at the next regularly scheduled meeting. If the complaint is of an immediate nature, the Market Manager may ask for a special convening of the market's governing body to address the complaint. The decisions of the governing body are final.

42. The submission of application for admission to the market serves as the vendor's agreement to abide by the rules of the market, as established by the market's governing body and enforced by the Market Manager. Violations of the rules of the market may be grounds for warnings, dismissal from the market, or both.

- The first violation of the rules will result in a verbal warning by the Market Manager. Documentation of the warning will be kept on file by the Market Manager.
- The second violation of the rules will result in a written warning, given by the Market Manager. A copy of the letter will be kept on file by the Market Manager, along with any documentation of the violation.
- The third violation of the rules will result in a one-week suspension of selling privileges.
- The fourth violation of the rules will result in a two-week suspension of selling privileges.
- The fifth violation of the rules will result in dismissal from the market.

43. At the discretion of the Market Manager, when a violation occurs that jeopardizes the health of a customer, another vendor, market management, or the overall health of the market, the manager may convene the market's governing body to request a suspension of the compliance procedure and call for immediate dismissal from the market. The dismissal will require documented proof of an egregious violation. The vendor will be given an opportunity to review the documentation, prepare a defense, and appear before the governing body.

44. If after receiving a warning or suspension, a vendor is in disagreement with the Market Manager over the infraction, the vendor may make written application to the market governing body to be heard on the issue. Both the vendor and the Market Manager will appear before the governing body and present their sides of the issue. The decision of the governing body is final.

Risk Management Checklist

Market Name: ____
Market Location: ____
Date: ____________________ **Evaluator:** ____________________

	Yes	No	Needs Improvement	N/A
Market Area				
Market entrances are clearly marked.				
Market limits are clearly defined and segregated from vehicle traffic.				
There are sufficiently wide, unobstructed aisles to accommodate customer traffic.				
Vegetation, including tree branches and shrubs are not blocking sidewalks, parking, and common areas.				
Market areas, including all walkways are free from debris.				
Walkways ad vendor areas are in good repair, level, free from potholes and cracks that would create trip hazards.				
Electrical outlets are equipped with ground fault circuit interrupters.				
Changes in elevation (i.e., curbing) and surface edges are clearly marked with warning markings or signage.				
Market area is easily accessible to handicapped customers.				
Security officers are on patrol throughout market hours.				
Wet, icy or snowy areas should be clearly marked and/or barricaded from customer traffic until rectified.				
Pets, if allowed in the market, are leashed and under control.				
Market area is adequately lit.				
Waste receptacles are available to reduce garbage and debris that may accumulate.				
Parking Areas and Roadways				
All parking areas and roadways are free of potholes and other obstructions.				
Speed bumps are clearly marked.				
Pedestrian areas are segregated from vehicular traffic with adequate barriers and adequately marked.				
All parking areas and roadways are adequately lit.				
Roadways are clearly marked with stop signs, speed limits, and directional signage, if one way.				
Handicapped parking is available and clearly marked.				
Vendor Areas				
Tents and canopies are tied down or weighted.				
Tables and displays are sturdy and able to hold the weight of product on display without threat of collapse.				
Tables and displays are in good repair, with no sharp edges, rough spots, exposed nails, etc. that may cause injury.				
Extension cords are either overhead or taped down.				
Extension cords are in good repair and properly rated for outdoor use.				

	Yes	No	Needs Improvement	N/A
Signs are secured.				
Display and work areas are neat, clean, and free of debris, eliminating trip hazards.				
Vendor vehicle wheels are chocked to prevent movement.				
Vehicles are not leaking gas or other fluids.				
Food handling is done in a safe and hygienic manner, in accordance with all state and local health regulations.				
All appropriate licenses are obtained and current for products being sold.				
All vendors have current liability insurance, with market and property owner listed as an additional insured.				
Fire extinguishers are on hand and properly charged if using electricity or open flame.				
All propane, helium, or other gas tanks are chained down.				
Emergency Preparedness				
Multiple entries and exits allow for easy access for emergency responders and possible evacuations.				
Fire extinguisher is at the market manager's booth.				
Fully stocked first aid kit is at the market manager's booth.				
Market manager is trained in first aid, including CPR.				
An emergency preparedness plan is in place, coordinated with local authorities, conspicuously posted, and all employees well versed in carrying out the plan.				
Emergency barricades and cones are on hand in case of emergency.				
Fire lane is maintained for emergency responders.				
Market manager is continually scanning the market for potential risks.				
Market manager makes a regular inspection of vendor displays to ensure compliance with food safety regulations.				
Vendors and customers are continually updated on safety hazards, precautions, and regulations.				
Market-owned equipped and facilities are routinely inspected and maintained in proper working order.				
Miscellaneous				
Any areas under construction are barricaded, with appropriate warning signs, restricting customers, vendors, and employees access to these areas.				
Precautions are taken to prevent falling ice and snow from any roof structures from injuring vendors and customers.				

Resources:

A Guide to Managing Risks and Liability at California Certified Farmers Markets, Desmond Jolly and Chris Lewis, Small Farm Center, University of California, Davis.

Dave Wyman, Wyman Associates, Farm Family Insurance, Fayetteville, NY

Incident Report

Market Information:

Market Name: ______________________________

Market Location: ______________________________

Market Days & Hours: ______________________________

Market Manager: ______________________________

Telephone: ____________________ Fax: ____________________

Email: ______________________________

Accident Report:

Date and Time of Incident: ______________________________

Description of Incident: ______________________________

____

____

____

____

Nature of any Injuries: ______________________________

Bodily Injury: ______________________________

Property Damage: ______________________________

Medical Attention Requested: __________ Provided: ____________________

____

Facility Providing Care: ______________________________

Other Action Taken: ______________________________

____

____

Injured Party

Name: ______________________________

Address: ______________________________

____

Telephone: ______________________________

Witnesses

Name: ______________________________

Address: ______________________________

____

Telephone: ______________________________

Witness Account: ______________________________

____

____

____

Name: ______________________________

Address: ______________________________

____

Telephone: ______________________________

Witness Account: ______________________________

____

____

____

Person Completing this Report (if not the manager)

Name: ______________________________

Address: ______________________________

____

Telephone: ______________________ Fax: ______________________

Email: ______________________________

______________________________ ______________________

Signature of person completing report Date

______________________________ ______________________

Signature of injured party Date

Agricultural Organizations

Agricultural producer and support organizations can help market managers locate potential vendors for markets. Following is a list of organizations that can assist managers with farmer and vendor recruitment.

Support Organizations

Cornell Cooperative Extension
www.cce.cornell.edu

Farm Bureau, Inc. (New York)
Jeffery H. Kirby, Executive Director
PO Box 5330
Albany, NY 12205
Phone: 518-436-8495
Fax: 518-431-5656
nyjkirby@fb.org
www.nyfb.org

Farmers Market Nutrition Program
NYS Dept. of Agriculture & Markets
Jonathan Thomson & Bob Lewis
10B Airline Drive
Albany, NY 12235
Phone: 518-457-7076 (Jonathan)
Phone: 718-722-2830 (Bob)
Jonathan.thomson@agmkt.state.ny.us
Bob.lewis@agmkt.state.ny.us

Local Harvest
Organic and local food website
220 21st Ave.
Santa Cruz, CA 95062
Phone: 831-475-8150
Fax: 831-401-2418
www.localharvest.org

Pride of New York
NYS Dept. of Agriculture & Markets
Sue Santamarina
10B Airline Drive
Albany, NY 12235
Phone: 800-554-4501
Sue.santamarina@agmkt.state.ny.us
www.prideofny.com

Farmers Market Federation of New York
Diane Eggert, Executive Director
117 Highbridge Street, Suite U-3
Fayetteville, NY 13066
Phone: 315-637-4690
Fax: 315-637-4691
info@nyfarmersmarket.com
www.nyfarmersmarket.com

Farmers Direct Marketing Association (NY)
Jeanette Marvin, Executive Director
5318 Fox Rd.
Farmington, NY 14425
Phone: 315-986-9320
Fax: 315-986-8534
jmarvin@rochester.rr.com
www.nysfdma.com

Farm and Food Project (Regional)
A member-supported, farmer-focused, non-profit serving the greater Hudson-Mohawk Valley food shed of NY
Billie Best, Executive Director
PO Box 8628
Albany, NY 12208
Phone: 518-271-0744
Fax: 518-271-0745
billie@farmandfood.org
www.farmandfood.org

NY Farms!
Offers broad-based support for local farmers and food systems
Mary Jeanne Packer, Executive Director
PO Box 210
Watkins Glen, NY 14891
Phone: 607-535-9790
nyfarms@nyfarms.info
www.nyfarms.info

Small Scale Food Processors Association of New York
Alison Clark ~ Phone: 585-244-2711
Anna Dawson ~ Phone: 518-758-7342
www.nyssfpa.com

Kids Growing Food
School Gardening Program & Agriculture in the Classroom
Heather Davis, Director
Dept. of Education
106 Kennedy Hall, Cornell University
Ithaca, NY 14853
Phone: 607-255-9253
Fax: 607-255-7905
Kidsgrowingfood@cornell.edu
www.nyaged.org/aitc

Organic Farming Association of NY, Inc. (Northeast NOFA-NY)
Greg Swartz, Executive Director
PO Box 880
Cobleskill, NY 12043
Phone: 607-652-NOFA
Fax: 607-652-2290
office@nofany.org
www.nofany.org

New York State Horticultural Society
To educate, promote and protect the New York fruit industry
Paul Baker, Executive Director
PO Box 462
Geneva, NY 14456
Phone: 315-787-2404
Wilsonk36@hotmail.com
www.nyshs.org

Dairy

New York State Cheese Makers Guild
9626 County Highway 21
Franklin, NY 13775
Phone: 607-829-8852
info@nyfarmcheese.org
www.nyfarmcheese.org

Greenhouse/Nursery

Flower Industries, Inc. (New York)
To support and promote greenhouse and garden center businesses
Karen Dean Hall, Program Director
PO Box 1243
Orchard Park, NY 14127
Phone: 716-941-3502
mrskdhall@aol.com

Flower Growers Association (Long Island)
To support education and research in the horticulture field and to promote locally grown ornamental plants
Anne Bates, Executive Director
49 Daly Dr.
Riverhead, NY 11901
Phone: 631-727-4685
info@lifga.org
www.lifga.org

Livestock

Beef Producers Association (New York)
Megan Galloway, Executive Secretary
4950 State Highway 51
W. Burlington, NY 13482
Phone: 607-965-8282
nybpa2@aol.com
www.nybpa.org

Beef Industry Council, Inc. (New York)
Non-Profit organization dedicated to promoting beef
Carol Gillis, Executive Director
PO Box 250
Westmoreland, NY 13490
Phone: 315-339-6922
Fax: 315-339-6931
beefinfo@nybeef.org
www.nybeef.org

Simmental Association (New York)
Promotes our beef breed throughout the state
Jeanne White, Secretary/Treasurer
6493 Stauber Rd.
Groton, NY 13073
Phone: 607-838-3670
nysa@newyorksimmental.com
www.newyorksimmental.com

Sheep Producers Association (Empire)
Heidi Simmons, Vice President
69 Scism Rd.
Tivoli, NY 12583
Phone: 845-756-2073
hsimmons@bard.edu
www.sheepgoatmarketing.info

Pork Producers Cooperative, Inc (New York)
Jamie Mesmer
4124 MacDougall Road
Waterloo, NY 13165
Phone: 315-585-6276
amsinc@wildblue.net
www.newyorkpork.org

Deer and Elk Farmers Association (Northeast)
Hank Dimuzio
LedgEnd Farm
1288 Munger Road
Middlebury, VT 05753
Phone: 802-388-4324
info@ndef.org
www.ndef.org

Poultry

Poultry Association, Inc. (New York)
Hal Kreher, President
PO Box 410
Clarence, NY 14031
Phone: 716-759-6802
Fax: 716-759-8687
hal@krehereggs.com

The American Pastured Poultry Producers Association (APPPA)
1911 Gallows Hill Road
Kintnersville, PA 18930
1-888-66-APPPA
www.apppa.org

American Egg Board
65 W. 55th St. Ste 12 G
New York, NY 10019-4944
Phone: 212-759-1811
www.aeb.org

Produce

NY Apple Association
Commodity marketing board representing New York apple industry
Joan Willis, Executive Assistant
PO Box 350 ~ 7645 Main St.
Fishers, NY 14453-0350
Phone: 585-924-2171
Fax: 585-924-1629
joan@nyapplecountry.com
www.nyapplecountry.com
www.nycider.com

Berry Growers' Association (New York)
Inform and educate grower members, and represent research needs to university and extension people
Paul Baker, Jr. Executive Secretary
665 Sarah Court
Lewiston, NY 14092
Phone: 716-754-4414
Fax: 716-754-4424
goodberries@roadrunner.com
www.nysbga.org

New York State Horticultural Society
To educate, promote and protect the New York fruit industry
Paul Baker, Executive Director
PO Box 462
Geneva, NY 14456
Phone: 315-787-2404
Wilsonk36@hotmail.com
www.nyshs.org

Potato Growers, Inc. (Empire State)
Melanie Wickham, Executive Coordinator
PO Box 556
Stanley, NY 14561-0566
Phone: 585-526-5356
Fax; 585-526-6576
mwickham@empirepotatogrowers.com
www.empirepotatogrowers.com

Vegetable Growers Association, Inc. (New York)
Jeff Kubecka, Executive Secretary
PO Box 70
Kirkville, NY 13082
Phone: 315-687-5734
nysvga@twcny.rr.com

Seafood

Seafood Council (New York)
Roger C. Tollefsen, President
23 Bay Ave.
Hampton Bays, NY 11946
Phone: 631-728-0009
nyseafood@msn.com
www.nyseafood.org

Others

Christmas Tree Farmers Assoc. of New York, Inc.
Robert Norris, Executive Director
PO Box 350 ~ 7645 Main Street
Fishers, NY 14453
Phone: 315-754-8132
Fax: 315-754-8499
bnorris@redcreek.net
www.christmastreesny.org

Empire State Honey Producers Association
Lloyd Spear, President
1309 Rugby Road
Schenectady, NY 12308
Phone: 518-370-4989
Lloyd@rossrounds.com
www.eshpa.org

Maple Producers Association (Upper Hudson)
Peter Gregg, Vice President
Phone: 518-692-2204
pgregg@atticusinc.com
www.newyorkmaple.com

Maple Producers Association (New York State)
PO Box 210, 124 E. 4th Street
Watkins Glen, NY 14891
Phone: 607-535-9790
Fax: 607-535-9794
mjpacker@gwriters.com
www.nysmaple.com

Wine and Grape Foundation (New York)
James Trezise, President
350 Elm St.
Penn Yan, NY 14527
Phone: 315-536-7442
Fax: 315-536-0719
info@newyorkwines.org
www.newyorkwines.org

Farmers Market Application

Farm Name: ______________________________
Contact Name: ______________________________
Address: ______________________________
____
Telephone: ____________________ Fax: ____________________
Cell Phone: ______________________________
Farm Address: ______________________________
(If different from above) ______________________________
E-mail Address: ______________________________

Business Type: Check all that apply: (use additional sheet if necessary)

- ☐ Fruits/vegetables—complete crop plan below
- ☐ Dairy: specify products ______________________________
- ☐ Fish: specify products ______________________________
- ☐ Meat: specify ______________________________
- ☐ Maple/honey products: specify products ______________________________
- ☐ Baked goods: specify products ______________________________
- ☐ Prepared foods: specify products ______________________________
- ☐ Crafts: specify products ______________________________
- ☐ Value added: specify products ______________________________
- ☐ Nursery products: circle product types—annuals, perennials, vegetable/herb plants, nursery stock
- ☐ Eggs
- ☐ Herbs (dried or fresh-cut)
- ☐ Other ______________________________

Crop Plan:
Indicate crops grown that you plan to sell at the farmers market, including acreage of each item:

Crop	Acreage	Crop	Acreage

Additional products you plan to sell, as allowed by the market's rules and regulations:
____
____
____

Farm Inspections:
The market management reserves the right to do spot visits and farm inspections to assure that the products sold are in compliance with the market's rules and regulations.

Directions to your farm:
____
____
____
____

Production Methods Used:
☐ Certified organic. Copy of current certificate must be placed on file with the market.
☐ Non-certified organic. My gross agricultural income from organic sales totals $5,000 or less annually and I comply with applicable organic production and handling requirements.
☐ Conventional

Please note: Pursuant to CFR Part 205, Subpart B, Section 205.100(c)(1) any operation that knowingly sells or labels a product as organic, except in accordance with the ACT, shall be subject to a civil penalty of not more that $10,000 per violation.

Market Operations:
Selling space size and fee is specified in the market rules. Payment for booth space is due with this completed application. Non-payment may result in suspension of market privileges.
☐ I would like to reserve ____ number of selling spaces for the current season.
☐ I would like to be a daily vendor, paying a daily fee as I use space in the market.

The market season runs from May 1st to October 31st. Please indicate when you plan to start coming to market and when you are likely to finish.
☐ I plan to attend market for the full season.
☐ I will start attending market: _________________________, and
I will be finished for the season on or about: ____________________________

☐ I wish to participate in the FMNP.
☐ I wish to participate in the Farmers Market Wireless EBT program.

Certificates/Licenses Required:
☐ Proof of general and product liability coverage in the amount of $1 million and name the market and property owner as an additional insured. A certificate must remain current and on file with the market.
☐ Sales Tax Certificate, if you sell taxable items.
☐ All appropriate permits as required for products being sold: i.e., health permits, 20C Exemptions, farm winery permit, nursery license, dairy and meat permits, etc.

Compliance and Indemnity Agreement:

I (we) the undersigned, have read the Rules and Regulation of the Farmers Market and do agree to abide by all rules and regulations.

I (we) further agree to operate my (our) stall in accordance with these rules and regulations and to pay all applicable fees as set out in the rules and regulations. I (we) do understand that the stall fee, length of season, and hours of operation are set in the rules and regulations, and I (we) will abide by them.

I (we) further understand that failure to comply with the rules and regulations of the Farmers Market could mean dismissal from the market.

As a vendor, wishing to participate in the Farmers Market, I (we) agree to SAVE, HOLD HARMLESS and INDEMNIFY the Farmers Market, its sponsoring agency, members, and employees from any and all liability or responsibility pertaining to any damages to person or property on the site assigned to me (us) by the Farmers Market, when such damages or liability arise out of acts on my (our) own, or of my (our) employees or associates, located as such site.

I (we) verify that all information I (we) have provided about my farm and products for sale is true and accurate.

I (we) understand that the Farmers Market operates on limited funds. I (we) also acknowledge that the Farmers Market's beneficial purpose will be impossible to pursue if it is subjected to costly litigation. Wherefore I (we) hereby agree that as a condition of my participation in the Farmers Market, I (we) will resort to litigation against the Farmers Market, its officers, management, and affiliated entities, only after attempting in good faith to resolve the dispute. I (we) to limit any claim I (we) may have as a result of a decision by the Farmers Market management or Board of Directors which results in the denial of a market acceptance, the denial of a product to sell, or wrongful suspension or termination from the Farmers Market, to a return of market fees incurred during my (our) absence from the market. I (we) further agree that in the event I (we) am unsuccessful in my (our) litigation against the Farmers Market, I (we) will pay all costs, expenses, fees, and disbursements incurred by the Farmers Market in the course of its defense of said litigation, and I (we) will also pay the Farmers Market a reasonable attorney's fees.

______________________________	________________________________	_________
Vendor name, Please print	Signature	Date
______________________________	________________________________	_________
Vendor name, Please print	Signature	Date

Market Managers' Checklist
Permits/Licenses/ Certificates Required for Farmers Market Sellers

The following is a checklist that will help you to understand the permits, licenses, and certificates that are required of sellers of various products commonly found in farmers markets. This checklist is not exhaustive, but is a general guideline. Please consult the inspection agencies listed at the end further assistance.

Fresh Produce

- ❑ No permits, licenses, or certificates required, if raw, uncut, and unprocessed.

Plant Sales—only one nursery license is required and must be posted in public view at the time of sale.

- ❑ NYS Department of Agriculture & Markets Nursery Growers License, if engaged in the production of plant material intended for sale. A nursery grower is also permitted to purchase and resell plant material under this same license.
- ❑ NYS Department of Agriculture & Markets Nursery Dealers License, if purchasing and reselling plant material only and the vendor is not involved in any growing of potted plant material
- ❑ Valid NYS Sales Tax Certificate

Eggs

- ❑ No permits, licenses, or certificates required, for cleaned shell eggs maintained at 45 degrees F or less.
- ❑ Eggs must be from farm-owned hens (not purchased eggs).

Honey, Maple Syrup

- ❑ No permits, licenses, or certificates required, if single-ingredient products.
- ❑ Article 20C License from NYS Dept. of Agriculture & Markets, if additional ingredients are added to the products; i.e., maple mustard, maple cotton candy, etc.

Baked Goods

- ❑ 20C Exemption from NYS Dept of Agriculture & Markets if home-baked, non-hazardous; ie., bread (no breads containing fruits or vegetables), rolls, cookies, cakes, brownies, fudge, and double-crust fruit pies. (Quickbreads are considered potentially hazardous and cannot be done under 20C Exemptions.) No Internet sales or advertising allowed.
- ❑ Article 20C License from NYS Dept. of Agriculture & Markets on all other baked products provided the business does 51% of its sales at wholesale. (Requires a separate, commercial kitchen.)
- ❑ All other baked goods must come from a licensed NYS Department of Health facility.

Cider/Fruit Juice

- ❑ Article 20C License from NYS Dept of Agriculture & Markets for manufacturers/bottlers.
- ❑ All cider and fruit juices must be pasteurized or UV treated

New York State Wines

- ❑ Farm Winery Permit, issued by the NYS Liquor Authority
- ❑ Valid NYS Sales Tax Certificate

Processed Foods

- ❑ 20C Exemption from NYS Dept. of Agriculture & Markets, for non-hazardous foods only, including traditional fruit jams, jellies, and marmalades; candy (excluding chocolate); spices and herbs repackaging only); and snack items such as popcorn, caramel corn, and peanut brittle.
- ❑ Article 20C License from NYS Dept of Agriculture & Markets, prepackaged and labeled in accordance with NYS Food Labeling Law: Identity of food in package form; name of manufacturer, packer, or distributor;

place of business; ingredient declaration in descending order of predominance by weight; and net quantity of contents.

- County Board of Health Permit if processing is on-site; i.e. cutting of baked goods to be sold by the piece, slicing of cheese to be sold by the pound; cooking and selling ready-to-eat foods
- Home processing of canned fruits and vegetables is not permitted. All canned fruits and vegetables must be done under 20C License and registered with the Federal government as a food processor.
- Article 20C License from NYS Dept. of Agriculture & Markets is required for dehydrating herbs and spices or for the blending of any spices for repackaging.

Meats—License is required if grinding or processing. License is not required for cutting.

Red Meat (Beef, lamb, goat)

- USDA slaughtered and/or processed must have USDA legend
- Article 28D License required if warehousing for wholesale
- Must be maintained at 0ºF or below if sold frozen. 40ºF if sold fresh.

Chicken

- License not required to sell 250 turkeys or 1,000 birds of other species.*
- No license required if USDA slaughtered.
- Article 28 License if warehousing for wholesale accounts.
- Article 5A license required if selling over 250 turkeys or 1,000 birds of other species.*
  * 250 turkeys or 1,000 birds of other species processed annually.

Exotic Meat

- Must be slaughtered at an Article 5A licensed establishment.
- Must be labeled "Processed at an NYSDAM facility."
- Article 28 License required if warehousing for wholesale accounts, if not licensed under Article 5A.

Processed Meats

- Article 20C license from the NYS Dept. of Agriculture & Markets.

Fish

- No permit, license, or certificate is required if a freshwater fisherman is selling only whole, non-protected species.
- Article 20C License from NYS Dept of Agriculture & Market if fish is pan-ready.
- NYS DEC hatchery permit required if selling protected freshwater species.
- NYS DEC permit required if re-selling any protected freshwater species.
- NYS DEC Food Fish License to catch and sell marine fish.
- NYS DEC Food Fish and Crustacean Dealers & Shippers License to resell marine fish purchased from a licensed fisherman

Dairy

Cheese & Other Dairy Products (such as yogurt, butter, sour cream)

- For producers, Part II Permit, issued by the NYS Dept. of Agriculture & Markets Division of Milk Control and Dairy Services.
- If cut and wrap cheese, need Part II Permit issued by Division of Milk Control and Dairy Services unless part of a food establishment regulated by Division of Food Safety, in which case just need Article 20C License.

Milk and Fluid Milk Products (such as 2%, 1%, and non-fat milk)

- Milk must be pasteurized.
- Producer must have Part II Permit issued by Division of Milk Control and Dairy Services.

- Producer and any distributor must have a Milk Dealers license issued by Division of Milk Control and Dairy Services unless amount handled is less than 3,000 pounds per month.

Grains and Legumes (prepackaged—cannot be packed on site)

- No permits, licenses, or certificates are required.

Fresh-Cut/Dried Flowers

- Valid NYS Sales Tax Permit.

Crafts

- Valid NYS Sales Tax Permit.

For additional information, call:

NYS Dept. of Agriculture & Markets, Division of Food Safety:

Albany Region:	518-457-5459
Syracuse Region:	315-487-0852
Rochester Region:	585-427-2273
Buffalo Region:	716-847-3185
New York City:	718-722-2876

NYS Dept. of Agriculture & Markets, Division of Milk Control & Dairy Services: 518-457-1772

NYS Dept. of Agriculture & Markets, Division of Plant Industry: 518-457-2087

NYS Dept. of Environmental Conservation, Permitting Office: 631-444-0471

Compiled by the Farmers' Market Federation of New York, 2009

Farmer/Vendor Records

Maintaining records for all farmers and vendors will help market managers to ensure each vendor is in compliance with all market rules and regulations, all applicable state and local regulations, and that payments are current. Some records may be kept in a computerized spreadsheet, while other records must be copied and maintained with the market office.

Records that need to be maintained include the following:

Farm name

Owner name

Contact information: address, telephone, fax, cell phone, email address

Product line

Insurance certificates, expiration dates

Sales tax ID, if applicable

Licenses/permits required, with expiration dates

FMNP application completed, current crop plan on hand

EBT vendor agreement

Current market vendor agreement, signed

Stall rent payments

Payments of any other fees required: i.e., association dues, advertising assessments, rules violations fees

Attendance record

Sales records, if available

Farmers Market Budget
Fiscal Year ________

Budget Category	Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Year End
Income						
Earned Income	$	$	$	$	$	$
Membership Fees						
Stall Rents						
Sales of Market Materials						
Total Earned Income	$	$	$	$	$	$
Contributory Income						
Sponsorships						
Grants						
Donations						
Fundraising Activity/Events						
Total Contributory Income	$	$	$	$	$	$
Total Income	$	$	$	$	$	$
Expenses	$	$	$	$	$	$
Payroll:						
Salaries						
Payroll Taxes						
Payroll Insurance						
Total Payroll Expenses	$	$	$	$	$	$
Advertising & Promotions:						
Media Advertising						
Promotional Activity						
Special Events						
Total Advertising and Promotions	$	$	$	$	$	$
Insurance:						
Commercial General Liability						
Directors and Officers Liability						
Total Insurance	$	$	$	$	$	$

Facilities:						
Site Rental						
Permits—site & operating						
Site Improvements						
Port-a-johns						
Fees for service						
Utilities						
Supplies						
Total Facilities Expenses	$	$	$	$	$	$
Office Expenses:						
Office Space						
Office Utilities						
Supplies						
Printing & Mailing						
Office Equipment						
Total Office Expenses	$	$	$	$	$	$
Professional Development:						
Membership/Dues						
Manager Training						
Total Professional Development	$	$	$	$	$	$
Programs:						
EBT Service Fees						
Nutrition Education						
Other Programs						
Total Program Expense	$	$	$	$	$	$
Total Expenses	$	$	$	$	$	$

Main Street Farmers Market
Attendance Record

Date: ______________________

Location	Name	Vendor Type	Present

Main Street Farmers Market
Daily Collections

Date: ______________________

Name	Location	Daily/ Lease	Receipt	Cash	Check	Check #
				$ Total Cash	$ Total Checks	$ Grand Total

Main Street Farmers Market
Daily Collections Report Summary

Date: ____________________

Collections Source	Cash	Checks
Total Farmer/Vendor Payments (From Daily Collection Report)		
Total Promotional Item Sales		
Total Donations		
Total Other Collections		
Total - Deposit to Checking Account		

Total Deposit (cash & checks) $__________________

Deposit Date __________________

Explanation: Other Collections

____
____
____
____
____
____

Farmers' Market Federation of New York
117 Highbridge St., Suite U-3
Fayetteville, NY 13066
315-637-4690
315- 637-4691(fax)
www.nyfarmersmarket.com

Farmers' Market Wireless EBT (Electronic Benefits Transfer) Program
Farmers Market Application/Agreement

I/we operate a multi-vendor farmers market authorized by the USDA Food and Nutrition Service (FNS) as a vendor in the Food Stamp Program. I wish to participate in this program to enable Food Stamp/EBT (Electronic Benefit Transfer) program participants to make purchases of eligible food products from farmers or vendors at our market. I understand that the wireless terminal operates by electronically transferring the amount of an EBT purchase made with a customer's "NYS Benefit Card" (debit card) from his/her Food Stamp/EBT account to the market's bank account using EBT card services and wireless data networks. I understand that use of the terminal assures on-line verification of valid EBT cards/accounts and funds availability and transfer. I understand that I may use a single terminal at multiple farmers markets under our auspices on different days of the week.

I/we understand that to enable the project to operate at our market(s), we must operate a "Farmers Market EBT Token System" that will enable Food Stamp/EBT customers to make purchases of $1.00 denomination "Farmers Market EBT Tokens" from an "EBT manager's booth/table" at the market for customers' use in making purchases of eligible food and plant products from participating farmers and vendors. I understand that we will be responsible for making EBT transactions and issuing EBT tokens for Food Stamp/EBT customers during normal business hours of the market during the market's season, and for securing the EBT tokens against loss or theft. I understand that we will be responsible for redeeming the tokens from participating farmers and vendors on a daily basis, keeping records of redemptions, and providing reimbursement on a weekly basis using funds from an "EBT checking account" into which the wireless EBT transactions are credited when the tokens are purchased by EBT consumers at the market. I understand that this account will be debited monthly for monthly wireless and service charges which will be reimbursed by the Federation (see below).

I/we understand that funding for this project—provided to the Federation by New York State under a contract with the New York State Office of Temporary and Disability Assistance—is limited. I/we understand that the Federation, which is administering the program under contract with the New York State Department of Agriculture and Markets, will provide a wireless terminal using a wireless data network free-of-charge on a first-come first-served basis to farmers markets who apply to participate in the project, and also provide support materials and services (see below). I understand that the Federation cannot fund or reimburse the cost of personal services for the "EBT manager" or other market staff who will operate the terminal, keep records of EBT tokens sold to EBT customers and redeemed by farmers/vendors, reimburse farmers and vendors for the tokens, or perform promotional or other services in support of the project, or fund or reimburse the cost of printing copies of promotional posters/flyers from the computer files to be supplied (see below).

I/we understand that it is the market's responsibility to recruit participation in the project by farmers and vendors at our market with Food Stamp/EBT eligible food products, to obtain a EBT Program Participation Agreement from each, and to instruct farmers and vendors in Farmers Market EBT rules and procedures, including acceptance of EBT tokens for eligible items <u>only</u>, "no change," daily redemption of EBT tokens, and posting of "We Gladly Accept EBT Tokens signs."

I/we understand that to participate, our market must operate for at least four months, complete this application, and complete a separate service provider application to establish a service provider account under which EBT card transactions can be made using the wireless terminal and are credited to the market's bank account linked to the terminal. Upon receipt of <u>both</u> applications, I understand the Federation will program and deliver a wireless terminal to enable EBT transactions to be made.

I/we understand that in addition to providing a wireless terminal, the Federation will provide: (1) a supply of Farmers Market EBT tokens printed with our market's name; (2) "We Gladly Accept EBT Tokens" point-of-sale signage for distribution to farmers with EBT eligible food and plant products; (3) EBT Information/Participation Agreements for issuance to farmers/vendors; (4) token logs; (5) a media kit on DVD of materials for use in promoting EBT sales at the market(s); (6) a "We Gladly Accept EBT" banner for use at the EBT Manager's booth/table; and (7) reimbursement for monthly wireless service and EBT transaction fees that will be charged monthly to the market's bank account by wireless service provider. I understand that the wireless service provider will debit our bank account monthly for the wireless service fees and EBT transaction fees and that the market must maintain adequate balances in the checking account to accommodate the fees until the end of the season when the Federation makes reimbursement.

I/we understand that the wireless terminal to be provided under this program is the property of New York State, is for use only by our market, and may not be transferred, assigned, or subleased. I understand that if the terminal is lost, stolen, or damaged due to accident or misuse, and is not available or operable, the Federation or New York State is not responsible for replacing or repairing it. The terminal must be returned to the Federation upon our voluntary termination of participation in the program or upon the permanent conclusion of the program, or unless otherwise instructed.

I/we understand that there may be uncertainties in the NYS Farmers' Market Wireless EBT program, including the possibility that wireless service could be temporarily interrupted (requiring suspension of EBT token sales), that EBT tokens in the market's possession could be lost or stolen, then accepted by farmers/vendors and presented for redemption, or that the market could accidentally redeem EBT tokens bearing another market's name. I agree to hold the Farmers' Market Federation of NY, the NYS Dept. of Agriculture & Markets, and the NYS Office of Temporary &Disability Assistance harmless for any problems/claims arising from the project.

Beginning in 2008, the Farmers Market Wireless EBT Program is allowing participants to add debit and credit options to the terminal to increase sales opportunities for market farmers. I/we understand that under the terms of the program funding, all monthly fees and discount fees associated with debit and credit transactions cannot be reimbursed by the Federation. I/we understand that the market must bear the initial costs and then transfer those costs to the participating farmers as they redeem debit/credit tokens. I/we agree to charge farmers the rate determined by the Federation for the use of the debit/credit tokens, maintaining uniformity in the program across the state.

As a participating farmers market in the NYS Wireless EBT Project, I/we agree to:

- Recruit farmers and vendors with eligible products to participate in the project.
- Obtain signed "Participation Agreements" from eligible farmers/vendors containing program rules and procedures, including acceptance/redemption of EBT tokens only for Food Stamp/EBT Program eligible products.
- Receive training in the use of the wireless terminal in making EBT transactions.
- Ensure that the EBT terminal is operated only by persons trained in or familiar with its proper use.
- Bring the EBT terminal with an adequate supply of rolled receipt paper to the market on every market day.
- Ensure the EBT terminal is fully charged the night before it is brought to the market(s).
- Operate an "EBT Token System" utilizing $1.00 EBT tokens provided by the Federation bearing the market's name.
- Securely store and maintain an inventory of the EBT tokens provided by the Federation.
- Maintain daily issuance and redemption logs, as well as cumulative token Reimbursement Logs. Provide copies to the Federation on a monthly basis to assist in report preparation to Federal and State agencies
- Agree to charge discount fee for debit/credit tokens to farmers as they redeem tokens, based on rates established by the Federation.
- Staff an "EBT Manager's booth/table" at the market at all times during market hours to issue and redeem EBT tokens.
- Display the "We Accept EBT" banner provided by the Federation at the manager's booth/table at all times.
- Make use of promotional materials from the media kit provided by the Federation.
- Provide participating farmers/vendors with "We Gladly Accept EBT Tokens" signage supplied by the Federation for posting at their market stands at all times to ensure that EBT customers are aware that EBT tokens are accepted.
- Bring a sufficient supply of EBT tokens to the market on each market day, and keep records of the amounts brought.
- Ensure that the supply of EBT tokens at the market is kept secure from loss or theft at all times.
- Maintain daily receipts of EBT token sales, send close-out batch at end of day, and reconcile receipts and batch report.
- Collect EBT tokens accepted by farmers/vendors at the end of each market day, and record the amounts collected.
- Fully reimburse participating farmers/vendors on a regular basis by check for the EBT tokens they redeem.
- Redeem only EBT tokens bearing the market's name and return tokens issued by other markets to the farmer/vendor.
- Immediately notify the Federation at 315-637-4690 (office) or 315-395-9146 (cell) of wireless service interruptions, damage to, or loss of the wireless EBT terminal, and/or a loss, theft, or low-supply of EBT tokens.
- Assist in completing a post-project market sponsor and farmer/vendor survey regarding the project.

I/we would like to enroll in the NYS Farmers Market Wireless EBT Program for the following services:

☐ **EBT Only** ☐ **EBT and Debit** ☐ **EBT, Debit and Credit**

Signature of Market Sponsor ______ Date ______ USDA FNS Food Stamp # ______

Print Name ______ Organization Name ______

Address ______ City State Zip ______

Business Phone ______ Home Phone ______ Cell phone ______ Email ______

I/we plan to use the wireless terminal at the following farmers markets:

(1) Market location ______________________________

Days and Hours of Operation ______________________________

Start Month and Date ____________________ End Month/Date ____________________

Market EBT Manager ____________________Phone/Cell phone ____________________

(2) Market location ______________________________

Days and Hours of Operation ______________________________

Start Month and Date ____________________ End Month/Date ____________________

On-site EBT Manager ____________________Phone/Cell phone ____________________

(3) Market location ______________________________

Days and Hours of Operation ______________________________

Start Month and Date ____________________ End Month/Date ____________________

On-site EBT Manager ____________________Phone/Cell phone ____________________

(4) Market location ______________________________

Days and Hours of Operation ______________________________

Start Month and Date ____________________ End Month/Date ____________________

On-site EBT Manager ____________________Phone/Cell phone ____________________

Number of farmers and vendors by product at the market(s)

Market location/day of week	______	______	______	______
Fruit and vegetable growers	______	______	______	______
Plant/herb/flower growers	______	______	______	______
Meat/poultry producers	______	______	______	______
Dairy producers	______	______	______	______
Maple or honey producers	______	______	______	______
Baked goods producers	______	______	______	______
Non-local food vendors	______	______	______	______
*Ready-to-eat food vendors	______	______	______	______
*Wineries	______	______	______	______
Non-food vendors	______	______	______	______
Other (list:__________)	______	______	______	______
Total number of vendors	______	______	______	______
Number EBT-eligible	______	______	______	______

(*Ineligible to accept EBT tokens)

Please list any non-food items sold at the market ______________________________

____

Farmers' Market Federation of New York
117 Highbridge St., Suite U-3
Fayetteville, NY 13066
315-637-4690
315-637-4691 (fax)
www.nyfarmersmarket.com

Farmers' Market Wireless EBT (Electronic Benefits Transfer) Program
Participation Agreement for Farmers and Vendors

Background Information
The NYS Farmers Market Wireless EBT Program is operated by the Farmers Market Federation of NY under contract with the NYS Department of Agriculture and Markets and funded by the NY Office of Temporary and Disability Assistance. The purpose of the program is to enable Food Stamp/EBT participants to make purchases of Food Stamp eligible foods and plants at open-air farmers markets lacking electricity and phone lines needed for wired EBT terminals.

From 2000 through 2005, the project tested the use of wireless terminals assigned to individual farmers and vendors in making EBT transactions. In 2005, the program transitioned to the use of single "market terminals" at farmers markets willing to operate a "Farmers Market EBT Token System" to enable Food Stamp/EBT customers to make purchases of $1.00 "Farmers Market EBT Tokens" bearing the market's name from the market manager for use in making purchases of eligible food and plant products (see below) from participating farmers and vendors. Under this system, farmers and vendors at Food Stamp Program-authorized farmers markets equipped with a single wireless terminal can accept and redeem Farmers Market EBT tokens for a wide variety of farm products without being directly authorized by USDA.

For eligible farmers and vendors who wish to participate, the process will operate as follows: $1.00 denomination "Farmers Market EBT Tokens" bearing the market's name will be "sold" to Food Stamp/EBT customers by the market manager at the manager's booth/table through a transaction in which the customer's EBT debit card is swiped through the "Market Terminal" for a requested dollar amount of tokens, and the value of the sale is credited to the market's EBT bank account. The EBT customer uses the tokens to purchase eligible food and food plant products from participating farmers and vendors. EBT token eligible items include fruits, vegetables, meats, eggs and poultry, dairy products, baked goods, jams and jellies, honey and maple products, apple cider, grape juice, and other processed foods for human consumption, as well as plants or seeds used to grow food for human consumption, such as vegetable bedding plants and potted herbs. EBT token ineligible items include wine, ornamental plants, cut flowers, Christmas trees, wool products, other non-food items, and prepared foods (hot or cold) for immediate consumption, such as coffee, sandwiches, wraps, or hot apple cider.

Participating farmers and vendors accept EBT tokens bearing the participating market's name from customers making purchases of eligible items of their choice. No change is given during purchases—if a transaction is for less than $1.00 or a multiple, the farmer or vendor adds products to make up the difference—or the customer uses cash. At the end of each market day, the farmer or vendor counts the EBT tokens and brings them to the market manager, who verifies the count and enters the amount deposited on an EBT token redemption form/log. The amount is initialed by the farmer or vendor. On a weekly basis, the market reimburses farmers and vendors by means of a check drawn on the market's EBT bank account for the full amount of the EBT tokens redeemed during the previous week. This check is either mailed or issued in person. Market managers will redeem only EBT tokens issued by the market bearing their market's name. If a farmer attends two EBT participating markets operated by different market sponsors, and collects EBT tokens with different market names, he/she must redeem the different tokens with the respective market. Farmers who choose not to participate and do not complete an application, or who sell only EBT ineligible products, cannot accept Farmers Market EBT tokens.

Participation
I am a farmer or vendor who markets Food Stamp/EBT eligible products at a farmers market that will be issued a single wireless EBT "market terminal" and wish to participate in the project and accept EBT tokens. I understand that to participate I must complete and sign this Agreement. I understand that the market will provide issuance and redemption services for Farmers Market EBT tokens and will reimburse me fully for the value of the tokens I accept bearing the market's name and present to the market manager for redemption. I understand that I will be provided with "We Gladly Accept EBT Tokens" signage to ensure that consumers know I am participating, and that promotional efforts will be undertaken by the Federation and the market to inform consumers that the market accepts EBT cards.

I understand that the market has agreed to participate in the NYS Farmers Market Wireless EBT Program to enable Food Stamp EBT customers to use a portion of their EBT benefits to purchase eligible products at the market, to increase awareness and use of the market, and to increase farmers' sales and income. I understand there may be uncertainties involved in the program, including the volume of EBT token sales that may result, and the possibility that wireless service could be temporarily interrupted (requiring suspension of EBT token sales). I agree to hold the Farmers' Market Federation of NY, the NYS Dept. of Agriculture & Markets, and the NYS Office of Temporary and Disability Assistance harmless for any problems/claims arising from the project.

I also understand that if the market allows customers to accept debit and credit transactions that I may also participate in this program. However, because the discount fees incurred in accepting debit and credit transactions cannot be covered by the NYS Farmers Market Wireless EBT Program, those costs must be borne by the users of the program. Knowing that accepting debit and credit tokens will increase sales for my business, I agree to allow the market to retain a share, to be determined by the Farmers' Market Federation of NY of each debit/credit token I redeem to cover my share of the program costs.

As a participant in the project, I agree to:

- Complete and sign this Participation Agreement and submit it to the farmers market sponsor or manager.
- Prominently post at all times at my market stand the "We Accept EBT Tokens" signage provided by the market.
- Explain to interested customers how they can obtain Farmers Market EBT tokens at the manager's booth/table.
- Accept Farmers Market EBT tokens ONLY in exchange for Food Stamp/EBT Program-eligible foods and plants under USDA FNS rules.
- Accept ONLY Farmers Market EBT tokens issued by—and bearing the name of—the farmers markets attended.
- Not return cash change in EBT token transactions. If a sale is for less than $1.00 or a multiple, the difference will be made up with additional products of the customer's own choice, or with cash.
- Count the EBT tokens accepted from customers and deposit with the market manager on a regular basis or when requested to do so by the market manager.
- Treat each customer with respect and dignity.
- Notify the market sponsor/manager and the Federation of any problems with the project.
- Complete a post-project farmer/vendor survey form regarding the project.
- Allow the market to retain a discount fee per debit./credit token to cover the market cost of accepting debit/credit transactions.
- Redeem all tokens on a regular basis to keep tokens circulating in the market.

Farmers market(s) at which I will accept EBT tokens	Day attended	Season (months)
____	__________	_______________________
____	__________	_______________________
____	__________	_______________________

I am a: Grower/producer ____________ Non-farmer/producer ____________

I sell the following items at the farmers market

____ fruits	___ meats	___honey	___cider/juices
____ vegetables	___ poultry	___baked goods	___vegetable plants
____ herbs	___ cheese	___maple products	___potted herbs
____ eggs	___ other dairy	___preserves	___other ______________________________

____ non-food items (list) ____

____ ____
Farmer/Vendor Signature Date

____ ____
Print Name Business Name

____ ____
Address City State Zip

_______________________ _______________________ ____
Phone Email

Application accepted by:

____ ____
Signature of Market Sponsor/Manager Date

EBT Issuance Log

Market: **Date:**

Time of Transaction	Issuance $ tokens	Balance $ tokens	Health Bucks Issued Serial #	Serial #
opening bal		$ -		
		$ -		
		$ -		
		$ -		
		$ -		
		$ -		
		$ -		
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		$ -		
		$ -		
		$ -		
		$ -		
		$ -		
Total	$ -			

Customer Returns	
Farmer Redemptions	
End Inventory	$ -

EBT Redemption Log

Market: **Date:**

List all farmers	Date Redeemed	$ Redemptions	Ck #	Date Paid	Date Redeemed	$ Redemptions	Ck #	Date Paid	Total Redemptions
									$ -
									$ -
									$ -
									$ -
									$ -
									$ -
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									$ -
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									$ -
									$ -
									$ -
									$ -
Totals		$ -							$ -

Funding Sources for Farmers Markets

Local Level

- Sponsorships from locally owned businesses, such as car dealerships, pharmacies, insurance companies, hospitals, health clinics
- Banks are required to support community organizations through their Community Reinvestment Act (CRA) funds. Some require a letter requesting support, while others may require a more elaborate grant application
- Community foundations—usually provide small grants to regional organizations
- Local arts foundations may support special events
- Local/ regional/ county tourism bureaus
- Large companies headquartered in the community may give localized grants that provide a service to their employees.
- Civic Association—i.e., Lion's Club, Rotary Club, etc.—may provide funds for a specific need or sponsor a market

State/Regional Level

- Department of Agriculture – Grants Program; for example the NYS Department of Agriculture and Markets Farmers Market Grant Program and the Agri-Tourism Program; http://www.agmkt.state.ny.us/RFPS.html
- Buy Local Campaigns, many have grants or cooperative advertising programs
- Partnerships with the State Health Department for outreach programs
- Partnerships with the state agency that operates the Food Stamp Program in each state to fund a Farmers Market Wireless EBT program
- Partnerships with the state Office for the Aging

Federal Level

- Farmers Market Promotion Program; http://www.ams.usda.gov/fmpp/
- USDA Sustainable Agriculture, Research and Education (SARE) programs; www.sare.org
- USDA Community Food Projects; **http://www.csrees.usda.gov/fo/communityfoodprojects.cfm**
- USDA Risk Management Agency Grants; **http://www.rma.usda.gov/aboutrma/agreements/**
- USDA Rural Development – Rural Business Program Grants; www.rurdev.usda.gov/rbs/
- USDA Rural Development – Rural Cooperative Programs; www.rurdev.usda.gov/rbs/coops/csdir.htm

Private Foundations

- Project for Public Spaces; www.pps.org
- W. K. Kellogg Foundation; www.wkkf.org
- Ford Foundation; www.fordfound.org

Resources

- USDA Resource Guide; http://www.ams.usda.gov/farmersmarkets/Consortium/ResourceGuide.htm

A 2009 PR/Advertising Opportunity

partnering with the

Capital District **Farmers Market** in Menands

Established 1933

381 Broadway, Menands, NY 12204 (518) 465-1023 Farmers@nycap.rr.com

Capital District Cooperative, Inc.

HOME OF THE

Captial District Farmers Market in Menands

"Owned and operated by the farmer, for the farmer, for 75 years"

The Capital District Cooperative, Inc., now commonly known as the Capital District Farmers Market in Menands, was founded in 1933 as a place where farmers could buy, see, and distribute their goods. Today, the weekend Farmers Market is just a small part of what happens at the market all week long.

Every Monday, Wednesday, and Friday mornings, starting at 5:30, from the end of April until the beginning of November, farmers line the square to sell to grocers, restaurants, and anyone else who buys in bulk. During May and June it's mostly flowers and plants that are sold, but beginning in July, as local produce ripens, it's fruits and vegetables right to the end of the season.

The market is also home to several wholesale distributors. Not only do they buy directly from the farmers and distribute throughout upstate New York and western New England, some sell to the general public. They are usually open from 6 AM to 1 PM Monday thru Saturday.

www.CapitalDistrictFarmersMarket.org

An Invitation

In 2008, a limited number of corporate sponsors were invited to partner with the Capital District Farmers Market in Menands to help support specific Saturday Special Events between the beginning of May and the end of October. As result, those sponsors were able to demonstrate their support of local farmers and locally grown, display their goods and services, and earn tremendous public good will. Sponsorship was so successful that we fully expect they will all return in the 2009 season.

Now, we're inviting your company to sponsor one or more of our Saturday Special Events happening in 2009. We think you will find this is an exceptional opportunity to join our farmers and personally connect with a large number of people in a short period of time. We'll have 15 events in 2009, and we expect that each one will exceed the 1,500 to 2,000 attendance each of our 2008 events drew.

As background, every Saturday from May to October for the past few years, farmers have gathered under our huge shed pavilion to sell to the public. In May and June it's flowers and plants, and once harvest season begins, the freshest locally grown produce is offered right through the end of the season. The Saturday markets are open from 8 AM to 1 PM.

Two years ago the market started adding Special Events to attract more people, and they proved to be so popular, each year we've added more.

The following pages contain descriptions of the Saturday Special Events, and different levels of sponsorship. Please take a few minutes to review this information. If you think you'd like to partner with us to demonstrate your commitment to healthy eating and show your support for farmers in upstate New York, please contact us for additional information.

Fred Cole, General Manager
465-1023 Ext. 11
Farmers@NYCAP.RR.com

2009 Special Events

Saturdays 8 AM to 1 PM

May 2 - Community Garage Sale

Again this year we're kicking off the season with a very popular event. Area residents will be set up offering their treasures, and farmers will be on hand with the first fresh flowers and plants of the season.

May 16 - Third Annual Garden Festival

This event brings out all the gardners who are getting ready to plant for the season. Patrons will be buying fresh plants and flowers directly from the local farmers who started them.

May 30 - Lawn & Tractor Show

This is an excellent opportunity to connect with people serious about their lawns and gardens. This event will attract those looking for answers on how to improve their property, as well as those in the market for the right equipment to help them.

June 6 - Dairy Day

For the first time we're kicking off Dairy Month with this special day. This is an excellent opportunity to promote a dairy business and offer samples of dairy products.

June 13 - Car show & Chicken BBQ
In 2008, our car show and chicken barbeque held at the Farmers Market in Menands was so popular that this will be the first of two in 2009. This is the event that brings out all the classic and custom cars, and where car buffs mingle with patrons in search of the freshest flowers and plants.

June 20 - Strawberry Festival
Our third annual Strawberry Festival will have everything strawberry. Patrons can get freshly picked strawberries, sample some GREAT strawberry shortcake, and pick up some FREE strawberry recipes. This is a very popular event.

July 11 - Seniors Day
This day has been set aside to thank all the seniors who patronize the market by offering discounts on many annuals and perennials. If you have a service or product for seniors, this is a great opportunity to demonstrate what you have.

July 25 - Corn Festival
The absolute BEST early corn will be here at the market, along with FREE corn on the cob and plenty for the kids to do. This is the fourth year for this event and again this year we're expecting a record crowd.

August 8 - Family Day
With games and fun for the kids, this event is expected to draw all family members to the market, in addition to all the patrons we normally see. This will be a good event for a sponsor who caters to families and entertainment.

August 22 Car Show & BBQ
Repeated by popular demand, this will be our second car show and barbeque of the season, and again will offer an opportunity to sponsor an event which will draw both car buffs and Farmers Market patrons.

September 12 - Harvest Festival
This event brings out all the bounty of the season and market patrons look forward to this day when they have the best variety of fresh produce to choose from. Don't miss this opportunity to connect with people looking for back to school ideas.

September 26 - Healthy Eating Day
Farmers will be on hand not only selling the freshest produce available, but offering free samples as well. This is an opportunity to teach Farmers Market patrons the importance of eating healthy foods, and fresh local produce.

October 10 - Pumpkin Festival
This will be the second year for this event. Select your pumpkin from hundreds that will be offered by several area farmers, and for the kids there will be pumpkin decorating, pedal tractor rides, and even pumpkin launching, It's a great day for family fun.

October 24 - Second Community Garage Sale
Repeated by popular demand, this will again draw people in search of treasures, and have farmers offering the best apples, cider, and fall produce.

October 31 - Closing Day - Halloween Fun
This will be the last day of the season for the weekend market and we'll have plenty of Halloween surprises, including prizes for costumes.

SPECIAL EVENT SPONSORSHIP and NEWSLETTER ADVERTISING

Level 1 Special Event Sponsor $3,000 (Limit 1 per event)

This level of sponsorship provides a Special Event named after your business, and be advertised accordingly. For instance, if you're the Jones Bank and want to sponsor the Harvest Festival in September, the event would be advertised as the "Jones Bank Harvest Festival at the Farmers Market in Menands".

Included is:

- $2,400 in media advertising the week preceding the event. Every ad will prominently feature the name of your business. The market manager will work with you to determine the best ad placements.
- Your event displayed on our new sign on Route 32 the entire week before the event.
- A front page feature article in *The Market Newsletter*, the monthly publication of the Farmers Market with a circulation of 4,000+.
- Promotion of your event on our web site with a link to your web site.
- Four spaces (approx. 40 x 20 total) at the market on the day of the event to display offerings of your business.
- Handouts or gifts (provided by you) given to patrons as they enter the market.
- Promotion of your business on the market public address system during the event.
- Opportunity to offer door prizes with winners announced on the market public address system.
- Distribution of a press release about your sponsorship.
- Post event acknowledgement of your sponsorship in *The Market Newsletter* and on our web site.
- A complete set of pictures of the day.

Level 2 Special Event Co-Sponsor $1,600 per sponsor (Limit 2 per event)

This level of sponsorship provides the many of the same things as full sponsorship but you share the cost with another business. In this case it would be advertised as the "Harvest Festival at the Farmers Market in Menands sponsored by Jones Bank and Smith Insurance".

Included is:

- $2,400 in media advertising the week preceding the event with the co-sponsors named in every ad.
- The event and sponsors names displayed on our new sign on Route 32 the entire week before the event.
- An article in *The Market Newsletter* announcing the co-sponsors.
- Promotion of the event on our web site with a link to your web site.
- Two spaces for each co-sponsor (20 x 20 total for each) at the market on the day of the event to display offerings of your business.
- Promotion of each co-sponsor on the market public address system during the event.
- Opportunity to offer door prizes with winners announced on the market public address system.
- Distribution of a press release about your sponsorship.
- Post event acknowledgement of co-sponsors in *The Market Newsletter* and on our web site.

Level 3 Special Event Limited Sponsor $650 (No Limit)

This level of sponsorship gives your business an opportunity to demonstrate your support for the Farmers Market by sponsoring something during a Special Event. It could be awards for a contest, food samples, demonstrations, or musical or some other kind of entertainment for the day.

Included is:

- Media advertising the week preceding the event and (space permitting) with your business name and what you are sponsoring.
- An article in *The Market Newsletter* announcing the event and what your business is sponsoring.
- Promotion of the event and your sponsorship on our web site with a link to your web site.
- One space (10 x 20) on the day of the event to display offerings of your business.
- Promotion of your business and what you are sponsoring on the market public address system during the event.
- Post event acknowledgement of sponsorship in *The Market Newsletter.*

Should you decide that you want to participate in one of our special events, but don't want to be a sponsor, spaces are available to rent on a first come, first served basis. Applications are available at the market office, and all new participants must be approved by the Retail Market Committee.

Past Special Events have typically drawn 500 to 700 vehicles (1,500 to 2,000 people) from 8 AM to 1 PM, the event hours of operation. Each event has ample market staff on hand to assist with setup, greet patrons as they enter, direct traffic to available parking spaces, and assist with special promotions.

Whenever possible, volunteer musicians provide entertainment during special events. In the past we have also occasionally had guest chefs on hand to cook up free food samples.

What else is in it for sponsors?

Most importantly, by sponsoring an event at the Farmers Market in Menands, you're demonstrating your commitment to the community, and support of local farmers. You're also aligning your business with the importance of healthy eating and buying local.

Because we want to make sure your event and business name receive as much exposure as possible prior to the event, including listing in our event schedules, newsletters, etc., we ask that 50% of the sponsorship cost be paid when you make your commitment, and 50% prior to the day of the event.

Newsletter Advertising

Advertising in *The Market News*, the newsletter of the Farmers Market in Menands, is an excellent opportunity to connect with our farmer members, the Menands business community, and the public we serve. There are seven issues per year, currently with a circulation of 4,000+. It is sent via direct mail to almost 2,000, is hand delivered to Menands businesses for distribution to their customers and employees, and is handed out at our Saturday markets.

SIZE	ONCE	TWICE	THREE OR MORE
1/8 PAGE	$150	$125 per	$110 per
¼ PAGE	$375	$325 per	$190 per
½ PAGE	$750	$625 per	$475 per
FULL PAGE	$1500	$1250 per	$950 per

Typically, newsletters are printed on colored paper. The deadline for ad submission is the 10th of the month. Color ads are not available. All ads are subject to space availability. Mail ad copy, along with payment to: Capital District Farmers Market in Menands, 381 Broadway, Menands, NY 12204, or mail your payment and email copy to Farmers@nycap.rr.com.

Considerations

Once you've determined that you would like to sponsor one or more of our Special Events, there are several things to consider.

- Do you have a display of your goods or services that can be used at your event?
- Do you have ample people to staff your display?
- Are there things you would like to give away to patrons so they remember your business?
- Are there other ways you can promote your event other than what the market will do?

The market will need to know:

- Will you need electricity for your display?
- Will you need help setting up your display?
- Do you have a key person who can work with the market manager?

We have a commitment to partner with our sponsors to make sure their events are successful. Our goal is to make you want to return to sponsor future events.

The Retail Market Committee

Thank you.

Your consideration is appreciated.

2008 NYS FARMERS MARKET NUTRITION PROGRAM
MARKET AGREEMENT

APPENDIX A - PLAN OF WORK

The Market shall perform or provide as necessary the following services, and abide by the following requirements in connection with the Farmers Market Nutrition Program (FMNP):

A. Complete an FMNP Market Application form indicating (1) the name, location, and schedule of operation of the farmers market(s) at which bona fide fruit and vegetable farmers will be authorized to accept Farmers Market Nutrition Program checks; (2) the name, address, and telephone number of the market manager; (3) the number of fruit and vegetable farmers expected to participate in the market(s); (4) the names of and addresses of fruit and vegetable farmers expected to participate at the market; and (5) the market's rules and regulations.

B. Sign a Market Agreement with the Department of Agriculture and Markets to administer the program at specified farmers markets.

C. Treat Farmers Market Nutrition Program participants (farmers and recipients) the same without regard to race, color, national origin, sex, age, or disability.

D. Solicit farmers eligible to participate in the program. Eligible farmers are bona fide growers of fresh fruits, vegetables, and cooking herbs who individually grow and harvest fresh produce on land owned or leased by leased, and who sell it at the farmers market. Market sponsors must obtain written documentation from farmers verifying their bona fide grower status in the form of a current year "Crop Plan" prepared and signed by the farmer that lists (1) the fruits, vegetables, and cooking herbs he/she intends to grow and sell at the market during 2008, (2) the expected acreage or row-feet of production of each item, (3) the expected seasonal availability of each item at the market, and (4) the location of all areas used for produce production. If market rules permit a farmer to purchase locally grown produce for resale in order to supplement what the he/she grows, such farmer shall be considered as a bona fide farmer and eligible for authorization only if he/she grows at least fifty percent (50%) of the produce brought to the market on each market day during the program period of July 1 – November 15. (<u>This is the minimum standard: If market rules require a higher percentage, or 100% of the fresh produce brought to market to be grown by the farmer, this is the basis for FMNP eligibility at the market</u>.)

E. <u>Provide FMNP eligibility and application information provided by the Department to ALL eligible farmers participating in the market</u>, including the FMNP General Information sheet, Farmer Participation Agreement (form FMC-6), FMNP Rules and Procedures for Farmers, and the sample Crop Plan form. (If an equivalent 2008 Crop Plan form developed by the market is already on file, this may be used in place of the sample Crop Plan to support the FMC-6 form.)

F. If market rules permit a bona fide farmer to purchase for resale tropical, citrus, or other <u>non-locally grown</u> fruits and/or vegetables that are ineligible for purchase with Farmers Market checks, such farmer may be considered eligible to participate in the program only if he/she agrees <u>in writing</u> to display clearly visible notices adjacent to each ineligible item at all times that the item <u>cannot be purchased with FMNP checks</u> because it is not locally grown.

G. Accept, review, and approve (counter-sign) 2008 Farmer Participation Agreements (form FMC-6) received from farmers applying to participate in the program. Approve Agreements ONLY if the farmer: (1) has properly completed and signed the Farmer Participation Agreement, (2) has provided a fully completed and signed 2008 Crop Plan to document his/her bona fide status, and (3) meets all local requirements for selling at the market. If questions arise as to FMNP farmer eligibility, contact the Department at 1-800-554-4501 or 718-722-2830. Farmers may be signed up for the program at any time prior to November 1, 2008.

H. Submit approved Farmer Participation Agreements signed by the farmer and the market to the Department for authorization. Do NOT submit the farmer Crop Plans—keep these on file for review or inspection as needed. Approve and submit forms as received from farmers to ensure timely processing by the Department and mailing of FMNP materials to farmers (see J. below).

I. Ensure that ALL farmers in the market who are participating in the FMNP have submitted a 2008 Participation Agreement and Crop Plan to the market—even if they have been already authorized at another farmers market in 2008 under a different market sponsor or operator.

J. Upon receipt of properly completed and signed Farmer Participation Agreements, the Department will send directly to the farmer a copy of the fully approved Agreement, along with a uniquely numbered NYS FMNP 2008 check cancellation stamp, stamp pad (if requested), FMNP Farmer I.D. card, and laminated "We Gladly Accept Farmers Market Checks" sign. A copy of the fully approved Agreement will be returned to the market (see K. below).

K. Maintain a file with the copies of the approved Farmer Agreements (FMC-6) returned by the Department along with the Crop Plans completed by each authorized farmer.

L Explain to all authorized farmers the critical importance of compliance with FMNP "Rules and Procedures for Farmers," including the requirements that farmers:

i. Accept Farmers Market Checks from check customers only when properly authorized for the program and in possession of (1) a copy of the Farmer Participation Agreement approved by the market and the Department, (2) an assigned 2008 FMNP check cancellation stamp, (3) FMNP ID Card, (4) FMNP "We Gladly Accept" sign, and (5) FMNP Rules and Procedures for Farmers and instructions for redeeming FMNP checks through local banks (see below). (These will be mailed directly to farmers by the Department.)

ii. Accept Farmers Market Checks ONLY for purchases of locally grown fresh fruits, vegetables, and cooking herbs. (Checks may NOT be accepted for apple cider, eggs, cheese, preserves, honey, maple syrup, baked goods, plants, flowers, gourds, painted pumpkins, or other products, or non-locally grown produce including citrus fruit and tropical fruits and vegetables.)

iii. Accept Farmers Market Checks ONLY at markets authorized to participate in the 2008 FMNP to which they have submitted a Farmer Participation Agreement and Crop Plan.

iv. NOT issue cash change to FMNP check recipients for purchases made exclusively with Farmers Market Checks. If the amount of a purchase made with checks is less than $2.00 or a multiple of $2.00, farmers must add additional eligible products of the customer's choice to make up the difference.

v. Accept ONLY current year (2008) Farmers Market Checks from check recipients and ONLY during the program period July 1, 2008 to November 15, 2008.

vi. Post the laminated "We Gladly Accept NYS Farmers Market Checks" signs provided by the Department, or reproductions, AT ALL TIMES during market operation during the program period July 1–November 15.

vii. Cancel each Farmers Market Check in the indicated space on the front right side with the assigned numbered NYS FMNP 2008 check cancellation stamp, count the checks, and redeem them either by:

(1) depositing them in an existing personal or business checking account (a deposit fee may be charged by the bank—be sure to discuss with bank) OR

(2) cashing them at a local Key Bank branch (no fee will be charged). FMNP-authorized farmers must identify themselves with their 2008 NYS FMNP Farmer I.D. card and, if requested, two (2) additional proofs of personal identification. (Only the authorized farmer named on the NYS FMNP I.D. card may cash Farmers Market checks at a Key Bank branch.

IMPORTANT: Farmers depositing checks must be sure to cancel EVERY check. Any check that is not canceled will not be paid and will be subject to a check return charge that may be imposed by the farmer's own bank.

viii. Redeem by depositing or cashing all 2008 Farmers Market Checks accepted during the period July 1, 2008 to November 15, 2008 by the deadline date of November 30, 2008. No payment will be made on checks deposited or cashed after November 30, 2008, and checks deposited after this date are subject to a check return charge that may be imposed by the farmer's own bank.

ix. Under no circumstances redeem checks received from check recipients, unauthorized farmers, or non-farmer vendors for cash—in whole or in part.

x. Under no circumstances discriminate against check recipients in price, quality, or service, or establish separate produce displays designated strictly for check recipients.

xi. Under no circumstances charge sales tax to check recipients in check transactions.

xii. Report immediately to the Department any observed or suspected violations of FMNP rules regarding FMNP check use or acceptance (such as presentation of multiple check books or acceptance by unauthorized vendors) by calling 800-554-4501 or 718-722-2830 (jonathan.thomson@agmkt.state.ny.us or bob.lewis@agmkt.state.ny.us)

M. Inform participating farmers that they will be monitored by the market and by the Department for compliance with program Rules and Procedures, and that monitoring will include undercover compliance buys conducted by Department staff both at authorized farmers markets and at other marketing outlets employed by participating farmers.

N. Explain to participating farmers that acceptance of Farmers Market Checks at any location other than a participating farmers market, acceptance of checks for ineligible products, returning change to or cashing checks for recipients, redemption of checks on behalf of unauthorized vendors or non-farmer vendors (i.e., trafficking), or discriminating against check recipients in price, quality, or service are grounds for termination of participation in the Farmers Market Nutrition Program and the market, and could subject the violator to prosecution under applicable federal, state, or local laws.

O. If the market is in its first year of participation in the program, provide program materials supplied by the Department and explain the "Rules and Procedures for Farmers" to farmers on a face-to-face basis.

P. Monitor program operations on a regular basis to ensure that:

i. Only authorized farmers (bona fide growers of fresh fruits, vegetables, or cooking herbs who have signed Farmer Participation Agreements and provided crop plans) accept and redeem Farmers Market Checks.

ii. Checks are accepted ONLY for eligible products (i.e. fresh fruits, vegetables, and cooking herbs).

iii. Participating farmers post "We Gladly Accept NYS Farmers Market Checks" signs (or reproductions) at all times during market operations.

iv. No cash change is returned to check recipients for purchases made exclusively with checks, and when purchases made with checks are less than $2.00 or a multiple of $2.00, farmers are adding additional eligible products of the customer's choice to make up the difference.

v. Participating farmers do not discriminate against check recipients in price, quality, or service, or establish separate produce displays exclusively for recipients because they are not locally grown.

vi. Participating farmers selling tropical, citrus, or other non-locally grown fruits and/or vegetables display at all times notices adjacent to each item stating that these items are ineligible for purchase with Farmers Market Checks because they are not locally grown.

Q. If the market includes non-farmer vendors or farmers selling exclusively ineligible products who have not been authorized to accept farmers market checks, ensure that these vendors and/or farmers DO NOT accept Farmers Market Checks by:

i. Informing unauthorized non-farmer vendors and/or farmers that acceptance of checks will be grounds for suspension or termination from the market, and could subject them to prosecution under applicable federal, state, or local laws.

ii. Informing unauthorized non-farmer vendors and/or farmers that they will be monitored by the sponsor and the Department for compliance with this policy. The monitoring will include compliance purchases.

iii. Where appropriate, encouraging unauthorized non-farmer vendors to post "We Do Not Accept NYS Farmers Market Checks" signs.

R. If improper Farmer Market Check acceptance or use is observed or suspected, report it immediately to the Department by calling 800-554-4501 or 718-722-2830, and assist the Department in any investigation. (Email jonathan.thomson@agmkt.state.ny.us or bob.lewis@agmkt.state.ny.us).

S. If an authorized farmer has been identified through compliance purchases as accepting Farmers Market Checks at other than a participating farmers market, selling ineligible products, returning cash change for checks, redeeming checks from unauthorized farmers or non-farmer vendors, or discriminating against check recipients in price, quality, or service, he/she will be notified in writing by the Department that a violation of program rules has been recorded and that a subsequent violation can result in disqualification from the program. A copy of the letter will be sent to the market sponsor. Upon its receipt, the market must inform the farmer that the market is aware of the violation and that further violations could result in disqualification from the FMNP.

T. If an authorized farmer is identified through compliance purchases to have committed a second violation (see above), the farmer will be notified in writing that a second violation has been recorded and will be required to provide an explanation by a specified date and/or to attend a conference to discuss the violation and his/her continued participation in the program. At the conference the farmer will be presented with the evidence of the violation and be provided with an opportunity to explain the circumstances involved. The farmer will be informed in writing by the Department as to his/her continued participation in the program following the conference (a copy of the letter will be provided to the market sponsor).

U. If an authorized farmer is permitted to continue participating in the program following a second violation, and is found through compliance purchases to have committed a third violation (see above), and if as a result a decision is made by the Department to terminate the farmer's participation in the program, the Department will notify the farmer in writing that a third violation has been recorded and that he/she is being disqualified from the program for the duration of the current program year (and for the following year if the third violation occurs after Sept. 30). The farmer will be directed to return his/her cancellation stamp, stamp pad, and "We Gladly Accept NYS Farmers Market Checks" signs either to a market sponsor or the Department. A copy of the disqualification notification letter will be sent to the market sponsor. At the Department's direction, the market sponsor is to collect the stamps, pad, and signs from the farmer and inform him/her that no checks other than those already collected will be accepted for payment.

V. If an unauthorized farmer or non-farmer vendor is found by means of compliance purchases to be accepting Farmers Market Checks, he/she will be notified of this in writing by the Department. A copy of the letter will be sent to the market sponsor. The market sponsor is to then notify the unauthorized farmer or vendor that further acceptance of checks will be grounds for suspension or termination of their participation in the market under the market's own rules and regulations. If further check acceptance occurs, the market must sanction the farmer or vendor through suspension or termination of participation in the market or by alternative means.

W. Immediate disqualification from the FMNP may occur if: (1) a farmer does not respond to a second violation notice by the specified date; (2) a farmer does not attend a required conference; (3) a farmer is found to be cashing (i.e., trafficking in) checks obtained from unauthorized sources; (4) a farmer is found to be discriminating against check recipients in price, quality, or service. Disqualified farmers may be ineligible to participate in future years.

X. Market sponsors must provide suitable space in the market for nutrition education exhibits and food demonstrations for check recipients by Cornell Cooperative Extension regarding the benefits of eating fresh produce and the selection and preparation of fresh fruits and vegetables. When requested, market sponsors must also assist Extension staff in soliciting farmer interest in serving as a nutrition education volunteer and in soliciting small donations of fresh produce from authorized farmers for use in the nutrition education exhibits and demonstrations.

Y. If information is obtained by the market, such as pursuant to a farm inspection or complaint, that an FMNP-authorized farmer does not qualify for participation in the FMNP as a bona fide farmer at the market, immediately inform the Department by calling 800-554-4501 or 718-722-2830, and assist in any investigation If the FMNP-authorized farmer is found to have been improperly authorized by the market, submit a request for disqualification to the Department and explain the reasons for this request to the farmer. Assist in return of FMNP stamp, sign, and ID card.

Z. If the market is unable to operate as planned or to perform any of the actions required under this Market Agreement and Plan of Work it must inform the Department immediately and in writing.

AA. If a market is scheduled to close prior to the closing date listed on the 2008 FMNP Market Application, or November 15, 2008, (whichever is sooner) the market sponsor MUST inform the Department and clearly post the closing date at the market site at least two weeks in advance of the closing date.

New York State Department of Agriculture and Markets
2008 New York State Farmers' Market Nutrition Program (FMNP)

PARTICIPATION REQUIREMENTS FOR FARMERS' MARKETS

To be eligible to participate in the 2008 FMNP, a farmers' market must:

1. Be comprised of bona fide New York State farmers (see item 5. below) who individually grow and harvest fresh fruits and vegetables on land owned or leased by them and who sell directly to consumers at the market.

2. Operate at a designated location, easily accessible by WIC and Senior FMNP participants, which has been approved for use as a farmers' market during the FMNP period of operation (July 1–November 15, 2008).

3. Have a fixed schedule of operation, with a minimum of one day per week and three hours per day for a minimum of three months during the FMNP period of operation (July 1–November 15, 2008).

4. Have an organizational structure, including a name, sponsoring organization, and designated manager. The sponsor may be an unincorporated association, not-for-profit corporation, co-operative corporation, municipal corporation, government agency, public benefit corporation, public authority, private corporation, or private individual.

5. Have printed rules and regulations which include (1) criteria for vendor participation and product eligibility that target bona fide farmers and producers and emphasize locally grown agricultural products (as defined by the market)*; (2) standards for ensuring the display and sale of fresh, high quality, locally grown fresh fruits and vegetables and other farm products, including the posting of prices; (3) vendor compliance with federal, state, and local food safety requirements; (4) standards for vendor conduct; and (5) sanctions for violations, including violations of FMNP rules. The market's rules and regulations must require that participating farmers grow, on land owned or leased by them, a minimum of 50% of the fresh fruits, vegetables, and herbs they bring to market on every market day during the period July 1–November 15. However, markets may—and are encouraged to—adopt a higher percentage-grown requirement appropriate to the needs and preferences of farmers and consumers at the market. If market rules require farmers to grow a higher percentage—or 100%— of the fresh produce they bring to the market, this percentage becomes the basis for "bona fide farmer" status and FMNP eligibility at the market.

6. Verify the status of participating farmers as bona fide producers of fresh fruits and vegetables based on the market's rules (see 5. above) by obtaining from each farmer a current year "Crop Plan" with specific farm location(s) and a list of the vegetables and/or fruits <u>expected</u> to be grown for sale at the market, with acreage or row-feet of each crop and its expected period of availability at the market. If the market's rules permit limited purchasing and resale of locally grown fruits and/or vegetables by participating farmers, the Crop Plan must list all the items expected to be_purchased by the farmer, the location(s) grown, the name of the producer or supplier, and the period of purchase.

7. Have a minimum of 2/3 of the FMNP-eligible farmers willing to participate in the program (minimum of two independent farmers) who collectively offer a sufficient diversity of fruits and vegetables (see item 10. below).

8. Have a minimum of 60% of all produce vendors at a market being bona fide farmers (see 5. above) who themselves grow fresh fruits and vegetables for sale at the market.

9. Provide display space in the market for FMNP-related nutrition education activities by Cornell Cooperative Extension, local WIC agencies, or other organizations, and assist in disseminating educational materials to farmers.

10. Supply a sufficient volume and variety of high-quality fresh vegetables and fruits to meet the nutrition needs of WIC and Senior FMNP recipients, including tree fruit (such as apples, peaches, or pears), dark green or leafy vegetables (such as spinach, broccoli, greens, or kale), root vegetables (such as carrots or beets), and winter squash.

11. If previously authorized, have met FMNP market participation requirements and contracted responsibilities in the previous year. If a new applicant market, provide evidence of successful market operation in a previous year or market applications or other commitments by farmers to participate in the market during the 2008 season.

12. Sign an Agreement with the Department to administer the program at the market in accordance with FMNP Guidelines and Procedures for Markets (Plan of Work).

*Under New York FMNP rules, markets may define "locally grown" narrowly or as broadly as "NY and adjacent states."

New York State Department of Agriculture and Markets
2008 New York State Farmers' Market Nutrition Program (FMNP)

FARMERS' MARKET APPLICATION

I have read the information regarding the 2008 New York State Farmers' Market Nutrition Program (FMNP) and request that our farmers' market(s) be selected to participate. I understand that to be selected, markets must meet the attached FMNP participation requirements, including offering sufficient access for WIC and Senior nutrition program participants, sufficient participation by New York farmers, and a diversity of locally grown fresh fruits and vegetables. I understand that priority will be given to markets that participated in the 2007 FMNP and met program requirements as well as to new markets in areas with limited access to locally grown fresh fruits and vegetables. I understand that in accordance with USDA FMNP guidelines, the Department reserves the right to select markets that assure successful program operations and offer the greatest distribution of benefits to WIC and Senior FMNP participants over the widest geographic area and to the most farmers.

Name of farmers' market ______________________________

Market sponsor/operator ______________________________

Sponsor/operator address ______________________________

City ______________ Zip ________ County ______________

Phone ____________ Fax ____________ Email ____________

Contact person ____________ Title ____________ Cell ____________

Market or sponsor website (if any) ______________________________

Market location(s) (be specific and accurate—this information will be provided to FMNP participants):

____

____

2008 market site use approved by ______________________________

Day(s)/hours of operation (be specific and accurate—this information will be provided to FMNP participants):

____

2008 opening date ______________ 2008 closing date ______________

Market manager ______________ Email ______________

Manager address ______________________________

Manager phone ______________ Cell phone ______________

*Please note that 2008 FMNP check redemption period is July 1–November 15.

If applying for multiple markets, please submit separate applications for each market or attach complete market list containing information for each. Use left column below if market operates only one day/week.

No. of farmers expected (by day of week):	____day	____day	____day	____day
Number of fruit or vegetable farmers:**	____	____	____	____
Number of other farmers/producers: ++	____	____	____	____
Number of non-farmer produce vendors++	____	____	____	____
Number of other non-farmer vendors:++	____	____	____	____
Total number of farmers/vendors:	____	____	____	____

**Bona fide producers (see Participation Requirements, item 5, for definition.) ++ if any

IMPORTANT! YOU MUST ATTACH A 2008 LIST OF EXPECTED FARMERS AND MARKET RULES!

____ I am attaching a list of the fruit and vegetable farmers (names, addresses, & telephone #s) expected to participate in our market (if more than one market, indicate on a master list the markets farmers will attend.
____ I am attaching our 2008 farmers market rules and regulations (or 2007 rules with expected changes).

Signed ____ Date_______________________________

DEADLINE! MAIL OR FAX ASAP OR BY March 14, 2008 to: NYS Farmers Market Nutrition Program, NYS Dept. of Agriculture and Markets, 55 Hanson Place, Brooklyn, N.Y. 11217 fax (718) 722-2836.

New York State Department of Agriculture and Markets
2008 New York State Farmers' Market Nutrition Program (FMNP)

FARMERS' MARKET APPLICATION INSTRUCTIONS

Because your farmers' market is located in an area served by a Women, Infants, Children (WIC) nutrition site or county Area Agency on Aging, you are eligible to apply for the Farmers' Market Nutrition Program (FMNP).

To be authorized to participate in the FMNP, your market must meet the attached participation requirements and submit a completed application form with attachments. Upon selection, you must sign a Market Agreement to administer the program in accordance with program guidelines.

To apply, please complete the enclosed Farmers' Market Application. The form should be prepared by the farmers' market sponsor, the market manager, or other person authorized to represent the market.

Please be sure the farmers' market's location and its days, hours, and season of operation are listed specifically and correctly—this detailed information will be provided to FMNP participants. (Note that the 2008 FMNP check redemption period is July 1–November 15 although your market's period of operation may be longer).

If your plans for this year's market, including location, schedule of operation, sponsor, manager, farmer participation, etc., have not been finalized, DO NOT DELAY YOUR APPLICATION, but indicate the situation on the application or an attachment along with when you expect this key information will be available:

You MUST attach to your application: (1) A list of fruit and vegetable farmers, with addresses and phone numbers, whom you expect to attend the 2008 market (you may attach your 2007 farmer list and identify the fruit and vegetable farmers) and (2) Your market's current Rules and Regulations (If your 2008 rules are not available, attach your 2007 or earlier rules and indicate expected changes for 2008. If there are no changes for 2008, so indicate. If you need assistance with your market's rules, please contact us at the numbers below.).

You must mail or fax your application, with attachments, by **March 14, 2008** to ensure that your market's location and schedule of operation will be listed in the printed "List of Participating Farmers' Markets" issued to WIC and Senior FMNP participants with their FMNP checks. Mail or fax to:

NYS Farmers' Market Nutrition Program (FMNP), New York State Department of Agriculture and Markets, 55 Hanson Place, Room 388, Brooklyn, N.Y. 11217 FAX (718) 722-2836

If you have questions regarding the FMNP, including participation requirements, procedures, or the application process, or if you are seeking additional farmers and wish assistance, please call us:

Bob Lewis (FMNP Coordinator)	(718) 722-2830	bob.lewis@agmkt.state.ny.us
Jonathan Thomson (FMNP Operations)	(800) 554-4501	jonathan.thomson@agmkt.state.ny.us

Market applications will be reviewed to ensure that farmers' markets meet FMNP participation criteria, including market site approval, sufficient participation by bona fide farmers, sufficient access for FMNP participants, adequate market rules and regulations, and the administrative ability to ensure compliance with FMNP requirements and procedures. Priority will be given to farmers' markets that participated in the 2007 FMNP and to new markets that offer the greatest potential benefits for farmers and FMNP participants.

Farmers' markets with completed applications will be notified as to their approval for participation in the FMNP in April, at which time Market Agreements will be forwarded for signature by market sponsors. To expedite farmer authorizations, individual FMNP "Farmer Participation Agreements" (triplicate Form FMC-6), "Guidelines and Procedures for Farmers," and "Crop Plans" will be mailed to previously participating farmers. (Multiple copies will also be mailed to markets for distribution to any farmers new to the FMNP.)

Farmer Agreements must be signed by farmers and submitted to markets along with Crop Plans, then countersigned by markets and forwarded to the Department. The Department will finalize authorization and mail numbered FMNP check cancellation stamps and other materials directly to authorized farmers. If a farmer participates at multiple markets under different market sponsors, Participation Agreements and Crop Plans must be signed and submitted by the farmer for EACH market. New Agreements must be signed each year.

FARMERS' MARKET
NEW YORK STATE FARMERS' MARKET NUTRITION PROGRAM (FMNP)

FARMER CROP PLAN - 2008

Name ____

Farm Name ______________________ Total acres in vegetables/fruit ________

Mailing Address ______________________________________

City ______________________ State __________ Zip _________

Telephone ____________________ Cell phone____________________

Email Address ______________________________________

Marketing Season ______________________________________

Vehicle Type/Size ______________________________________

Farm location (please be specific—if you are growing produce crops at more than one location, please list each farm location and the specific crops and number of acres in production at each):

____

____

____

I am a bona fide New York State farmer and plan to grow vegetables and/or fruits on land owned or leased by me at the location(s) above for sale at the market to FMNP participants in 2008. The crops I plan to grow are listed below. I agree to abide by the rules of the farmers' market and the FMNP, and understand that violation of the rules may result in suspension or loss of my privilege to sell at the market and to participate in the FMNP. I understand that a farmers' market representative may verify the information provided on this application by visiting my farm or requesting other evidence of my status as a bona fide farmer. I agree to inform the market of any changes in my production or marketing that affect the validity of the information I have provided.

______________________________ ______________________

Signature Date

LIST OF CROPS - 2008

Product	Acres*	Period**	Product	Acres*	Period**

* or row-feet (specify)

**months of availability

LIST OF CROPS – 2008 (continued)

Product	Acres*	Period**	Product	Acres*	Period**

* or row-feet (specify) **months of availability

(If form is insufficient to list all crops, please use additional forms.)

(NOTE: THE SECTION BELOW IS **ONLY** FOR MARKETS THAT PERMIT LIMITED PURCHASING AND RESALE OF LOCALLY GROWN PRODUCE BY FARMERS.

Subject to farmers' market rules and/or approvals, I intend to purchase the following locally grown items for resale at the market during 2008 (use additional form if needed):

Produce item	Location where grown	Producer/supplier	Period/Weeks

****

This form (or a similar document) must be submitted to an FMNP-authorized farmers' market sponsor or manager with an FMNP Farmer Participation Agreement (Form FMC-6) to enable participation in the NYS FMNP.

For further information, call the Department's FMNP staff at (800) 554-4501; (518) 457-7076, or (718) 722-2830.

Accepted by market representative: ________________________________ Date: ____________________

Forming a Non-Profit Organization

To qualify for 501(c)(3), charitable, non-profit status under IRS regulations, an organization's primary purpose must be charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals. Using the education purpose, Friends of the Market organizations are typically able to qualify for 501(c)(3). This makes the Friends organization a valuable partner to a farmers market, as most farmers markets are ineligible for charitable, non-profit status on their own.

Before receiving their non-profit status from the Internal Revenue Service, the Friends of the Market organization must become a legal entity. The steps for accomplishing this are as follows:

1. Determine the need

Using a steering committee, investigate the need for a Friends of the Market organization. What are the needs that can be satisfied with a Friends organization? Who are the target members? The target beneficiaries? Is there another organization in existence that already performs a similar service or is in a position to offer this service? If it is determined that there is sufficient need to warrant the development of a new organization, then the steering committee should seek additional members, with a broad diversity of interests and talent, to take on the significant work that lies ahead.

2. Determine mission and vision

Together, the group needs to determine the vision and mission for the organization. What is its purpose and what does it hope to accomplish? The committee should have a clearly defined mission statement that identifies its purpose. Following the mission and vision, the committee will establish and prioritize the key goals for the organization.

3. Develop documentation

Two key documents must be developed at this stage. The Articles of Incorporation and the Bylaws for the organization will spell out how the organization will operate and be governed.

The Articles of Incorporation give the organization its authority to operate and must be filed with the Department of State. The Articles of Incorporation can be developed using a template, as in those found at the Free Management Library's Toolkit for Boards of Directors:
http://www.managementhelp.org/legal/articles.htm
Or you can use a fillable certificate that may be available with your state's Department of State, as the one provided by New York State available at http://www.dos.state.ny.us/corp/pdfs/dos1511.pdf. Be sure that the Articles clearly define the organization as a charitable non-profit, seeking 501(c)(3) status. Although not required, it is recommended that a lawyer review the document prior to filing. Once the Articles have been filed and accepted by the Secretary of State, you will receive a certified copy of the Articles.

The bylaws give structure to the organization, defining how it will operate. To understand the components of the bylaws, a detailed template is included in the appendix.

4. File for tax-exempt status with the IRS

The Internal Revenue Service makes the decision on tax exempt status. This involves a lengthy application process that is best left to professionals. Contract with a CPA or a lawyer who specializes in this type of application before attempting to make this application, as it is time-consuming and expensive. The application, IRS Form 1023, is available at http://www.irs.gov/pub/irs-pdf/f1023.pdf, and must be complete and mailed with a fee to cover the processing of the application. The process can take anywhere from 6 to 18 months to complete. As an IRS reviewer processes the application, they may contact the organization with questions regarding the application. They usually provide a deadline for responses. Failure to respond within the deadline may result in the application being denied and the process, and application fees, will have to begin anew.

5. File for tax exempt status with the state tax department

Charitable non-profit organizations in New York State must file with the NYS Charities Bureau before they can begin to accept donations. Many funders will also require that an organization be registered before they will consider the organization for any grant funding.

To file you must complete NYS Form CHAR 410, **http://www.charitiesnys.com/pdfs/char410.pdf**. This application must be accompanied by a copy of the organization's Certificate of Incorporation, Bylaws, IRS application form 1023, and the IRS Determination letter granting non-profit status.

6. Begin organizational operation

Some organizations will wait until their 501(c)(3) application is approved before they formally begin operating. Others will begin as soon as they have incorporated and have a ratified set of bylaws. But the first step would be to hold an organizational meeting and elect a Board of Directors to govern the organization. From here the Board of Directors will establish the procedures and policies of the organization and may choose to hire staff to conduct the work of the Friends of the Market organization.

References:

"Considerations in forming a non-profit organization in New York State," by Judith Barry and Brian Henehan, New York Agricultural Innovation Center, April 2006.

Bylaws Template

An association is governed by its set of bylaws. They identify who the organization is, how it will be structured, and how it will operate. The bylaws should be tailored to the needs of each individual organization, but they all have common components. The following is a template of those characteristics.

Name
Clearly identify the name of the association for whom the bylaws are being adopted. The name should match the Articles of Incorporation. If not, then an amendment to the Articles of Incorporation should be filed with the Department of State.

Purpose
The mission of the organization should be listed here. The mission identifies the organization's reason for existence. It should be concise, no more than 25 words, and answer the following questions:

- Who we are
- Whom we serve
- What we offer

Be careful when crafting the mission statement, to ensure that the mission adheres to purposes identified by IRS as consistent with any non-profit status you may be seeking.

Membership
Clearly identify who the members of the organization will be. This section will specify:

- What are the qualifications of membership?
- What is the length of term for a membership?
- What are the responsibilities of membership?
- What are the benefits of membership? i.e. voting rights

Board of Directors
Bylaws define the board of directors that govern the organization. The bylaws should cover:

- The size of the board. Keep in mind the need to get the work of the board done effectively and efficiently when setting the number of board members. Too large a group may hinder efficient operation, while too small a number may make it difficult to get good group dialogue for dynamic visioning and problem solving. Generally an uneven number of board members is used to prevent a tied decision in a vote.
- Eligibility of board members. Examples would be regional representation or membership category representation.
- Length of term. This would include the length of each individual term, as well as whether there are term limits.
- Duties of board members. This would define the duties of a board of directors; i.e., to set policy, hire and direct staff, etc. The Board of Directors does NOT have the duty to run the day-to-day operations of the organization. That is left to staff.
- Vacancies. Should a board member resign, this section determines whether the position is filled prior to annual elections, and if so, how that is accomplished.
- Removal of board members. Most bylaws will provide for the removal of a board member for just cause. This section will define the process, giving due process to the board member in question.
- Nominations and elections. The process for nominating and electing board members is defined in this section.
- Compensation. Most boards will have volunteer members. If so, it should be stated here that board members will not be compensated for their time or service. However, if they will be compensated, it should be stated what services are eligible for compensation.
- Meetings and quorum. This section identifies how often the board meets, what the requirements for board members are for attendance, what defines a quorum so that the board can legally transact the business of the organization during the meetings, and what actions constitute an act of the board (i.e., majority vote is all that is required for a motion to pass). IRS has determined that a quorum must be defined by numbers and not just by a percentage. In other words, it cannot be defined by "a majority of the board members" or "51% of the board." It must be defined as nine members present, for example.
- Special Meetings. Can special meetings of the board of directors be called? If so, who can call these meetings and what are the procedures for doing so?

Officers
The officers of the organization are given a section of the bylaws.

- Identify the officers of the board of directors. Typically this includes President, Vice President, Secretary, and Treasurer.
- Define the responsibilities of each officer.
- Nominations and elections. Outline the process for nominating and electing officers. Be sure the procedure includes the process for transfer of power with the change of officers.
- Terms. What is the length of term for each office and how many terms will they be allowed to hold each office?
- Vacancies. Should an officer resign or be removed, this section outlines the process for replacing the vacancy.

Committees
Boards of Directors are often organized into committees to assist in the efficient operation of the board. The committee meets outside of regular board meetings to conduct their assigned task and will report back their work/findings/recommendations to the full board for implementation or vote. Some states may require certain standing committees, such as a finance or audit committee and governance committee. Bylaws should define any standing committees, along with definitions of their roles, their powers, and who will make up the committee. Bylaws should also contain provisions that allow the president to establish additional ad hoc committees as needed, for the duration of each need. Some committees may include members outside of the Board of Directors.

Operations
This section outlines the general operations of the organization, including:

- Indemnification. Will the association insure its board members, safeguarding them against personal liability for decisions made as a board? If so, will the organization provide Directors and Officers Liability Insurance, bonding, or both? By including insurance coverage requirements in the bylaws, potential board members will be assured that the coverage is in effect and will continue as a due course of business.
- Define the fiscal year of the organization.
- Annual meeting. When is the annual meeting of the organization? This can be answered in broad terms, such as "within the first calendar quarter." This section may also define how an annual meeting can be conducted, whether face to face is required or if it can be electronic, and if absentee voting or proxy voting is allowed.
- Special meetings. Can members call a special meeting of the membership outside of the annual membership meeting? If so, this section will define the process for this.

Amendments
The bylaws should be reviewed on a regular basis to ensure that they keep pace with the changing needs of the organization. As needs change, the bylaws should be amended. This section will define the process for amending the document. This typically includes a vote by the full Board of Directors, then ratification of the membership, with a specified amount of prior notice of the bylaw changes.

Termination
Should the organization cease operations for any reason, this section will identify what should be done with the assets of the organization once all debts have been expunged. Keep in mind that if the organization is a 501(c)(3), all assets must be disposed of in accordance with charitable non-profit purposes.

References:
"Staff Paper: Enhancing Leadership and Organization for Farmers Market Success," by Judith Barry and Brian Henehan, Department of Applied Economics and Management, Cornell University, May 2007.

"Anatomy of a Mission Statement," by R. Harris, http://www.nonprofitcenter.com/ Spring 2008.

"Bylaws," Associapedia, ASAE and the Center for Association Leadership.

"Starting and Running a Non-profit Organization," by Joan M. Hummel, Revised by the Center for Non-profit Management, University of Minnesota Press, 2000.

Pre-Strategic Planning Survey

1. **What are the things that are happening in the overall community (both locally and nationally) that will impact your farmers market over the next 3 to 5 years? List both positive and potential negative impacts.**

2. **What do you see as the strengths of your market?**

3. **What do you think are the weaknesses of your market?**

4. **What improvements in your market's organizational structure would you recommend?**

5. **What would you change in the programs and services offered at your market to make the market more relevant to the participating farmers?**

6. **What would you change in the programs and services offered at your market to make the market more relevant to potential customers of the market?**

7. **Looking at the market's current community partners, what changes would you make in terms of adding new partners or changing current relationships?**

Sample Strategic Plan Framework

Key Areas	Goals	Objective	Tasks	Who Is Responsible	Time of Completion	Financial Resources Needed	Evaluation
Finance							
Organizational Structure							
Facilities							
Programs/Services							
Marketing/Promotion							
Community Partnerships							
Human Resources							
Other							

Developed by Paul Mastrodonato, Profit Works, Saratoga, NY

Farmers Market Special Events
Checklist

The following checklist is a suggested guide to organizing and executing a special event. Include project deadlines for each step. You may not use all of these steps, but be sure all essentials are covered.

✓	Task	Responsibility	Deadline
	Staffing		
	Number of Staff Needed		
	Police Notification (call the section day before and day of the event)		
	Volunteers, parents, etc.		
	Develop list of responsibilities to be accomplished before, during, and after		
	Review Fire and Safety Policy for site with staff and volunteers		
	Custodial staff notified		
	Location		
	Secure permits or permission		
	Secure clean-up supplies		
	Cardboard trash boxes for outside large gatherings		
	Plan set-up (arrangement of space); and Clean-up		
	Attendance Policy (once you leave, can you re-enter? Policy must be posted)		
	Entertainment		
	Secure contracted services (DJ, etc.), find out availability, cost		
	Begin contract process (5–8 weeks)		
	Equipment requirements, sound system, mics, cd player, etc. (5 weeks)		
	Electric requirements		
	Refreshments		
	Decide on food and drinks		
	Get 3 quotes for any item purchased		
	Safe food handling—latex gloves, hand-washing stations		
	Know safe food handling regulations		
	Storage of food and drinks		
	Publicity		
	Distribution Plan		
	Gimmicks to get people there		
	Photographer for event		
	Video for event		
	Invitations		
	Make a list, have several people review it so as not to miss anyone who should be invited		

	Miscellaneous		
	Decorations—theme ideas, quotes for purchasing, include in budget		
	If using balloons, helium tank		
	Evaluations and debriefing after event		
	Additional supplies needed, i.e. paper goods		

More Special Event Planning Tips

✓	Tip
	Select Chair and members of your planning committee.
	Develop a master plan and set the date.
	Select chairs for subcommittees such as refreshments, set-up and clean-up, tour guides, traffic and safety, volunteers, speakers, and invitations.
	Organize volunteers for each committee.
	Formulate a publicity plan. Decide when/how media should be contacted. Be sure to alert the media of photo and interview opportunities.
	Prepare copy for program and printed materials.
	Hold a "Tie down" meeting the day before the event. Distribute a schedule of events to each committee member. Discuss assignments. Distribute identification badges. Answer any questions.
	Set up several registration tables and stagger tour schedules to avoid bottlenecks. Distribute a program as guests arrive, so they know what to expect.
	After the event, mail the printed program with an appropriate letter to "significant others" who were unable to attend.
	Remember to thank everyone who participated. Send photos if possible.
	Conduct an evaluation.

From the Rochester, NY Dept of Parks and Recreation

FARMERS MARKET
SPECIAL EVENT—IDEAS

Remember— the only limitation on ideas is your imagination.

Organizations to contact for events at your market:
Along with the following list of suggested groups (which is just a "short" list), keep your eyes and ears open for suggestions!

Grade School, Middle School and High School
Bands
Band Booster Clubs
Drama/Mime Groups
Jr. College/College bands
Local musicians, musical groups
Disc jockeys
Art groups/local art councils
Cub Scouts
Girl Scouts
Boy Scouts
Eagle Scouts
Camp Fire Girl & Boys
Horizon Club
Big Brother/Big Sister
YMCA/YWCA
Tae Kwondo Groups/Martial Arts Academy
Local sports groups (Little League, Soccer, Football, T-ball, etc.)
Dance and Gymnastics groups
Master Gardeners
Men's Garden Club
Women's Garden Club
Quilting Group—display/demonstration
Weavers Guild
Pork Producers
Egg Producers
Turkey Federation
Beef Producers
Corn Producers
Soy Bean Producers
Fruit & Vegetable Growers Assn.
Dairy Council
Department of Natural Resources
County Conversation Board
Farm Service Agency
Animal Rescue League, or City Pound, County Animal Shelter
Zoo
County Extension Office
FFA, 4-H
American Heart Association
American Cancer Society
American Lung Association
American Dental Association
Hospital—(Nutrition or Dietary Dept.)
American Ophthalmology Assoc.
American Podiatry Assoc.
Medical School or Local Clinic
Fire Department
Police Department
Schools
Church groups, choirs
Chefs/Restaurants
Radio/TV stations
Armed Forces (Coast Guard, Army, Navy, Air Force, Marines, ROTC, Jr. ROTC)
Veterans Groups
Community Economic Development groups
Chamber of Commerce
Resource, Conservation, and Development (RC&D)
County Extension Office
Kiwanis
Rotary
Lions Club
Local Farmers Federation
Community Church and/or Church Coalition
City or a department within the City

The following is a very limited list of event suggestions.

How you make them into your own event is up to your creativity!

Celebrate Opening Day, Middle of the Season Day, Last Market Day, etc.
Celebrate a Vegetable or Fruit Day (e.g. Broccoli Day, Strawberry Day, etc.)
Market Birthday/Anniversary—host a birthday/anniversary party for your market
Cooking Demonstrations
Arts & Crafts Day—Christmas in July
Essays/Photo/Drawn Pictures —tie in with any type of promotion
Recycling Collection Point
Eyeglass Collection Site for the Lions Clubs
Food Drive
Clothing Drive
Kids' Parade
Unusual/ugly vegetable contest
Coupon "cents off" for a particular featured vegetable at that day's market
Market Bucks
Market Basket giveaway
Produce tasting
Scrambled Egg Breakfast; Afternoon Market Cookies/Coffee
Chili Breakfast
Spaghetti Breakfast
Popcorn giveaway
Agri-sculpture, Play with Your Food—art forms made from vegetables/fruits
Children's Produce Tractor Pull
Hands-on Art Affair—play and craft time for children
Collection for a mission or homeless shelter
Cucumber/zucchini races
Family Picnic Day—July
Free plant giveaway
Cooking demonstration
Ice Cream Social
Contests—pie eating, seed spitting
Bicycle Safety Day, Bicycle Rodeo
Pep rally for football game
End or beginning site of an organized 5K, 10K race or fun-walk

National Days/Weeks/Months Observances during a Market Season
The following pages are lists of nationally declared days, weeks, or months celebrated during the months of a typical market season (May–October). Any of these could be an event/celebration at your market. Make your market THE place in your community for informative activities and events during the market season.

Information taken from *Chase's Calendar of Events*, an annual publication (you can check your local library reference desk), *also see:* http://www.butlerwebs.com/holidays

Examples: You've selected National Healthy Vision Month (May) as an event. Contact your local Lions Club and ask them to come to the market and provide a collection box for used eyeglasses—and allow them to promote their organization. Be sure to put out press releases—also do signage at your market prior to the event to remind people to bring their unused eyeglasses. OR
May 25 is National Tap Dance Day—get a local dance studio to come and perform!

MAY NATIONAL DAYS/WEEKS/MONTHS OF NOTE
National Beef Month
National Barbecue Month
National Egg Month
National Hamburger Month
National Clean Air Month
National Bike Month
National Older Americans Month
National Physical Fitness & Sports Month
National Strawberry Month
National Salad Month

National Asparagus Month
National Book Month
Eat Dessert First Month
National Salsa Month
National Tennis Month
National Military Appreciation Month
National Historic Preservation Month
Mother's Day (second Sunday)
Armed Forces Day (21st)
National Tap Dance Day (25th)
Memorial Day (the last Monday)
National Police Week (third week)
National Tourism Week (second week)
National Safe Boating Week (fourth week)
National Emergency Medical Services (EMS) week (third week)
(May is filled with health awareness campaigns. These are just a few. You might think about having a health fair or health information table at your market).
National Osteoporosis Prevention Month
Better Sleep Month
National Mental Health Month
National Allergy/Asthma Awareness Month
National Women's Health Care Month
National Arthritis Month
National Correct Posture Month
Healthy Vision Month
Better Hearing & Speech Month

JUNE NATIONAL DAYS/WEEKS/MONTHS OF NOTE
National Dairy Month
National Safety Month
National Turkey Lover's Month
National Perennial Gardening Month
National Zoo & Aquarium Month
National Fresh Fruits & Vegetables Month
National Accordion Awareness Month
National Rose Month
National Adopt a Shelter Cat
National Rivers Month
Summer Solstice (21st)
Flag Day (14th)
Father's Day (third Sunday)
National Yoyo Day (10th)
National Little League Baseball Week (third week)

JULY NATIONAL DAYS/WEEKS/MONTHS OF NOTE
Anti-Boredom Month
National Ice Cream Month
National Baked Bean Month
National Hot Dog Month
National Picnic Month
National Recreation & Parks Month
National Culinary Arts Month
Independence Day (4th)
National Farrier's Week (third week)

AUGUST NATIONAL DAYS/WEEKS/MONTHS OF NOTICE
National Farmers' Market Week (second week)
National Inventor's Month
National Back to School Month
National Peach Month
National Immunization Awareness Month
National Smile Day (first Monday)
National Mustard Day (6th)
National Sisters Day (7th)
Herbert Hoover Day (Sunday nearest Aug 10th)
National Clown Week (first week)
National Simplify Your Life Week (first week)

SEPTEMBER NATIONAL DAYS/WEEKS/MONTHS OF NOTE
National Piano Month
National Library Card Sign-Up Month
National Chicken Month
National Honey Month
National 5-A-Day Month
National Cholesterol Month
National Potato Month
National Rice Month
National Organic Harvest Month
National Sewing Month
Prostate Cancer Awareness Month
Ovarian Cancer Awareness Month
National Hispanic Heritage (Sept 15–Oct 15)
Deaf Awareness Week (third week)
National Farm & Ranch Safety & Health Week (third week)
Labor Day (first Monday)
National Grandparent Day (first Sunday after Labor Day)
First Day of Autumn (22nd)
Talk Like a Pirate Day (19th)

OCTOBER NATIONAL DAYS/WEEKS/MONTHS OF NOTE

National Pork Month
National Apple Month
National Fire Prevention Month
National Breast Cancer Awareness Month
National Adopt a Shelter Dog Month
National Dental Hygiene Month
National Popcorn Month
National Cookie Month
National Roller Skating Month
National Eat Better—Eat Together Month
National Lupus Awareness Month
National Animal Safety & Protection Month
National Stamp Collecting Month
National Crime Prevention Month
National Chili Month
National White Cane Safety Day (15th)
National Children's Day (9th)
World Smile Day (7th)
Columbus Day (12th)
National Grouch Day (15th)
World Food Day (16th)
United Nations Day (24th)
Make a Difference Day (22nd)
Halloween (31st)
National Chemistry Week (third week)
National Forest Products Week (third week)
National School Bus Safety Week (third week)
National Massage Therapy Week (last week)

PRODUCE TYPICALLY AVAILABLE AT MARKETS—Create a promotion around these:

EARLY–MID MAY TO MID–LATE MAY

Bell Pepper
Blueberries
Cabbage
Cucumbers
Eggplant
Greens
Peaches
Peas
Potatoes
Snap Beans
Squash
Tomatoes

EARLY–MID JUNE TO MID–LATE JUNE

Bell Peppers
Blueberries
Cabbage
Cantaloupe
Cucumbers
Eggplant
Greens
Green Beans
Lima Beans
Onions (Green)
Peaches
Peas
Potatoes
Okra
Snap Beans
Squash
Sweet Corn
Sweet Potatoes
Tomatoes
Watermelon

EARLY–MID JULY TO MID–LATE JULY

Apples
Bell Peppers
Blueberries
Cabbage
Cantaloupe
Cucumbers
Eggplant
Green Beans
Greens
Lima Beans
Okra
Onions (Green)
Peaches
Peas
Potatoes
Squash
Sweet Corn
Sweet Potatoes
Tomatoes
Watermelon

EARLY–MID AUGUST TO MID–LATE AUGUST

Apples
Bell Peppers
Blueberries
Cantaloupe
Cucumbers
Eggplant
Green Beans
Greens
Lima Beans
Okra
Onions (dry)
Peaches
Peas
Potatoes
Squash
Sweet Corn
Sweet Potatoes
Tomatoes
Watermelon
Winter Squash

EARLY–MID SEPTEMBER TO MID–LATE SEPTEMBER

Apples
Bell Peppers
Cabbage
Cantaloupe
Cucumbers
Eggplant
Green Beans
Greens
Lima Beans
Okra
Onions (dry)
Peaches
Peas
Pumpkins
Squash
Sweet Corn
Sweet Potatoes
Tomatoes
Turnips
Watermelon
Winter Squash

EARLY–MID OCTOBER TO MID–LATE OCTOBER

Apples
Bell Peppers
Cabbage
Cucumbers
Greens
Lima Beans
Okra
Onions (dry)
Peas
Pumpkins
Rutabaga
Sweet Potatoes
Tomatoes
Turnips
Winter Squash

DISASTER CONTROL PLAN

St. Louis Produce Market
One Produce Row
St. Louis, MO 63102

May 3, 2002

Preparing for a crisis is like buying insurance.
You hope you never need it,
but when and if you do,
It could very well save your hide.

The St. Louis Produce Market Disaster Control Plan is an action plan for effective and efficient crisis response. The plan is a framework that establishes parameters of responsibility and authority for crisis and emergency situations at the St. Louis Produce Market. The plan does not replace common sense, rational decision-making, and concern for the safety of any person within the market. The protection of life and property is a primary concern.

The plan:

- Establishes parameters of responsibility and authority;
- Provides a plan of action in the event of a crisis situation;
- Identifies a core crisis team;
- Establishes a protocol for internal and external communications;
- Provides media guidelines;
- Provides for the care and support of possible victims and their families;
- Establishes an orderly return to normal operations.

In this context, the plan offers the minimal essential procedures and must not be interpreted as all-inclusive. ***The focus is confined to the management of traumatic incidents and the crisis and post-crisis stage.***

WHAT IS A CRISIS?

A crisis situation is any situation that has reached a critical phase or an emotionally significant phase that severely disrupts the routine daily operations of the St. Louis Produce Market. It may occur at any time or any place within the Market. Emergency situations that may be a potential risk to the Market include:

- Fire
- Sustained power loss
- Severe weather (tornadoes, high winds, snow, ice, frozen or broken pipes)
- Civil disturbance
- Chemical spills
- Train derailment
- Bomb threats
- Fatal or serious accidents
- Workplace suicide
- Criminal acts such as robberies, assaults, hostage situations, etc.

Copies of the plan will be maintained in an accessible location at the:

- Office of Property Management
- Office of the Security Supervisor
- Office of Maintenance Personnel
- Office of the President, Board of Director

Copies of the disaster plan will also be distributed to:

- Board members
- Market shareholders and tenants
- St. Louis Fire Department
- St. Louis Police Department
- Individuals or agencies authorized by the Board

The initial response to a crisis is critical. What occurs during the first hour or two provides the best opportunity for control of the situation and the internal and external perceptions of the market. The success of handling an incident is dependent on the actions taken immediately after the incident occurs. Over-reaction should be favored as the initial response. Implementing plans before the severity of the incident is confirmed may prevent the situation from spiraling out of control.

CRISIS MANAGEMENT RESPONSIBILITY

Property Manager

The St. Louis Produce Market's corporate manager is the initial contact for any crisis/emergency situation. He makes an assessment of the situation, provides leadership and control of the crisis response activities, and addresses concerns of the Board of Directors, shareholders, tenants, the media, and the community.

Maintenance Supervisor

Under the guidance of the Property Manager, the Maintenance Supervisor will monitor conditions and notify the corporate manager of any problems or conditions warranting attention.

Security Supervisor

The Security Supervisor is responsible for the safety of all persons on the market property. He monitors conditions and notifies the corporate manager of any unsafe or hazardous conditions on the market property. Traffic entering and exiting the market will be controlled and monitored to prevent theft, pilferage, and other crime.

The Security Supervisor will work cooperatively with local emergency response personnel and will provide appropriate assistance and support as required.

President, Board of Directors

Upon notification by the Market Manager, the President of the Board initiates the notification process starting with the Board of Directors. Through the Property Management Office, he will notify all shareholders and tenants and keep the Board, shareholders, and tenants apprised of response efforts and critical developments.

Responsibilities of Supervisor-in-Charge
At time of crisis call

During and after a crisis, the Supervisor in Charge ensures that the following steps are taken:

____ Contact Market Manager.
Clarence Hughes: Cell: XXX-XXXX
Home: XXX-XXXX

____ Provide accurate information concerning incident.

____ Consult with Maintenance and/or Security officer as appropriate.

____ Close section of Market where incident occurred if appropriate.

____ Provide appropriate intervention for traumatized/injured employees.

____ Assist in normal return to operations

Responsibilities of Market Manager

____ Coordinates all crisis response activities.

____ Contacts Officers, Board of Directors and initiates notification of shareholders, employees, and tenants. Phone lists are on pages 8 & 9.)

____ Works directly with police, fire department, and/or other federal, state, and local authorities. (Emergency numbers are on page 7.)

____ Assesses and identifies facility and environmental needs.

____ Determines resources needed to handle the crisis and obtains support.

____ Coordinate repairs and clean-up with appropriate staff.

____ Establishes who and what will be done.

____ Manages the information flow to employees, Board of Directors, shareholders, and tenants.

____ Responds to all media inquiries. Coordinates all media statements.

Responsibilities of Administrative Assistant

____ Mans telephones and takes messages and media inquiries. Funnels media to Market Manager for response.

____ Maintains file of media clips and log of media calls.

____ Documents facts about the situation and summary of what was done to address the situation including:

- Description/chronology of the actual situation.
- Statement that puts the situation into context and offers a corporate response; statement requires corporate manager approval.
- Future actions to be taken if required.

THE CRISIS

When you get the crisis call…

- ✓ Get the facts. Write the facts down.
- ✓ Who was there when it occurred? Were there any injuries or fatalities?
  - Was on-site care received?
  - Is the injured being taken to the hospital/emergency room?
- ✓ Was there any facility damage? If so what was it?
- ✓ Where did it happen? (Get specific location.)
- ✓ When did it happen? (Date and time specific.)
- ✓ How did it occur? (Don't speculate!)
- ✓ Are all employees accounted for?
- ✓ Is the event ongoing or has it ended?
- ✓ Who else has the facts at this time?
  - Any media interest?
  - What did the media want to know?
- ✓ Call the appropriate emergency response personnel (fire dept., police, 9-11, etc.) and the Market Manager.
- ✓ Secure the crisis scene.

EMERGENCY SERVICES AND HOSPITALS

EMERGENCY		911
Market Manager	Cell:	XXX.XXXX
	Office:	XXX.XXXX
Market Security		XXX.XXXX
Police Department—5th District		XXX.XXXX
Police Department—4th District		XXX.XXXX
Fire Department		XXX.XXXX
Cardinal Glennon Poison Center		XXX.XXXX
		XXX.XXXX
Toxic Chemicals or Oil Spill		XXX.XXXX
Snow removal—Bill-Ko, Inc.		XXX.XXXX
	Walter's Home:	XXX.XXXX
	Cell:	XXX.XXXX
Sewer—MSD		XXX.XXXX
Water—City of St. Louis		XXX.XXXX
Gas—Laclede Gas Co.		XXX.XXXX
Union Electric		XXX.XXXX
Telephone—SW Bell		XXX.XXXX
Hospitals		
Barnes Jewish Hospital		XXX.XXXX
Christian Hospital NE		XXX.XXXX
St. Mary's Health Center		XXX.XXXX
Boiler System—Schneider Service Co.		XXX.XXXX
Heating & Cooling—Schneider Service Co.		XXX.XXXX
Plumbing/water—JR Plumbing		XXX.XXXX
Storm Sewer—Able Industries (cleaning)		XXX.XXXX
Roofer—Bill Speck		XXX.XXXX
Pest Control—Orkin		XXX.XXXX

Door Curtains—Massey Equipment	XXX.XXXX
Welding—MKT Repair	XXX.XXXX
Fence/Gates—Kennedy Fence	XXX.XXXX
General Contractor—Pat Kelley	XXX.XXXX

EMERGENCY NOTIFICATION

NAME	TITLE	BUSINESS	EMERGENCY
Clarence Hughes	Manager	XXX.XXXX	XXX.XXXX
Bruce Rubin	President	XXX.XXXX	XXX.XXXX
David Breen	1st Vice President	XXX.XXXX	XXX.XXXX
Jim Heimos	2nd Vice President	XXX.XXXX	XXX.XXXX
John Mantia	Secretary	XXX.XXXX	XXX.XXXX
Charles Gallagher	Board Member	XXX.XXXX	XXX.XXXX
Charles Delashmit	Board Member	XXX.XXXX	XXX.XXXX
Duane Talbert	Board Member	XXX.XXXX	XXX.XXXX
Steve Wielansky	Board Member	XXX.XXXX	XXX.XXXX
Jay Cohn	Board Member	XXX.XXXX	XXX.XXXX

EMPLOYEES

Carla Altermott	Associate	XXX.XXXX	XXX.XXXX
Melvin Coleman	Lead Maintenance	XXX.XXXX	XXX.XXXX
George Williams	Maintenance	XXX.XXXX	XXX.XXXX

SECURITY STAFF

Sgt. Vernon Feder		XXX.XXXX	XXX.XXXX
Cpl. Ken Hayes		XXX.XXXX	XXX.XXXX

Keith Rodgers	XXX.XXXX	XXX.XXXX
Michael Foster	XXX.XXXX	XXX.XXXX
Arthur Sargent	XXX.XXXX	XXX.XXXX
Dietrich Shearer	XXX.XXXX	XXX.XXXX
Theo Thomas	XXX.XXXX	XXX.XXXX
Ernest McNeal	XXX.XXXX	XXX.XXXX
George Wallace	XXX.XXXX	XXX.XXXX

SHAREHOLDERS & TENANTS

West Building	Company	Telephone
01	**USDA Inspection Service**	XXX.XXXX
01	**USDA Market News**	XXX.XXXX
03-05	**Franklin Produce Co.**	XXX.XXXX
17-21 & 43	**Wm. Mantia Fruit Co.**	XXX.XXXX
23-25	**Raith Brothers Produce Co.**	XXX.XXXX
27-29	**Field Fresh Processed Foods**	XXX.XXXX
31-33	**Produce Pros**	XXX.XXXX
35-39	**Thor Distribution/BKM Interprises**	XXX.XXXX
41	**Midstate Produce Co.**	XXX.XXXX
45	**A & J's Produce/Stratton Venture**	XXX.XXXX
47-95	**United Fruit & Produce Co.**	XXX.XXXX
97	**Tom Lange Co.**	XXX.XXXX
97	**C. H. Robinson Co.**	XXX.XXXX
North Parking Lot	**United Vehicle Repair Shop**	XXX.XXXX
East Building		
02-06	**Instant Drayage Co.**	XXX.XXXX
08-12	**Sherman Produce Co.**	XXX.XXXX

14-16	**C & S Produce**	XXX.XXXX
14-16, 20-30	**Adolph & Ceresia Produce Co.**	XXX.XXXX
20-22	**Bono Produce**	XXX.XXXX
32-42 & 18	**George A. Heimos Produce Co.**	XXX.XXXX
44-54	**Sherman Produce Co.**	XXX.XXXX
54	**H.R. Bushman & Son**	XXX.XXXX
56-58	**Lincoln Trail Produce**	XXX.XXXX
60-70	**Independent Fruit & Produce Co.**	XXX.XXXX
72-82	**United Banana**	XXX.XXXX
84-86	**Sunfarm Food Service**	XXX.XXXX
88-90	**United Storage**	XXX.XXXX
92-98	**Ole Tyme Produce Co.**	XXX.XXXX

MEDIA RESPONSE WHEN CRISIS OCCURS

When a crisis occurs, it is important that an accurate and consistent message is conveyed. Inconsistent messaging may result in rumors, inaccurate information, and speculation that may cause unnecessary worry for employees, their families, and the general public.

Reporters will and do call anyone they can get information from. They could contact you directly. If media should contact you, it is important that you follow these guidelines:

- Do not make a statement or provide any information to the media. All information should be channeled through the Market Manager at XXX.XXXX or XXX.XXXX.
- Ask what information is being requested. Get specifics.
- Take notes if possible of your conversation.
- Advise the reporter that the Market Manager will return the telephone call as quickly as possible.
- ***Contact the Market Manager at*** XXX.XXXX ***or*** XXX.XXXX ***immediately***.

GUIDELINES FOR CRISIS SITUATION

1. **Use Personal Discretion in Life-Threatening Situation.**
   In most circumstances, the Market Manager should be notified immediately when an incident takes place. He will determine if a hazard or danger exists and take appropriate steps to ensure the safety of employees, tenants, and property. It is important that you also take precautionary actions to safeguard your employees and property.

2. **DO NOT TOUCH.**
   When electrical wires are down, **DO NOT TOUCH. Contact the Market Manager, Market Security, and Ameren UE. Identify the perimeter of the hazardous area with yellow tape or other readily identifiable material.**

3. **Leave Violent Individuals to Trained Personnel.**

   Emphasis must be placed on safety and protection of life. An untrained employee should not intercede physically or attempt to handle a violent or armed individual. Immediately contact Police, Market Security, and the Market Manager.

4. **Keep Your Distance.**

   Except in cases of self-defense, refrain from touching an angry, suspicious, or aggressive individual who may interpret the gesture as a personal attack. Maintain a normal and calm voice. Stand erect at an angle keeping a distance of 5–7 feet, and allow the person to vent angry feelings verbally if so inclined.

5. **Obtain the Support and Witness of Others if Needed.**
   When it is necessary to approach an angry or hostile person, a team approach should be used if possible.

POST-EMERGENCY PROCEDURES

At the conclusion of the incident, the Market Manager will assess the actions needed to return the Market or the affected portion of the Market to normal operation. He will direct clean-up and repair of the Market's liability and will ensure it is accomplished in the most efficient, economical manner possible.

The day after the emergency, the Market Manager will prepare an action report detailing the situation and actions taken to resolve the crisis. The report will be presented at the next Board of Directors meeting. Discussion will focus on the avoidance of similar incidents and safety procedures.

PUBLIC MARKET EVACUATION ANNOUNCEMENT SCRIPT

MAY I PLEASE HAVE YOUR ATTENTION?

ALL SHOPPERS MUST IMMEDIATELY LEAVE THE PUBLIC MARKET THROUGH THE NEAREST EXIT GATEWAY.

PLEASE REMAIN CALM.

YOU SHOULD NOT TRY TO RETURN TO YOUR VEHICLE UNTIL DIRECTED BY OFFICIALS ON SITE.

VENDORS AND PUBLIC MARKET PERSONNEL WILL HELP TO DIRECT YOU TO THE NEAREST EXIT GATEWAY.

THANK YOU FOR YOUR COOPERATION.

<<<<<REPEAT>>>>>>

MAY I PLEASE HAVE YOUR ATTENTION?

ALL SHOPPERS MUST IMMEDIATELY LEAVE THE PUBLIC MARKET THROUGH THE NEAREST EXIT GATEWAY.

PLEASE REMAIN CALM.

YOU SHOULD NOT TRY TO RETURN TO YOUR VEHICLE UNTIL DIRECTED BY OFFICIALS ON SITE.

VENDORS AND PUBLIC MARKET PERSONNEL WILL HELP TO DIRECT YOU TO THE NEAREST EXIT GATEWAY.

THANK YOU FOR YOUR COOPERATION.

CITY OF ROCHESTER
PUBLIC MARKET
EMERGENCY EVACUATION PLAN

HISTORY

The September 11th disaster heightened sensitivity to security at municipal facilities. The Rochester Public Market has unique security challenges due to the nature of its function, design, history, and large attendance.

Key characteristics include:

- Three major gateways with continuous flow of all types of vehicles
- Hundreds of vehicles, of all types, parked throughout the site
- A continuous flow of pedestrians entering the site via four pedestrian entrances
- Thousands of shoppers carrying a variety of packages
- Thousands of containers (boxes, crates, barrels, and bags) throughout the site

Those characteristics do not allow for effective prevention measures for terrorist actions; therefore, this plan focuses on effective ways to respond to any large-scale emergencies at the site.

PARTNERS

The following offices have participated in the development of this plan, and will be responsible for its continuous improvement and implementation:

- Department of Parks, Recreation, and Human Services
- Fire Department
- Police Department

ACTION PLAN

ITEM	LEAD	TIMELINE	COST	STATUS 3/21/02
Upgrade Public Announcement System.	DPRHS: J. Farr	Spring 2002	$7,000	Complete 1/30/02 $8,750
Perform Site Tours for Emergency Response Personnel to ensure staff are aware of plan and to identify improvement opportunities.	DPRHS: J. Farr RFD: Goodman Station RPD: Clinton Section & Mounted Patrol	April of every year. This precedes the beginning of the major market season.	NA	To be scheduled first week of April 2002
Design and install location maps for the public throughout the market.	DPRHS: J. Farr	January 2002	$2,000	To be completed by May 1, 2002
Conduct annual vendor orientation on emergency evacuation procedures.	DPRHS: J. Farr	April of every year. This precedes the beginning of the major market season	NA	Scheduled April 24, 2002
Develop an evacuation script for Market staff to use on the PA system and secure CD system.	DPRHS: J. Farr RFD: R. Privitiere	December 2001	NA	Completed CD's on order. Checked with vendor 3/19/2002
Develop a written procedure for Market Emergency Evacuation Plan.	DPRHS: J. Farr	December 2001	NA	Complete
Train all Market staff on Emergency Evacuation Plan.	DPRHS: J. Farr	February 2002	NA	Will be completed during April

Speak to security personnel at Wilmorite, etc. to discuss their security techniques in a large shopping environment.	DPRHS: J. Farr	December 2001	NA	Completed Wilmorite to send plan
Secure six bullhorns to be used by Market staff to facilitate emergency evacuation.	DPRHS	January 2002	$600	Completed
Secure additional extinguishers for market office.	DPRHS: J. Farr	March 2002	$200.00	Complete
Secure additional radios for RPD staff on site.	DPRHS: C. Coons	April 2002	?	

EMERGENCY EVACUATION PROCEDURE

Lead market staff person(s), or back-up, will use the following procedure when an large-scale emergency is identified at the Market.

1) **ASSESS** the nature and scope of emergency. It is a large-scale emergency if any of the following situations have been identified. In all cases, use judgment.

- There is a large explosion
- A serious accident has occurred with multiple victims and there is potential danger to the public
- Firearm(s) being discharged
- A package/container is suspected to contain a bomb
- There is a fire that is not under control
- There is a chemical spill with fire or fumes
- A market structure has collapsed or is about to collapse
- Any Incident has occurred, or is about to occur, that places lives, property, or the environment at risk

2) **CALL 911** to request assistance with the emergency.

3) **BROADCAST** the attached *evacuation script* over the market public address system. This should be done simultaneously with the call to 911 to expedite evacuation of the market.

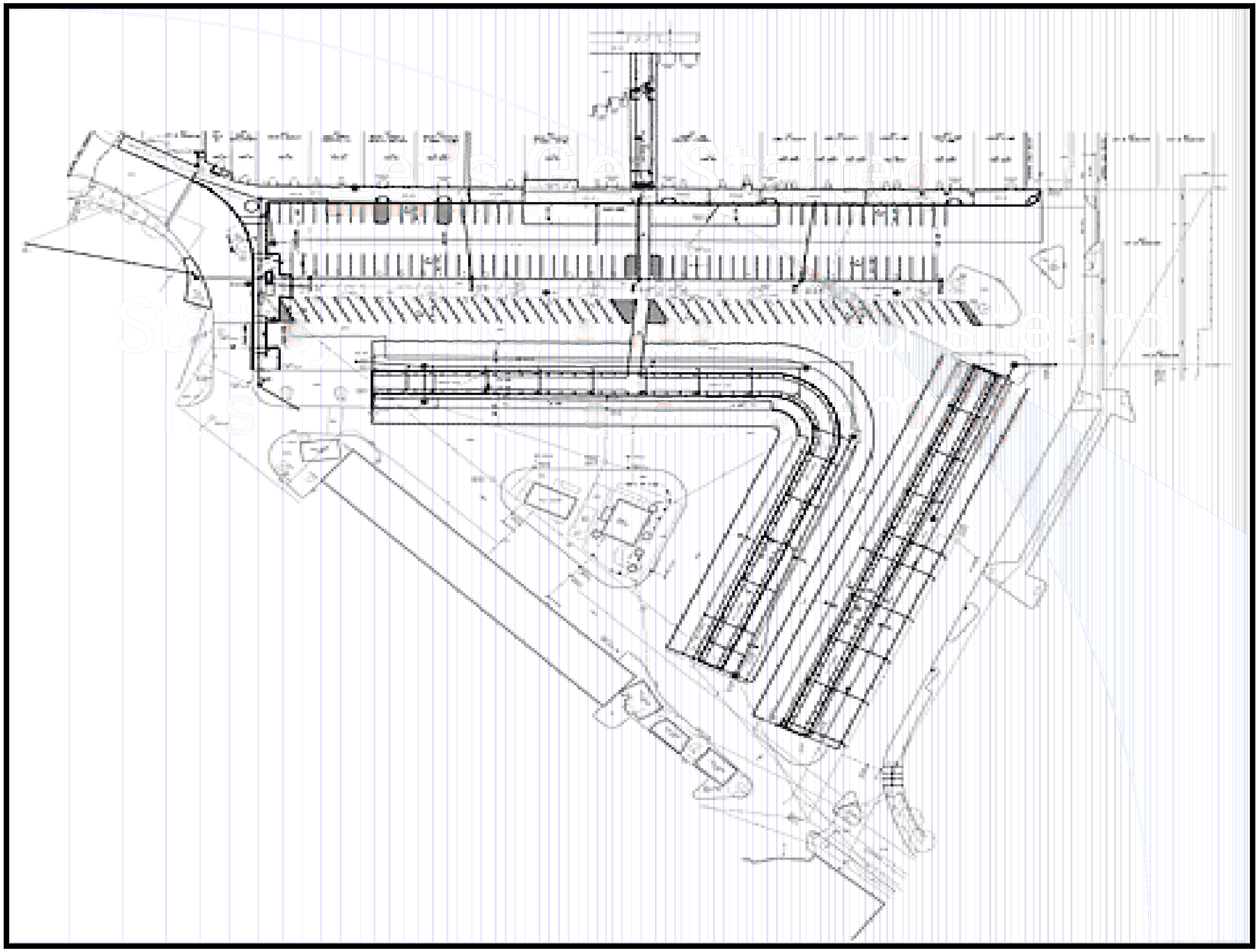
4) **DIRECT** public to exits. Distribute bullhorns to market staff to facilitate communications with the public. Assign staff to the following key areas of the market indicated on the attached map to ensure effective guidance for the public: *A Shed*, *C Shed*, *Winter Shed*, *Pennsylvania Ave. Gate*, *Union St. Gate*, *Railroad St. Gate*.

5) **TRANSFER** management of evacuation to RPD officials upon their arrival at the market. The City's *Incident Command System* (ICS) will be implemented. The goal of the ICS is the protection of life, property, and the environment.

6) **SUPPORT** the City's ICS. Provide information about the incident, market facilities, and materials at the market. Provide full access to market facilities.

ATTACHMENT

PLACE MAP OF PUBLIC MARKET HERE



Marketing Plan Worksheet

1. List the market's key benefits:
   ____
   ____
   ____

2. What is your marketing goal?
   ____
   ____

3. Who is your target audience?
   ____
   ____

4. What is your primary message?
   ____
   ____

5. What is your secondary message?
   ____
   ____

6. List your market's:

Strengths	Weaknesses	Opportunities	Weaknesses

7. Complete the following implementation plan:

Strategy	Budget	Dates	Who
Example: Television	$2,500	June 15–July 1	Cable cooking show

8. Outline plan for evaluating your marketing plans; i.e., customer counts, surveys, etc.

Farm Inspection Report

Date:
Time arrived:
Time departed:
Farm Name:
Farm Representative:
Location:
Inspector:

Contents
* Site Report
* Field Notes
*Photographs
* Product Audit

Products for Market:
Markets Attending:
Percentage of sales at your market relative to overall production:
Certifications: NOFA, Demeter, Naturally Grown, etc.

Land and land management: Review farm maps and visit each parcel listed. Note if land is owned or leased—can you see this agreement, do you have a copy on file? Is the property fenced? What type? Are there clear boundaries between properties, tree lines, etc.?

Field conditions: weed pressure, compost, mulching, fertilizers, cultivators, spray rigs, black plastic, row covers, and season extenders.

Crops: what's in the field. List it here. It is important to use acreage, or row feet, whatever you use be consistent. Are crops rotated, cover cropping practices?

Pest Management: insect/animal control: IPM, organic, trapping, spaying, beneficial predators.

Irrigation: ponds, municipal, wells, drip tape, overhead cannons

Harvest and Handling: mechanized or by hand. Harvest Logs or weekly market pick sheets, equipment, staff, tillers, harvester

Storage: product inventory, cold storage, freezers, refrigerators, root cellars, packing boxes, crates, bins

Transportation: box trucks, trailers, etc.

Marketing: labeling, branding

Audit: List receipts or attach copies of invoices.

Risk assessment: Record your findings; i.e., packing boxes with other farm names, wholesale markets, etc.

Exit interview: Discuss areas of concern now. If you do not resolve the issue or get a clear understanding, then use your receipt book to write down your concerns and what regulation may be compromised. Give a copy to the producer.

Trailer: Every report should have one. This one as been adapted for your use:

The contents of this farm inspection report are confidential between the, YOUR MARKET, the inspected party, and the inspector. This report is not a consultation, and should not be used for promotion. Compliance assessments are made in reference to the rules and regulations of YOUR MARKET and are based on the inspector's observations, review of documents, and operator interview.

Inspector Signature________________________________ Date_______________

From the Greenmarket Farm Inspection Program

Dairy Farm Inspection Report

Date:
Time arrived:
Time departed:
Farm Name:
Farm Representative:
Location:
Inspector:

Contents
* Site Report
* Field Notes
*Photographs
* Product Audit

Products for Market:
Markets Attending:
Percentage of sales at your market relative to overall production:
Certifications: NOFA, Demeter, Naturally Grown, etc.

Land and land management: Review farm maps and visit each parcel listed. Note if land is owned or leased—can you see this agreement, do you have a copy on file? Is the property fenced? What type? Are there clear boundaries between properties, tree lines, etc?

Livestock: breed and size of herd, health care and breeding practices, housing and conditions

Facilities: milking facilities and practices, quantity in pounds of milk produced each day, processing facilities on site, record all equipment used. If off-site processing, trace product to show final product is produced with farm's own herd.

Processing: additives and flavorings? Where are they from? HACCP plan for dairy in place and being utilized?

Grazing and Pasture Land Management

Manure management and composting to minimize environmental impact

Storage: refrigeration, cellars, and temperature control at market

Transportation: box trucks, trailers, etc.

Marketing: labeling, branding

Employees: number, full or part time, seasonal or year round?

Audit: Show the math here. Provide copies of feed receipts if applicable. Also audit run for one day and compare to day's inventory in market.

Exit interview: Discuss areas of concern now. If you do not resolve the issue or get a clear understanding, then use your receipt book to write down your concerns and what regulation may be compromised. Give a copy to the producer.

Trailer: Every report should have one. This one as been adapted for your use:

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Inspector Signature_________________________________   Date_______________

From the Greenmarket Farm Inspection Program

Processed Foods Inspection Report

Date:
Time arrived:
Time departed:
Farm Name:
Farm Representative:
Location:
Inspector:

Contents
* Site Report
* Field Notes
*Photographs
* Product Audit

Products for Market:
Markets Attending:
Percentage of sales at your market relative to overall production:
Certifications: NOFA, Demeter, Naturally Grown, etc.

On-farm processing or off-site: note conditions

List all processed products sold at your market: cider, juice, preserves, chutneys, wine, pickles

Licensing: C-20 or a home-processors license?

Ingredients: primary locally produced ingredient, you may need to deal with percentages here relative to secondary or purchased items.

Batch numbers: do they track batches and products for safety recall? HACCP plan, scheduled process?

Production dates or use by

Audit: locally purchased ingredients

Storage: take a full inventory of finished product and raw ingredient

Labeling: make sure all ingredients are listed; a good option is to get all the labels and stick them on a sheet of paper for the file

Exit interview: Discuss areas of concern now. If you do not resolve the issue or get a clear understanding then use your receipt book to write down your concerns and what regulation may be compromised. Give a copy to the producer.

Trailer: Every report should have one. This one as been adapted for your use:

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Inspector Signature________________________________ Date_______________

From the Greenmarket Farm Inspection Program

Orchard Inspection Report

Date:
Time arrived:
Time departed:
Farm Name:
Farm Representative:
Location
Inspector:

Contents
* Site Report
* Field Notes
*Photographs
* Product Audit

Products for Market:
Markets Attending:
Percentage of sales at your market relative to overall production:
Certifications: NOFA, Demeter, Naturally Grown, etc.

Land and land management: Review maps and visit each parcel listed. Note if land is owned or leased—can you see this agreement, do you have a copy on file? Is the property fenced? What type? Are there clear boundaries between properties, tree lines, etc?

Field conditions: weed pressure, compost, mulching, fertilizers, cultivators, spray rigs, black plastic, row covers, and season extenders

Trees: What's in the field? List it here according to variety, number of trees per row, number of trees per acre, age of trees in production, etc. Ask about yields per tree/per acre (will vary from year to year depending on the weather, age of orchard, and region).

Pest Management: insect/animal control: IPM, organic, trapping, spraying, beneficial predators, thinning practices, tree trimming. Are spray records available, and certifications current?

Irrigation: ponds, municipal, wells, drip tape, overhead water cannons

Harvest and Handling: mechanized or by hand. Harvest Logs or weekly market pick sheets, equipment, staff, tillers, harvester, grading and bagging machines?

Staffing: how many seasonal employees for harvest time?

Storage: product inventory, cold storage, freezers, refrigerators, root cellars, packing boxes, crates, bins

For Cider production: see processed foods sheet

Transportation: box trucks, trailers, etc.

Marketing: labeling, branding

Audit: List receipts or attach copies of invoices.

Risk assessment: record your findings; i.e., packing boxes or bins with other farm names, wholesale markets nearby

Exit interview: Discuss areas of concern now. If you do not resolve the issue or get a clear understanding, then use your receipt book to write down your concerns and what regulation may be compromised. Give a copy to the producer.

Trailer: every report should have one. This one as been adapted for your use:

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Inspector Signature________________________________ Date_______________

From the Greenmarket Farm Inspection Program

Farmers Market Evaluation

Market name:	
Location:	
Date/time:	
Weather during visit:	
Site description:	
Number of vendors:	
Products available:	
Season of operation:	
Day(s) of week and time:	

Location/Site	**Yes**	**No**	**Needs Improvement**
▪ Easy to find			
▪ Visible			
▪ Accessible by bus			
▪ Handicap accessible			
▪ Unique features			
▪ Signage			
▪ Room for expansion			
▪ Attractive grounds			
▪ Surrounding neighborhoods			
▪ Comments			

Parking	**Yes**	**No**	**Needs Improvement**
▪ Easy to find			
▪ Within walking distance			
▪ Handicap parking			
▪ Safety			
▪ Signage: entrance/exits			
▪ Comments			

Traffic	**Yes**	**No**	**Needs Improvement**
▪ Circulation			
▪ Congestion			
▪ Control—police, others			
▪ Comments			

Proximity to:	**Yes**	**No**	**Needs Improvement**
▪ Neighborhoods			
▪ Food markets			
▪ Farmers markets			
▪ Complementary businesses			
▪ Comments			

Accept	**Yes**	**No**	**Needs Improvement**
▪ WIC coupons			
▪ Foods stamps			
▪ Credit/debit			
▪ Comments			

Amenities	Yes	No	Needs Improvement
▪ Bathrooms			
▪ Places to sit			
▪ Trash containers			
▪ Phone			
▪ Cash machines			
▪ Comments			

Customer Service	Yes	No	Needs Improvement
▪ Market info booth			
▪ Bags, carts			
▪ Comments			

Market Layout	Yes	No	Needs Improvement
▪ Easy to follow			
▪ Well-spaced booths			
▪ Product mix throughout market			
▪ Anchor vendors			
▪ Comments			

Vendor Spaces	Yes	No	Needs Improvement
▪ Clearly identifiable spaces			
▪ Adequate space per vendor			
▪ Sturdy display tables			
▪ Quality set-up and display			
▪ Umbrellas, tents			
▪ Comments			

Vendor	Yes	No	Needs Improvement
▪ Product quality			
▪ Variety			
▪ Adhere to rules and regulations			
▪ Signage			
▪ Comments			

Atmosphere	Yes	No	Needs Improvement
▪ Social (people talking)			
▪ Relaxed (not hurried)			
▪ Exciting/fun			
▪ Entertainment			
▪ Crowds			
▪ Comments			

Customer Profile
▪ Approximate ages: 20-40 ______% 40-60 ______% 60+ ______%
▪ Gender : M ______% F ______%
▪ Professions: Business _____% Mothers _____% Retired _____% Blue Collar _____%
▪ Numbers:

Developed by Monika Roth, Cornell Cooperative Extension, South Central NY Agriculture Team

Farmers Market Vendor Evaluation

	Yes	No	Needs Improvement
Image			
Overall impression is favorable			
Neat, clean, well-organized			
Signs with business name			
Proper licenses/permits displayed			
Display Area			
Adequate size for proper display			
Well-organized			
Efficient use of available space			
Does not obstruct traffic flow through the market			
Neat & orderly in front of and behind tables			
Power cords are taped down to prevent tripping			
Food handling is done in a safe & hygienic manner			
Tables, tents, and signs are tied down			
Vehicle			
Does not detract from display			
Secured—brakes in tact, no gas or other leaks			
Display Surface			
Clean, attractive			
Stable			
Free of hazard to customer			
Attractive table covering			
Displays			
Proper height/angle for customer access			
Logical grouping of products			
Fully stocked at all times			
Clean containers, appropriately sized for product			
Variety of unit sizes available			
Tent or canopy to protect the products			
Pricing			
Clear signs so customer knows price			
Appropriate for product			
If sold by weight, appropriately labeled & certified scales			
Taxable items identified properly			
Use of pricing strategies to promote larger sales			

	Yes	No	Needs Improvement
Product			
High quality			
Good variety, including expansion within product line			
Products are clean and wholesome looking			
Non-hazardous food			
Identified by name			
Hazardous foods as permitted & kept at appropriate temps			
Proper labeling as required by law			
Sampling			
Cash Handling			
Efficiency			
Calculator to add quickly			
Receipts provided where appropriate			
Cash box or other means of collecting money			
Enough change (coins and bills) for market day			
Security provisions			
Customer Service			
Bags			
Recipes			
Taste testing or demonstrations			
Customers encouraged to touch & smell products			
Business cards/farm flyers available for customers			
Complaint policy			
Personnel			
Courteous to customers			
Cheerful, friendly			
Make eye contact/greet customers			
Standing to encourage sales			
Appearance is neat/clean			
Informed about product			
Signage			
Printing is legible & large enough to be easily read			
Signs posted high enough to be seen from a distance			
Signs identify product & other information			
Signs displayed for FMNP, EBT or other coupon programs			