

Washington State Farmers Market Manual

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WASHINGTON STATE UNIVERSITY
 EXTENSION
Small Farms Program



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Dan Newhouse, Director

Washington State Farmers Market Manual



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Sedro Woolley Farmers Market
Sedro Woolley, WA

Introduction

Farmers markets have been experiencing a renaissance in America since the late 1970s. During the last ten years, in particular, the USDA estimates that the number of farmers markets nationwide has doubled. Similarly, Washington State has seen steady growth from 56 operating markets fifteen years ago to over 160 today. A resurgence of farmers markets is one face of a widespread grassroots movement to revitalize small-scale, community-based agriculture as an alternative to an increasingly globally organized and impersonal food supply.

Many perceive farmers markets as a recent phenomenon, however they are an age-old tradition. From the beginning of agriculture, wherever farmers could produce more than they could consume, markets were held to trade surplus goods. In the U.S., historians point to a burst of new farmers and public markets during the late 1800s in response to the Industrial Revolution, but some markets, such as Quincy Market in Boston, Reading Terminal in Philadelphia, or Central Market in Lancaster, have roots going back to the American Revolution or earlier. George Washington worked to shift the trend of raising commodity crops for overseas trading to raising food crops for local markets. Farmers markets have persisted because of the clear economic and social benefits of creating a public space for buyers and sellers and other community members to come together and interact directly with one another.

Today, farmers markets are critical to the survival of many small family farms and the preservation of farmland around the country. Selling directly to consumers allows farmers to become more profitable by obtaining retail rather than wholesale prices and developing a loyal customer base. Washington's farmers markets provide profitable market outlets for farmers in a variety of communities throughout the state. They also contribute to local community economies. Money spent in farmers markets goes directly to the farmers and can be recirculated to support other local jobs and businesses. This entrepreneurial activity encourages additional economic activity. For example, peripheral businesses may locate near farmers markets

to take advantage of the crowds and existing nearby businesses may experience increased sales on market day. Markets can draw new shoppers into downtown business districts. Markets can also serve as business incubators by providing a testing ground for new, value-added agricultural products and novel crops. While most markets tend to be utilized by people from nearby neighborhoods, they can also attract visitors from surrounding areas and even serve as a hub of culture and tourism for a larger region.



Olympia Farmers Market, Olympia, WA

Farmers markets are popular with consumers who believe the food is healthier, tastier, and fresher and like to support local farmers. In some communities, fresh fruits and vegetables may not otherwise be available at all, while in others, markets meet the growing demand for specific types of products such as locally grown, organics, heirloom fruits and vegetables, artisan cheeses, honey, fresh berries, or grassfed meats. Federal Farmers Market Nutrition

Programs can provide new opportunities for senior citizens and low-income families to obtain fresh fruits and vegetables through farmers markets.

Most notably, people seem to treasure the experience of shopping at farmers markets. In an era of big box stores, shopping malls, and convenience food chains; markets offer a rare opportunity to be out in the fresh air, discover tasty new fruits and vegetables, meet the farmers, learn how the food was grown, and gather with friends and family. Few other institutions bring communities together more than farmers markets.

This renewed appreciation for the benefits of farmers markets is reflected in the increasing numbers of Washington communities that want to start a market. The purpose of this manual is to encourage and assist communities, farmers, and citizen groups to create and successfully operate vibrant community farmers markets. While a number of excellent farmers market manuals and resources already exist, this document is designed specifically for Washington State and includes references, regulations and links to local and state resources. The content is organized by the different stages of a market's development.

Organization of the Manual

Section 1: Steps for Starting a Farmers Market.

Most successful farmers markets in Washington have been developed through a step-by-step planning process. This manual illustrates the most important steps to consider when planning or starting a market from developing a vision through organization building.

Section 2: Best Practices in Market Management.

This section summarizes a set of best practices for managing farmers markets. Although established markets are the primary audience, start-up markets can learn from it as well. This section provides ideas for enhancing market sales and strengthening the

customer and vendor base, as well as other suggestions for enhancing markets gleaned from successful managers throughout Washington State and the United States.

Section 3: Reevaluating Markets for Continuous Improvement.

Even the most successful markets have room to learn and grow. Every market should regularly evaluate itself to ensure its health and re-envision the future. Topics include reviewing and updating a market's mission and goals, updating governing documents, reevaluating management structures, and developing a strategic plan for the future.

Steps for Starting a Farmers Market

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Step 1: Initiating a New Market

Assessing Market Dreams

While anyone can initiate a farmers market, from farmers to community groups to city governments, most markets result from the inspiration and persistence of one person or a small group. These initiators recognize the potential of a farmers market in their community, carefully assess its feasibility, and determine to make it a reality. Market initiators have many things to consider before proceeding. “Why do we want to have a market?” is the single most important question initiators should ask. The answer to this central question will impact nearly every aspect of creating a vision and a plan for the market. Other important considerations will follow such as whether there is a sufficient customer and farmer base, where and when the market should operate, and how the market will recruit farmers, shoppers, and community partners.

Self Evaluation. After careful consideration of whether there is a need for a market, the first step for any new market is a realistic assessment of what will be required to ensure success. Since it is not realistic to think that one person will have all the skills or energy to complete this task, forming a strong organizing committee will be an essential part of the process. Planning and starting a viable new market takes concentrated time, energy, and resources, but it can be done. Farmers markets have a long history of success in Washington and continue to grow in popularity.

Questions to ask before initiating a market:

1. **Why are we doing this?** Knowing the reasons for starting a farmers market will help articulate a vision, determine how the market should be structured, and decide who should be engaged in the process. Is the market primarily being created to revitalize a community’s business district, support family farmers, or improve access to fresh local produce (or all three)? Regardless of the motivation for starting a market, a market’s customers are its vendors. The vendors’ customers are the shoppers at the market. It is important to develop a shared mission that incorporates both farmer and consumer perspectives.
2. **When should the market open?** Many people get so excited at the beginning of spring about a new farmers market season that they want to start one immediately. However, extensive planning is needed to launch a successful farmers market.



Phinney Farmers Market, Opening Day, Seattle, WA

It is wise to give the organizing team adequate time to prepare—maybe a year or longer. Many building blocks and partners are required for a market to succeed. False starts can create a loss of involvement from potential collaborators and, most importantly, a loss of participating farmers. It is vital that a market’s opening day is a true community happening, with an abundance of customers, vendors and beautiful fresh produce.

3. **Where should the market be?** First, market planners need to map out where and when other markets are currently operating. It is unwise for a market to be so close to another market that it renders both markets weak. Farmers markets are about community, and not just the community in which one particular market operates. Markets are also about the greater community of markets and the community of vendors that the market serves. Markets should complement rather than compete with each other. The location and time will need to accommodate the market’s vision, its customers and vendors, its neighbors, and its future.
4. **How does one start a market?** Starting a market involves developing a vision and mission, organizing a core steering committee, and conducting a feasibility analysis. If the committee decides to move ahead, the next steps involve engaging key community partners and support, planning an organizational structure, and building a dynamic board of directors. The board will ultimately secure a market manager and guide the market through opening day and ongoing operations.



Step 2: Market Homework

What to Learn Before Starting the Process

Substantial preparation is needed prior to starting a farmers market. First, review this text and the other resources referenced. Next, visit a wide variety of operating markets to make observations, talk with market managers, and hold informal conversations with vendors about their market preferences. Research the history of farmers markets in a proposed neighborhood and the larger community. Have there been other attempts to start a market? If so, what happened to them? If they failed, why did they fail? Are there other markets nearby or in neighborhoods with similar demographics? What has worked well for them? Become familiar with the characteristics of the target market neighborhood. What is the average age of the families living there? What cultural background do they come from? Where do people currently shop for food?

Washington's farmers market system has a unique asset in its statewide association, the Washington State Farmers Market Association (WSFMA), one of the two oldest state farmers market associations in the U.S. The WSFMA sets standards for markets, provides access to insurance, offers educational opportunities for farmers, market managers, and board members; and works in partnership with Washington State University (WSU) and the Washington State Department of Agriculture (WSDA). Most farmers markets in Washington belong to the WSFMA and voluntarily abide by its statewide standards. It is important to become familiar with this organization and its programs and, if possible, attend its annual winter conference workshop on market start-up and management.



*2004 WSFMA Farmers Market Conference
WSU Puyallup, WA*

Develop a Unique Vision for your Market.

The most important homework is to begin creating a unique vision for your farmers market. Being able to clearly communicate a vision to others will be the key to motivating their participation. It will be helpful to develop a solid understanding of the potential benefits of a farmers market for your community and an outline of the characteristics you would like to see in a market. For example, a market vision can be framed in terms of helping local farmers, supporting local businesses near the market, downtown revitalization, economic development, community health, community food security, or some combination of these points. California's market manual emphasizes the importance of writing these ideas down and offers several sample market visions, as well as a useful vision development worksheet (Jolly 2005 (1): 9-13).

Sample Market Mission Statement:

The NFMA's mission is to support and strengthen Washington's small farms and farming families. We do this by providing effective direct sales sites for our region's small farmers, and by educating consumers about local farm products and the importance of supporting and preserving local farmland.

Source: www.seattlefarmersmarkets.org, 2012



Step 3: Organizing an Exploratory Meeting

Sharing a Vision, Measuring Interest, and Forming a Steering Committee

The next step is to hold an exploratory meeting where the vision of the new farmers market can be shared with potential partners, stakeholders, and community supporters. The goal of this meeting is to assess interest levels, invite participation and ideas, and, ultimately, identify a core group of committed partners who can carry the project forward as a steering committee. This meeting will require careful planning and publicity so as to attract and engage a wide range of participants.

Plan the meeting. First, reserve an affordable and easily accessible public meeting space and begin developing a contact list of people to invite. Requesting support in the form of a meeting space is a good opportunity to enlist the help of potential allies early on. Examples of meeting venues that may be offered free of charge for the purpose of organizing a community farmers market include the county extension office, a local school or college classroom, the public library, a community center, local churches, a Grange Hall, the Chamber of Commerce, or a supportive local business or non-profit.

Send out invitations. A broad, representative group of stakeholders and interested parties should be identified and invited to attend the meeting. A carefully worded invitation letter or phone call a month or so prior to the meeting can be used to introduce the project to the community and initiate contact with potential supporters and partners. Examples of key people to invite would include nutrition and agricultural educators from the county extension office, local farmers, leaders of farmers' groups, representatives of community non-profits and foundations, city and county officials, urban planners, religious leaders, local business leaders and associations, high school or university agricultural specialists, chefs, health-oriented food businesses and cooperatives, social service agencies, food banks and pantries, gardening and service organizations, and consumer advocates (for more ideas see Jolly 2005(1):15).

An invitation letter or meeting announcement should state the purpose of the meeting (i.e. to form an organizing committee to assess the feasibility of starting a farmers market), briefly communicate a vision for a new market, and describe some of the potential benefits that markets can have for communities and farmers. It is also important to provide clear details on the location, date, and time for the meeting; contact information for an RSVP or more information; and the names of people and organizations already associated with the effort.

In addition to personalized invitations, the meeting can be widely publicized through announcements in local newspaper and radio outlets, flyers on community bulletin boards, and the newsletters and e-mail lists of supportive community organizations such as the county extension office, farmers groups, and other non-profit groups. Follow-up e-mail reminders and phone calls with key contacts can help assure their participation.

Structuring the meeting. Careful thought should be given to planning the meeting agenda and facilitation. Sufficient time should be allocated for introducing and sharing a vision, brainstorming and discussing ideas with participants, and obtaining commitments to work on committees or support the organizing process in other ways. The meeting needs to be closely facilitated to allow plenty of time for discussion and enough structure to keep the conversation flowing towards concrete outcomes. The group discussion will help to gauge interest levels among participants and identify who has the time, motivation and skills to help carry the process forward.

Meeting participants can brainstorm a list of additional community members who could be recruited for committees or added to the mailing list. The most significant outcome of this meeting will be identifying the foundational members of a core steering committee and further developing the contact or mailing list of supporters and stakeholders. The core committee will be the small group of active partners who can provide ongoing leadership through the initial stages of planning and assessing market feasibility. Before closing, it will be important to think through the roles and goals for the steering committee and any other committees, make plans for future meetings, and plan communication with stakeholders and the public. (see Jolly 2005(1):18-20 for sample invitation letter, meeting agenda and facilitation tips).

Launching a steering committee. The core group that emerges from the exploratory meeting may need to be augmented by recruiting additional key players. An ideal steering committee should have representation from county extension, local farmer leaders, local civic and business leaders, key non-profits and community groups, community food programs, and consumers. Having members with a balance of organizational, fundraising, communication, and marketing skills is also critical. The duties of a steering committee may vary depending on the size and type of the market desired. At a minimum, the committee will need to:

-
- **Further refine a vision and mission.** Whatever the purpose for starting the market, it needs to be clearly agreed upon and articulated.
 - **Identify long-term goals.** These will provide continuity, guidance and direction over the course of the project. What is the desired scale for the market, both initially and over time? The goals should correspond with the market mission.
 - **Establish short-term objectives.** These should be measurable and attainable within a year and provide a sense of accomplishment.
 - **Provide ongoing communication with community partners.** The committee can maintain communication through a contact list of market supporters and interested stakeholders including farmers, consumers, and neighboring businesses that may be impacted.

The initial planning tasks for the steering committee will include:

1. Market Analysis

- Assess the need and potential support for a market within the community.

- Assess the extent and nature of consumer demand for locally grown products.
- Evaluate the potential scale of market that could be supported.

2. Site Analysis

- Assess potential sites for the market.

3. Financial Analysis

- Assess potential revenue and costs to determine the market's probability of reaching financial self-sufficiency or profitability.
- Assess the profit potential for market vendors.

4. Vendor Analysis

- Assess the availability of enough farmers and other vendors to assure sufficient product volume and variety.

Depending on the scope and scale of the market and the extent of the volunteer base, the above tasks may be accomplished by steering committee members or by separate subcommittees chaired by steering committee members.



Step 4: Assessing the Feasibility of a Market

The Committees Get to Work

First, the committee needs to assess whether the market should realistically move forward. If subcommittees are formed for separate tasks, the steering committee should be responsible for maintaining overall communication and leadership around the agreed upon mission and objectives.

Market Analysis. A market should not be started unless it has a reasonable chance of success. Will community members view it as a welcome addition and support it financially and logistically? Conducting market research helps to understand the potential customer base. Research on farmers markets has consistently shown that markets draw customers primarily from nearby neighborhoods (Brown 2002). Therefore, understanding who lives in the market vicinity and what types of foods they might buy is critical. The committee can collect detailed demographic and socioeconomic data from sources like American Demographics, the Census Bureau or the local community planning department. It is important to observe current shopping habits and venues in the area. Does there appear to be a high demand for quality, specialty or organic foods based on what the groceries and restaurants offer? Do particular ethnic foods appear to be important? Does the neighborhood support up-scale groceries and health food stores, discount supermarkets, or, perhaps, have a lack of food retailers all together? What types of restaurants are located nearby?

Washington surveys indicate generally high levels of consumer interest in purchasing more products directly from local farmers (Ostrom 2005). However, while over 80 percent of people polled say they want to buy more fresh fruits and vegetables from local farmers, currently only around 12 percent report shopping at a farmers market more than once a month. A key barrier appears to be a perceived lack of convenience. The steering committee may want to consider ways to counter this perception. Research suggests that once people begin shopping at farmers markets, there is a high level of repeat patronage (Brown 2002). In Washington surveys, freshness, taste, and nutrition are the top purchasing criteria across most income and demographic categories (Ostrom 2005). Additional research on consumer behavior and farmers markets is available from the WSU Small Farms Program.

In the market analysis, the committee should also research the rates of success and failure of other markets in the area and assess whether a new market could be a collaborative addition or would impede the



Puyallup Farmers Market, Puyallup, WA

other market's sales. Consider the locations, operation times, attendance levels and vendor mixes at the other markets. More specific market information can be obtained using a local survey. Pennsylvania's market manual offers a sample survey for use with potential shoppers (PA 2006: 23).

Site Analysis. A site analysis provides the foundation for selecting and securing a market location. Choosing the right location is vital to a market's success. Input from community service agencies (i.e. public works, health, police, fire, and planning departments) is key to this decision-making process, as is gaining their cooperation and support. A myriad of factors needs to be considered when weighing possible sites.

- **Space Needs.** How many vendors are ultimately envisioned? Is the plan to start with a smaller number and later expand? The size of your potential customer base and anticipated sales will determine how many vendors your market can support. What size stall space is planned for each vendor and how will stalls be laid out? A standard pop-up canopy is 10' × 10'. Allow at least five feet in front of each vendor stall—if stalls face each other, they will need at least 10 feet between them (for example, the Olympia market has 12 ½ foot wide aisles). Some markets with facing stalls plan for an additional 5 feet between the two 5 foot vendor zones to allow for traffic flow. Will vendors be allowed to park their trucks behind their stalls or will they be required to load in and load out? A typical farm truck can be 20' long or more. Plan space for the market managers table. Finally, it is important to visualize the traffic flow both within and outside of the market through entrances and exits. A circular traffic flow inside the market works well for shoppers and vendors.



Port Angeles Farmers Market, Port Angeles, WA

- **Centrality.** The goal is to attract hundreds or thousands of shoppers to the farmers market each market day. Do sufficient numbers of people live, work, shop, and play in the area? What is the population density in a two-mile radius? The site needs to be attractive and conveniently accessible, with ample space for customers to shop. High visibility and easy access from main roads are key factors. It is more important to be near the majority of customers than the producers. Typically shoppers will not drive a long distance to reach the market, while vendors will travel further.
- **Transportation, Parking, and Access.** Is the site easily accessible by multiple modes of transportation, including public transportation, bicycles and pedestrians? Is there sufficient parking for both shoppers and vendors close to the market? It is important to plan for special access needs, such as wheelchairs, seniors using scooters, or parents with strollers.
- **Available Utilities.** A market needs access to lighting and electricity, restrooms, hot and cold running water, and sufficient parking for both vendors and shoppers. Increasingly, markets also need cell service and possibly wi-fi to operate Point of Sales machines and smartphones.
- **Trucking Needs.** Are there multiple entrances and sufficient turning lanes for trucks (they need 18')? Can the surface at the site support trucks?
- **Surface Cover.** Hot, dry, sunny areas in Eastern Washington may want to hold the market on grass, under trees, and on soft, light-colored ground. Westside markets may want a hard or gravel surface with excellent drainage in case of rain.
- **Fire and Emergency Response.** Depending on the market location, the fire department may require a fire lane, particularly in street closure situations. A fire lane can range from 9' to 20' in width, depending on the local fire code. Knowing the requirements for emergency vehicles in advance is important.
- **Insurability and Zoning.** Planning will need to account for site insurance and liability risks, as well as property tax responsibilities. If the site is not zoned for business, a variance may be needed.
- **Long-term Stability.** Can the space be assured into the future? Once customers become accustomed to frequenting a particular site, moves can disrupt sales. The ownership of the property and whether a long-term, affordable lease can be arranged will determine its long-term availability. Markets have been successfully located on property owned by cities, churches, businesses, non-profits, individuals, and county fairgrounds, among others.
- **Ambience.** While intangible, esthetics and atmosphere should be among the most important site selection criteria. Is this a place that shoppers will enjoy coming to? The ability to create an inviting and pleasant atmosphere, whatever the original character of the site, is crucial to attracting and retaining loyal shoppers.

Potential sites can be compared based on the criteria outlined above. The Pennsylvania manual offers a detailed checklist for assessing different sites (PA 2006: 25).

Financial Analysis. Accurate financial analysis builds on the market and site research. The committee must assess potential sources of funding and project costs and income as accurately as possible in order to decide whether the market is feasible. These calculations will also provide the basis for the market's operating budget if organizers decide to move forward with it. An important aspect of developing a balanced budget is securing start-up funding. Sources of start-up funding can include sponsorships, grants, and vendor fees (UC 2005: 47).

- **Sponsorship.** It is helpful if a single major market sponsor or a group of sponsors can be located early on. Organizations that have sponsored markets include municipal governments; chambers of commerce or other business groups, such as

downtown improvement or main street associations; shopping centers; health organizations; and non-profits. Partners participating in the market organizing committee may be able to offer some start-up sponsorship funds or in-kind services.

- **Grants.** The market organization or some of its partners may qualify for government or foundation grant programs related to small business or community economic development, public markets, agriculture, health and nutrition, tourism, cultural activities, etc. Local businesses or financial institutions, service organizations, religious groups, county hotel/motel tax funds, and local non-profits may also be sources of small grants.
- **Vendor Fees.** Vendor membership and stall fees can provide significant up-front funds and should be factored into the overall financial analysis. Some markets charge a flat fee that is paid weekly by each vendor or in one large payment at the beginning of the season. Others use a commission system where vendor fees are based on how much money they earn at the market that day. Other markets combine these two systems, charging a smaller flat fee plus some percentage of commission.

Next, the Financial Analysis Committee should project all likely expenses, including start-up costs. Expenses may include:

- Site rental
- Staff wages and benefits
- Insurance and licenses
- Office space and computer equipment
- Parking for vendors and customers
- Garbage collection and Port-a-Potties
- Health department permits
- Creation of a logo, signage such as banners, A-frame boards and other farmers market marketing materials
- Advertising and costs of activities and special events
- Printing of written materials and announcements
- Postage

When adding up costs, consider both material and operational expenses. To most accurately estimate income and expenses, it is useful to seek out ideas and advice from experienced market managers. In addition to personal conversations, the WSFMA listserve offers a useful way to obtain feedback from other managers. It is reasonable to expect that it will take a full season to balance the budget and begin to make the market self-sustaining.

Vendor Analysis. Market organizers sometimes underestimate the challenge of recruiting the right mix of farmers to a new market. Being able to amass a sufficient quantity and mix of farm products is the basis of market viability. Planners must be able to locate a critical mass of growers; three would be the minimum. However, for a genuine farmers market ambience, a minimum mix could include three to five produce growers with a diverse selection of crops, a baker or two, and perhaps another vendor featuring plants and related crafts. Much of the market's success depends on having a respected and capable grower express and maintain a commitment to the market vision. Such a vendor can serve as an anchor for the market by providing a diverse and consistent array of quality farm products throughout the length of the season.

To assess whether the market will be capable of building a sufficient farmer base to attract customers, the committee should take the following steps:

1. Visit existing markets around the state and talk to managers about what might be an appropriate and desirable vendor base for the area.
2. Research the availability of vendors within a reasonable distance of the proposed market. A new or smaller market may have limited ability to draw vendors from great distances.
3. Test the market idea with potential vendors by calling or visiting their farm or place of business. You are simply gathering information at this point and not inviting them to participate in the market.

Vendor balance. The mix of vendors is extremely important in building a successful market. Try to find producers of diverse farm products, including a wide variety of fruits and vegetables, nursery stock, cheese, meats, eggs, seafood, herbs, and wine. High quality processed foods such as breads, jams, sauces, flour, and other value-added products will encourage shoppers to do the bulk of their grocery shopping at the market. Among current farmers market shoppers in Washington, organic produce is an important draw (Ostrom and Jussaume 2002). Therefore, recruiting some organic vendors could be a strong asset. The committee members should make sure that the vendors being contacted and the overall number of vendors desired are consistent with the overall mission and goals of the market project.

Deciding whether to move ahead. After the committee (or committees) have had time to conduct their analyses, the whole group should reconvene to share findings. Positive reports from the market, site, and vendor analyses are necessary to move forward. If any of these studies conclude that the proposed market will not work, the time for the market may not be right. The report from the financial analysis is also critical, however, adjustments to both funding sources and expenditures may be possible. In making

the decision about whether to proceed, it is important to keep in mind the keys to market success and the past causes of market failure. Most critical is the capacity to generate a critical mass of both vendors and shoppers, neither of which can exist without the other. Ultimately, a market that cannot attract sufficient vendors or customers will be severely challenged to garner the financial and human resources needed to successfully manage and administer a market over time (Stephenson et al. 2006).



San Juan Farmers Market Sign



Step 5: Organizational Planning

Building an Operating Structure

If the steering committee decides that the market is a feasible project with potential to reach the desired goals, the next round of planning will focus on establishing an organizational structure and forming ongoing planning and management teams. The resources available to the market and its sponsors will affect the potential ways it can be structured.

Market Structure. Giving careful thought to the key aspects of a market's structure in the planning and design phase will help to avoid common pitfalls. Most successful markets have a board of directors to oversee the market and its development; a set of formal bylaws to guide the market's internal operations; market rules and a manager to provide coordination, day-to-day decision-making, communication, marketing and outreach, and a budget based on realistic financial planning and a sound fee structure. The board of directors is responsible for enforcing the bylaws, hiring the market manager, helping to create a set of market rules, and creating and managing the budget. Ways to establish each of these organizational elements will be addressed in greater detail under Step 6.

Organizational Structure. Depending on the goals of the organizers, the organization of the market can be informal or formal. Farmers markets can vary from not having any kind of official structure, to having an outside entity as an owner/operator, to becoming formally incorporated as a non-profit or a business (PA 2006: 11-13).

1. **Informal.** The simplest way to hold a market is to let anyone who wants to sell something put up a stand. Such arrangements have the advantage of having few complicated rules to follow, being extremely low-budget, and requiring minimal time investment in group decision-making or management. Significant drawbacks, however, include the absence of quality control, liability protection, tax status, or income for maintaining a lease or promoting the market. There is no way to optimize the mix of vendors. Such groups may eventually wish to develop some type of informal association so that the fees needed to cover basic rent, promotional expenses, and insurance can be collected.
2. **Outside Owner/Operator.** In some cases market vendors may operate under an agreement with an outside entity such as a private property owner, a business, a city or government agency, a

parks department, or a community organization. Generally in these arrangements, the proprietor or operator sets the rules and the vendors are essentially tenants (PA 2006: 11). Several of the large, permanent, year-round market facilities in Washington are owned by cities.

Having an outside proprietor can have advantages for vendors in that it relieves them of responsibility for site location or coordination, liability, or market promotion. Often public entities can provide excellent market sites and be very supportive of local farmers. On the downside, depending on the proprietor, vendors may have very little say over how the market is managed, including the fee structure, the types of vendors involved, or whether resellers will be allowed.

3. **Formal Market Organization.** Some markets choose to become fully incorporated as a legal, non-profit or business entity. This allows them to more easily comply with tax requirements, purchase liability insurance, hire staff, and apply for checking accounts and grants. Disadvantages of incorporation include extensive legal paper-work, legal fees, and specific requirements for developing by-laws, a board of directors, and tax reporting. Information and legal forms for forming a non-profit can be obtained from the Internal Revenue Service at (800) 829-1040 or www.irs.gov. In Washington State, information on incorporation can be obtained by contacting the Secretary of State's Office through www.sos.wa.gov.

Another option is to find another legal entity to serve as an operating umbrella for the market. Options include working under a private business sponsor, a government sponsor, a business association, or a farmer organization such as the Grange. Even if a market organization decides to work under the auspices of another non-profit with its own board of directors, it is still advisable to create a management structure and an advisory board specifically for the market.

Permanent Planning Committees. The initial steering committee and working committees will need to transition from organizational and analysis tasks to ongoing planning committees, such as site, vendor recruitment, and strategic planning teams. New committees might also need to be formed, such as a board recruitment, governing documents, and rules committee. The needed teams should be established at

the first organizational planning meeting and everyone in the group should have a general understanding of how they fit together and what they need to do. The original steering committee will need to continue at least until a board of directors has been established and the market is up and running. Again, a member of the steering committee should also be a member of each planning committee.



*Robert Elliott, Left Foot Organics, Tumwater Farmers Market
Tumwater, WA*



Step 6: Getting Down to Business

Developing Governing Documents, Setting Market Rules, Recruiting Board Members, Selecting a Site, Finding Vendors and More

In planning and establishing the different aspects of the market's structure, the subcommittees or teams can meet separately while continuing to maintain communication with one another through the steering committee.

Board Recruitment. The job of this committee, ultimately, is to create a capable, talented, action-oriented board of directors that is committed to the original mission of the steering committee and can guide the market towards its established short and long-term goals. The board of directors will deal with policy, rules, fees and budgeting, fundraising, staff management, membership issues, disputes, elections, continued guidance towards the stated mission and goals, and assistance with market operations when necessary. Even if the market does not elect to obtain non-profit status, having a board is still important (Jolly 2005: 61-66).

A standard board has an executive committee made up of a president or chair, vice-president or vice-chair, secretary, treasurer, and several directors. Good candidates for a board of directors may be very similar to the people recruited for the steering committee, however, this committee should not simply become the board. Ideally, the board should include carefully planned representation from broad groups of market stakeholders, including farmers and farmer organizations, consumers, local businesses, sponsoring organizations, food banks, relevant community groups, and local government agencies. It is also useful to have people with expertise in legal issues, business management, accounting, marketing, organizational development, communications, and fundraising. Having a board made up entirely of vendors is not recommended. The broader the community involvement, the greater the chances of success.

The composition and election of the board members should follow the market by-laws. One of the primary duties of the board of directors will be staffing. For most market operations, this means hiring and providing direction for a market manager. The hiring process may work differently for specific groups depending on the past experience of their members. Before beginning, board members will need to create a detailed job description and lay out a system for supervision and performance evaluations for the market manager.

The Role of a Market Manager. Most market managers are primarily responsible for onsite tasks during market day. However, most markets could

benefit substantially from having a full-time manager if funds exist. The market manager directly impacts the success of the market because they represent the market to the public and the vendors. The more time a manager or other paid employees have to focus on the market, the more active progress can be made towards achieving the market's goals. Volunteers are often invaluable, but compensation generally encourages increased productivity, job longevity, and professionalism. Research on farmers markets in the Pacific Northwest shows a direct correlation between the amount of money invested in market management and the success of the market (Stephenson et al. 2006).

Duties of a market manager include:

- Facilitating orderly parking by vendors (and shoppers);
- Maintaining order and cleanliness;
- Opening and closing the market grounds;
- Creating a site plan;
- Managing annual vendor applications and selecting vendors;
- Enforcing market rules and paperwork requirements;
- Ensuring compliance with health codes and regulations;
- Recording names and addresses of vendors;
- Collecting vendor fees;
- Developing a system for reporting sales by vendor;
- Marketing and outreach for shoppers and vendors;
- Communications with community partners, other markets, city and state agencies;
- Negotiating market lease arrangements;
- Handling complaints and inquiries from the public;
- Managing conflicts and complaints among vendors;
- Working with local officials to regulate behaviors and disruptions;
- Preparing and maintaining emergency plans and supplies;
- Working with growers to encourage adequate quantity and variety of products each day.

Often, the market manager acts as the communication link among the various groups involved with the market (vendors, board members, sponsors, outside governing agencies, etc.). The manager needs to thoroughly

understand the rules and regulations governing the market so that these can be communicated to the vendors and the public. The manager will regularly need to draw on advanced communication and interpersonal skills, strong organizational and multi-tasking skills, and conflict resolution skills.

Market employees need to be able to effectively and fairly handle unpredictable situations such as medical emergencies, equipment failures, complaints from the public, or disputes among vendors as they arise in order to maintain the stability and cohesion of the market. The ability to make quick and effective decisions and stay calm in a crisis is key.

Governing Documents. The governing documents committee is responsible for establishing the official written documents necessary for the market to operate. Depending on the type of organizational structure selected and how the market has been categorized by the IRS, bylaws and articles of incorporation may not be legally required. However, along with a stated mission, vision, values and goals, bylaws can be useful documents to have available for reference. Bylaws are not the same as the rules necessary for day to day market operations. Instead, they are the broader rules that establish the purpose and decision-making structure of the organization and the process by which more specific rules will be developed and enforced.

Some of the basic elements generally included in both articles and bylaws are:

- The name of the organization
- A description of the basic organizational structure
- The stated mission
- Definitions of terms
- Description of election procedures

The Difference between Articles of Incorporation and Bylaws. Articles of Incorporation are essentially a contract between an organization and the government, while by-laws are a more involved contract between an organization and its various stakeholders. Neither document determines specific market rules. Articles of Incorporation tend to be very basic and almost generic, laying out the structure of the organization in simple terms. It is important to do some research on state and federal rules concerning legal incorporation and understand the process before developing Articles of

Incorporation. Information about incorporation can be obtained through the Secretary of State's office at (360) 753-7115 or <http://www.secstate.wa.gov/corps>.

Bylaws will address these topics in greater detail. For instance, bylaws may specifically address when or exactly how often meetings must be held, designate methods of notification, or provide concrete numbers for the size of the board, length of terms, etc. Many businesses and organizations use a very similar framework for their governing bylaws, examples of which are easily accessible online. County extension offices, along with the WFSMA, may also be able to offer assistance on establishing bylaws specifically for farmers markets and other non-profit groups related to agriculture.

Market Rules. Market rules define the character and substance of a market. Therefore, it is important to have a broadly representative planning committee dedicated solely to the formulation of a complete set of rules for smooth day to day market operations. The target of most rules will be the vendors. The bylaws establish the

Rules should reflect the vision and mission of the market and provide straightforward operating guidelines. For farmers markets, the following areas should be addressed:

- **Basics.** Include information such as the opening and closing dates of the market, the day(s) of the week it operates, and its time and location.
- **Mission.** It is important to include a clear statement of a market's purpose and goals and how it plans to implement its mission.
- **Structure.** Briefly describe how the market organization is structured. Is there a board of directors and/or a staff? What is the relationship among vendors, board members, and managers? Who will make what kinds of decisions? How will disputes be addressed?
- **Vendor Requirements.** Rules define the types of vendors that are eligible to sell at the market and state procedures for application, fees, and membership. Are there restrictions on what vendors can sell, where products are grown or made, and who completed the work?

market's right to make rules and the rules themselves provide the framework for avoiding and negotiating future market problems and misunderstandings. As soon as a manager is hired, he/she should serve on this team, along with vendor and board member representatives. Trying to formulate a set of rules may seem overwhelming at first because it is impossible to address every issue that could potentially arise. It is important to make rules as complete as possible while avoiding any unnecessary rules or complexity. Fortunately, many good models of market rules already exist (see Appendix B).

Producer-Only vs. Reseller Markets. The allowance or restriction of reselling is one of the most problematic aspects of many farmers markets. Should a farmer be allowed to buy and resell fresh produce or other products from another grower, or should every vendor sell only what is harvested at his or her farm? Existing markets vary widely. Some are strictly "sell-only-what-you-grow" (producer-only), while others are "anything-goes." Some require that only local produce be resold. Others state that an item can be resold only when the vendor's crop comes in short for a particular week. Still others have special allowances for farmer cooperatives. Each farmers market member must understand that violating the chosen rule is a breach of good faith with other vendors. Consequences of violations should be stated in the bylaws. In addition, markets should ensure vendors have proper signage indicating the source of any products being resold. The Pennsylvania Manual (2006: 13) summarizes the trade-offs.

Membership and Application Process. The process for becoming and remaining a participant in the market should be clearly laid out. The explanation should include a general timeline of when applications will be posted, how they can be accessed, when they will be due, when and how accepted vendors will be notified, and what else will be necessary to prepare for market season. Rules should clarify what vendors should expect on market day. For instance, whether stall locations are guaranteed for the full season and how assignments will be determined should be clearly spelled out. It is also important to state what documents and licensing will be required from vendors. A market may want copies of documents like organic certifications, nursery or food processor licenses, health department approval papers, proof of insurance, business licenses, etc. Many markets require a signed member agreement form from vendors. The rules and the application should also clearly state the market's right to refuse membership to any one. A market does not have to take all applicants.

Market Day Procedure. It is vital that all participants in the market are aware of how they are expected to operate on market days. When should vendors arrive, how should they go about parking and setting up, when and how do they pay, etc? Make sure vendors know what is required of them in regards to:

- Attendance and punctuality
- Cautiousness with vehicles
- Respectful and appropriate behavior

RULE: Allow vendors to resell another grower's products.

1. **Positive:**
 - Ensures consumers will find the widest selections and longest in-season period possible.
 - Can be tempered with an "in-state source," maximum-percent, temporary shortfall allowance, or "buy-resell if no one is growing it" rule.
2. **Negative:**
 - Weakens direct-from-the-grower authenticity.
 - Is harder to verify, even with tempering rules.
 - Can undermine sales of a grower when other vendors resell the same product, perhaps disrupting the market.

RULE: Restrict products to only what the vendors grow.

3. **Positive:**
 - Assures consumer of authentic direct-from-the-grower purchase.
 - Easier to verify compliance.
 - Rewards the more innovative producers.
 - More likely to win support of community businesses.
4. **Negative:**
 - Disappoints shoppers when growers do not have a desired product available.
 - Requires growers to more carefully plan timing and selection of their crops.

(PA 2006: 13)



Omak Farmers Market, Omak, Washington

- Cleanliness
- Labeling and pricing

Quality of Market Products. The rules should establish the market manager's right to monitor the quality and authenticity of the crops being sold. Enforcing standards for who produces the products and their quality and freshness is critical to the success of the market because these attributes are generally what attracts consumers to shop there. Consumers value taste, nutrition, food safety, and, perhaps most of all, knowing where their food comes from. The viability of a market depends on its ability to offer premium quality, wholesome products from trusted sources.

Production Location. Since many markets have a mission to support local agriculture, their rules often limit farmer eligibility to a specific geographical region, such as a particular county, a set of counties, or a state. For example, vendors selling at the Seattle Neighborhood Farmers Market Alliance markets must grow their own products and they must be grown in Washington State. At least some amount of geographical diversity may be desirable in order to offer a wider range of products. If a market does allow reselling, rules can require vendors to source products locally and to display signs showing the products' origin and grower (FL 2006: 17). As stated below, it is important for markets to reserve the right to make farm inspections to verify the location of the production if necessary.

Hold Harmless. Participating in farmers markets involves risks to both vendors and customers. A "hold harmless" clause can be included in the market rules in which vendors agree not to hold the market responsible for injuries or accidents that might happen to them while they are at the market. The written rules should state, in general, what the market is and is not liable

for. Even with the market's own liability insurance to protect against site-wide costs such as customer injury, it is still important for vendors to have their own insurance for themselves, their products, and their equipment.

Allowing Craft and Food Vendors. A farmers market must determine, absolutely, whether or not it will allow the sale of crafts and/or prepared foods and, if so, how many vendors should be allowed to represent each category. Referring back to the research conducted in the vendor analysis and the overall vision and mission of the market can help answer this question.

Craft Vendors. Whether to allow the sale of crafts at farmers markets has been an ongoing debate for many years. Here are some things to consider:

- WSFMA policies require member markets to maintain a majority of overall sales from farmers. This is because a large part of the Association's ultimate mission is to serve small farmers and support local agriculture.
- Some communities can support food only farmers markets. These are often dense urban markets.
- People buy food every week, but they only occasionally buy crafts. If a market wants to encourage weekly return customers, the focus should be on meeting grocery needs and crafts should be a secondary consideration. A strong guideline is to set the maximum number of crafters at 20-30% of total vendors.
- Crafts create a colorful, festive, and diverse atmosphere at markets. Allowing their participation supports local artists in making direct sales and, thus, the local economy.
- Look for quality in crafts as well as quality in foods. There will likely be more willing crafters than room available. Establishing a jurying committee comprised of neighborhood art experts from galleries or art commissions can help make the decision of what crafts to allow more systematic and fair.

Prepared Food Vendors. Having hot or ready-to-eat foods and drinks at a farmers market can be a lot of extra work, but it can also help draw an entirely new crowd to a market site and increase overall sales to support the market's operation. Special considerations



Spokane Farmers Market, Spokane, WA

may need to be made for prepared food vendors such as electrical needs for cooking equipment and local health department regulations.

- Prepared food sales could potentially compete with nearby restaurants or with farmer sales if shoppers only plan to spend a certain amount of money.
- Markets may want to give preference to prepared food vendors that use local farm products.
- Markets offer a great location for incubating new value-added farm products and food businesses.
- Prepared food vendors can be jured in the same spirit as crafter-juries.

Depending on the size of the market, it may be worth designing slightly different applications for different vendor categories and, also, keeping track of their information and sales in separate spreadsheets. Refer to the Record Keeping chapter in Section 2 (Best Practices) for more specific suggestions.

Making Rules Effective. There is no point in having rules if they are not consistently enforced. Only when understood and respected, can rules keep “the market from dissolving into numerous petty arguments” (KDA 2006: 11). The rules need to define who is responsible for making sure they are followed (most often, the market manager) and, also, clearly state the consequences if they are not followed. A market may want to establish a penalty system based on the severity and frequency of possible offenses. While a minor infraction might result in a warning or a fine, the most severe penalty would be the termination of the right to participate in the market.

In order to assure that a grower has actually produced the products being sold, some markets require or reserve the right to make farm inspections. These requirements should be stated upfront in the rules and, ideally, farmer permission to make farm visits should be granted as part of a signed membership agreement.

Regardless of how strong a market’s rules may be, they are useless unless each vendor receives and reads them. Some markets have vendors sign statements that they have read and understood the rules as part of a membership agreement. For vendors who do not read in English or do not read, someone from the market should review the rules with them orally in their own language.

Hints for Making Rules

1. Rules should be easily understood.
2. Rules should be written down and made available to all members and sponsors
3. Rules need to be fairly and consistently enforced.
4. Rules should work to the advantage of the producers selling at the market.
5. Rules should protect the credibility of the market by requiring producers to properly label and represent product at the market
6. Rules should protect the market.

(KDA: 2006: 9)

When it comes to an exhaustive examination of farmers market rules, no document is more comprehensive than *Farmers Market Rules, Regulations and Opportunities* by Neil Hamilton. Hamilton emphasizes that:

The farmer is the critical element in any successful farmers market. Without local farmers raising the type of foods customers want to buy—and without farmers willing to load their produce, bring it to the market, and set up a booth to sell it—farmers markets wouldn’t exist. That is why it is important to consider the operation of the markets from the perspective of the farmers who are the vendors. (2002: 39).

Hamilton provides a list of questions that a farmer should ask about a market and an interesting survey of legal cases that have arisen at farmers markets that exemplify the importance of having rules regarding behaviors and grievances procedures, products, vendor/market relations and public policy issues. Another useful resource is the publication “Understanding Farmer’s Market Rules” from the “Farmers’ Legal Action Group”, www.flaginc.org (Speier and Krueger 2006).

Developing a Budget. The strategic planning committee has the job of reviewing and revising the short and long-term goals of the new organization, as first drafted by the steering committee. Among the most important challenges of strategic planning are raising funds and budgeting. In order to project a budget early on in the planning stages, the committee will want to consider all possible sources of funds and expenses, many of which were previously researched for the feasibility study (see page 11 for a list of potential expenses). Ideally, in-kind donations may eliminate some expenses. Potential costs include such items as site rental and improvements, permits and licenses, salaries, promotion and advertising, insurance, and miscellaneous equipment and supplies.

In Washington, if a market would like to be a member of the WSFMA, the market will need to follow the Roots Guidelines (Appendix A). Please contact the WSFMA for more information www.wafarmersmarkets.com.

After considering all anticipated expenses, the strategic planning committee will need to plan how costs will be covered and establish accounting procedures. It is important to have a well-organized record keeping system. At this point, contact should be made with all possible sponsors and donors. The team may also want to seek out the availability of appropriate grants.

Fee Structure. The board of directors usually determines the fee structure. In general, fees charged to vendors should accurately reflect their proportion of the actual costs of operating the market. These fees are needed to generate the funds for hiring a market manager, securing a site, advertising and promotion, etc. In reality, some markets can support higher vendor fees than others based on the strength of farmer sales and the desirability of the market for vendors. Markets in low-income or rural neighborhoods may have difficulty attracting vendors if they set their fees too high.

Stall fees are normally assessed for each vendor and should be carefully explained in the market rules. Fees may be daily or seasonal and they may be set at a flat rate or based on a percentage of gross daily sales. Requiring prepayment of seasonal stall fees or a membership fee at the beginning of the season helps to cover essential market start-up costs. The Kentucky Manual (2005: 14) provides a worksheet for determining fee rates based on adding up and dividing the market’s expenses among members. However, the market should budget to build cash reserves for a rainy day, new equipment, unforeseen emergency, or unanticipated opportunity.

Ideally, the Strategic Planning Team will be able to create a multi-year budget, though this may be a difficult task prior to the first market season. Financial reports should be made on a regular basis and projections and budget plans should be adjusted accordingly. Those planning and managing the budget should stay in close contact with the other planning teams to make sure that all financial needs are addressed and that everyone is working towards a similar vision. Even if the market initially succeeds in obtaining external donations, grants or sponsors to help with start-up costs, it is still important to develop a plan and a timeline for becoming financially self-sustaining. The ultimate financial goal is a self-supported market operation.

Site Selection. The site committee follows up on the research conducted in the site analysis to select and prepare a market site. If all or part of the market site resides on the property of a private owner, use parameters should be negotiated. It is best to have a written and signed contract stating the agreed upon terms (i.e. whether the market will be paying rent and what areas and/or facilities will be accessible to the market). The committee should make sure that all the key elements of a successful market site outlined in Step 4, such as water, restrooms, parking, telephones, lighting and electrical outlets, are secured. The WSDA Small Farm and Direct Marketing Marketing Handbook (“The Green Book”), a comprehensive handbook outlining legal requirements for direct marketing, is an excellent reference for determining what regulations need to be followed in setting up a market site (WSDA 2010).

The legal requirements for opening a market can vary substantially from one market to the next depending on where it is located. It is important to contact local authorities such as the town, city, or county, as well as state and federal regulators to determine which permits and licenses are needed. Most markets will

need to acquire some sort of Special Event Permit from city officials, along with approval documents from other legal entities like the fire and/or police departments and the county health department. Each of these groups may supply the site committee with a list of procedures that need to be completed prior to opening day or carried out regularly throughout the market season. Contact the health department early on in your planning process to find out if the market needs a temporary event permit just to operate. Also, depending on the county, vendor licensing may be required and the local health department may have its own rules about selling meats, wine, prepared foods, food samples, or chef demonstrations.

Vendor Recruitment. The balance of vendors is an art form. Vendors must be carefully selected, considering all the relevant guidelines and restrictions laid out by the rules committee. Here are some things to think about:

- Look for quality in products and reinforce the market's mission in the selection of vendors.
- Markets, like the vendors, want to create the appearance of abundance in product and in product mix. (see Section 2.5 Best Practices).
- Particular items such as eggs, berries, cheese, wine, seafood, and stone fruit draw in customers.
- Changes in regulations have impacted the types of products available. There has been an increase in the availability of meats and cheese, wine, and hard ciders. However, there has been a decrease in the availability of processed products such as jams and pickles with the enforcement of licensing requirements.
- Beware of exclusive agreements with vendors. Research has shown that with an increase in the number of vendors selling the same product, there is an increase in the amount of sales of that product. Customers respond positively to increases in abundance and choice of products. However, also be cautious that the market is not saturated with a single product beyond the point of positive competition.

Locating Farmer Vendors. Other markets can be a good source for finding growers, however it is highly advisable as good form to obtain the permission of the market manager before soliciting growers and

other vendors at a market. Many markets will share this information, and many maintain waiting lists. Some markets will not share this information. Also, many private and public agencies will not provide lists of farmers or producers, but will forward requests. Possible resources include:

1. Washington State University Extension
2. Tilth Producers of Washington Directory
3. Washington State Department of Agriculture
4. Washington State Farmers Market Association
5. Farm Guides and Maps
6. Other farmers
7. Farmer associations and organizations

Insurance. Every market must have commercial general liability insurance. While it is possible to find a market sponsor that will extend its own insurance policy to a market (for example, the Puyallup Farmers Market is covered under the policy of its sponsor, the Puyallup Main Street Association), most markets will need to get a separate insurance policy specifically for the market. In general, every market location requires its own certificate of coverage.

The WSFMA offers access to market commercial general liability coverage as a benefit of membership. Approximately 60% of farmers markets in Washington are insured through this program. The 2012 WSFMA policy was secured through Liberty Northwest and managed by Conover Insurance, a Washington-based insurance brokerage with offices throughout the state.

The 2012 WSFMA coverage limits are \$1 million per occurrence and \$2 million aggregate, setting the standard for farmers market insurance by most municipalities and private landowners in the state. In 2012, the annual premium for this coverage is \$425 per market location and requires WSFMA membership. Some municipalities may ask for \$2 million in coverage per occurrence. While this additional coverage is available, it may cost more, and often, when the statewide standard is explained, they are willing to accept the \$1 million level of coverage. Contact WSFMA or an insurance broker for specific policy information.

Markets may also require individual vendors to show proof of liability insurance for farmers market activities. The Risk Management chapter in the Best Practices section contains information on risk management strategies to protect markets and vendors from accidents and claims. This, in the long run, is what keeps liability insurance premiums down and protects



Port Townsend Farmers Market, Port Townsend, WA

against financial loss. For example, the WSFMA requires markets to meet canopy safety standards, including specific language to this effect in their market rules and vendor agreements. The primary reason farmers market coverage remains affordable in Washington is the diligence of managers in keeping their markets safe. (Also see Risk Management Section 2.3.)

Record keeping. Record keeping systems should be in place before opening day and vendors need to understand the record keeping that will be expected of them. It is a good idea for markets to clearly explain record keeping requirements for vendors in their Market Rules. Suggestions for vendor and market record keeping are described in detail in Section 2.1.

Opening Day. Regular committee meetings should be held throughout the planning process, but it is vital that a market hold at least one organized full-group meeting before opening day. This meeting will provide an opportunity for each team to report what has been done and present any complications that have arisen. The original steering committee should have a master list of all necessary tasks to be completed ready for review at this meeting.

The Grand Opening of a market should be nothing short of a community happening. Planning for Opening Day should begin months in advance. As soon as the market's location is set and a date for the opening has been declared, it is critical to start getting the word out. The market will need to have an abundance of vendors, fresh produce and customers right out of the starting gate so that everyone who comes on the first day will want to come on the second, third and fourth days. While planning for vendors and produce may already be completed, attracting customers is vital. Try to make the Opening Day Event such a spectacle that people will not want to miss it.

Consider inviting the mayor, county executive, congressperson, or other prominent elected official to cut a ribbon and make a proclamation officially opening the market. Make the market as colorful as possible on Opening Day so that it will be impossible to drive past without stopping. Host an abundance of activities, such as chef demonstrations, fun things for children to do, live music, balloons, and street performers. Plaster the front window of every business with a poster announcing Opening Day. For a cost-effective and lasting impact, design a poster that can be left up all season long. Three to five weeks before Opening Day, over-street or light-pole banners and posters should be up. Residential neighborhoods can also be filled with distinctive yard signs announcing the market. In the two weeks prior to Opening Day, try to appear on all locally oriented television and radio programs. In the months before opening, bring leaflets, yard signs and posters to every community meeting possible and request the opportunity to make a short announcements about the new market.

For more information and ideas, see the Low Budget Promotions & Media chapter and also the Communications & Outreach chapter on "Outreach to public officials" both in the Best Practices section.

Best Practices in Market Management

2

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2.1 Record Keeping

Ways to Measure and Track Progress

Good records form the cornerstone of a successful business. A farmers market is a business and each vendor is also a business. Keeping track of the particulars and the history of a market's performance over time is essential to effective future planning. Good market records should include the basic information required for each market's annual report to the Washington State Farmers Market Association (WSFMA), as well as the information necessary to assess market performance and make improvements. Learning from the record-keeping strategies of experienced market managers and employing new software options (see Technology Tools, Section 2.4) can make the task of designing, collecting, and managing data easier. Two categories of records are important: data about the market as a whole and data about vendors.

Market Data. Tracking market information allows managers to understand business trends and cycles and more accurately predict how the market will perform. For example, studying customer numbers throughout the season can help to detect seasonal fluctuations and understand the impacts of various external and internal events or circumstances. If a particular local event consistently reduces customer foot traffic and vendor sales each year, the manager can remind farmers the week before the event to reduce how much they bring to market. Or if strawberry season results in a dramatic spike in foot traffic each season, a manager might be inspired to develop a special event or a marketing campaign to capitalize on this trend. Tracking baseline attendance over time also helps to measure and evaluate the impacts of various promotional strategies or changes to the market.

Vendor Data should be collected weekly or daily. This information allows the market to track the performance of vendors and vendor categories in order to maximize overall market performance. It also helps evaluate vendor stall assignments to determine the most effective market layout. Finally, it allows the market to provide reports to the WSFMA and to individual vendors. These reports can help vendors improve their sales and file their taxes.

While the vendor records needed are rather straightforward, collecting them, especially sales data, has sometimes been a sensitive issue. In response, some markets have implemented anonymous sales reporting systems. These systems put vendors at ease about their privacy, but they make it far more difficult to draw useful conclusions from the data or to collect stall fees based on a percentage of sales. Today, most farmers selling at Washington markets are becoming accustomed to providing sales numbers, regardless of how the market's stall fees are calculated.

Open vendor sales reporting helps managers assess how well individual vendors are doing at the market and allows them to assess how well categories of vendors are doing. It also helps them see how particular seasonal crops influence the market. Managers need to understand the types of products that are in demand in order to maintain a vibrant market. In markets with limited space, a structure based on sales also insures that the market is maximizing its potential. Thus an open system for data reporting is preferable to an anonymous system.

Market records should include:

- Total market sales (daily)
- Sales in different vendor categories (daily)
- Stall fees collected
- All other income and expenses by amount, type and date
- Weather conditions for each market day
- Customer foot traffic counts
- External special events
- Timing and types of promotional effort
- Seasons for crops and duration at market

Vendor records should include:

- Individual vendor sales
- Stall fees paid by each vendor
- Vendor stall location
- Vendor category
- Crops grown and number of weeks available
- Vendor contact information (including family and partners)
- Farm or business name and location
- Records of important correspondence, forms, and conversations
- Lists of current, past, and potential vendors
- Vendor insurance, if required
- Vendor permits and certifications

In either case, tracking vendor data is required for WSFMA members. It is also critical for market success since it allows managers to determine which strategies are working. In addition, sales data can be invaluable for demonstrating the economic power of a market to local policy-makers, the business community, and other community stakeholders. These numbers can be used to promote the market, impress the media, and recruit new vendors. The WSFMA uses sales data to educate local and state government officials about the economic impacts of farmers markets, resulting in such legislation as the Farmers Market Wine Sales bill and continued funding for Farmers Market Nutrition Programs.

Keeping Track of Shoppers. Learning as much as possible about customer spending preferences and habits, how they receive information about the market, what motivates them to come to the market, and what keeps them away, is vital to both vendor and market success. There are simple and effective ways to estimate customer attendance. However, collecting other kinds of customer information can feel daunting. Understandably, many people feel shy about contacting strangers and asking them questions about their shopping preferences and behaviors. Market managers can make customer data collection more practical and more fun by using the techniques described in the next section (2.2).



Prosser Farmers Market, Prosser, WA



2.2 Market Evaluation

Useful Assessment Tools

This section provides background and ideas for managers and board members to implement effective evaluations. Since the purpose of evaluation is to find ways to improve a market, a goal of improving the experience of the vendors, the shoppers, and the market staff and volunteers should help guide the process. Keeping this purpose in the forefront helps board members and market managers avoid trivial conflicts and stay focused on the end goal of enhancing the market.

The information gathered and utilized for evaluation can take many forms, including the records that track vendor sales, customer counts, and weather data; the results of a Rapid Market Assessment; and surveys of vendors taken at the close of the market season. In addition, useful information can come from a manager's own careful observations and ongoing conversations with vendors, board members, volunteers, and shoppers. Successful, responsive markets regularly gather both quantitative and qualitative data to evaluate their current status and plan their futures.

Self-Evaluation. Market managers and board members should be in the habit of looking at their market with a critical eye and a view toward improvement. There may be some areas in need of improvement that cannot be addressed immediately due to limited financial resources. However, identifying and recording these areas is helpful to future planning and can assist market managers in developing creative or short-term solutions. It is a good idea to keep a three-ring binder and/or a computer folder to track ideas for evaluating the market's performance as well as information that monitors how the market is doing. A self-evaluation should consider the following areas:

- **Staffing:** Is there adequate market staff to ensure coverage on market day? What about staffing behind the scenes, such as bookkeeping?
- **Rules and Governance:** Does the market need to add or clarify an existing policy in its rules? Are vendor requests and issues addressed efficiently and equitably?
- **Budget:** Are resources being strategically invested to ensure safety, build market sales, and improve the vendor and shopper experience?
- **Market Layout:** Does foot traffic flow through the market, offering a sense of fullness and liveliness while not being overcrowded?

- **Parking:** What are vendors and shoppers saying about the parking situation?
- **Safety:** Are shoppers and vendors safe from vehicle traffic flow? What kind of barriers or signage could be used to enhance safety? Are best management practices being employed to ensure food safety?
- **Vendor Sales and Vendor Mix:** What strategies could be used to support vendors in building their sales? Is there enough variety of products and diversity of vendors to keep shoppers interested?
- **Market Mission and Goals:** Is the market fulfilling its mission as presented to community leaders and partners?

Peer Evaluation. Peer evaluators can help managers look at some of the issues related to market operations and future enhancements from a fresh perspective. A set of fresh eyes may be able to uncover management problems and solutions that have escaped the market's managers throughout the season. At the same time, participating in the evaluation of another market can provide insights into a board member or a manager's own market. Farmers markets are places where both competition and cooperation thrive, and many managers are surprised at the willingness of other market managers to help them improve their own market.

Peer evaluation can take many forms. Perhaps the most common method is to set up an "exchange" with another market, in which at some time during the season—preferably during the peak season—staff and board members from market "A" visit market "B" and vice versa. The activities undertaken during an exchange day can vary depending on the kind of information and insights desired by each market. Often the centerpiece of such an exchange is a Rapid Market Assessment (RMA) (see description below). Representatives of one or more markets work together to assess a market, meeting beforehand to discuss objectives and afterward to talk about their findings and what they might mean to the market.

A market exchange day or a series of market exchange days throughout the season is an excellent opportunity to strengthen relationships with other markets, to build a support network, and to address issues of mutual concern—for example, state or local policies that might affect multiple markets. WSU Extension offices can often provide staffing support to help organize a market exchange. See the WSU Small Farms



Dot Survey, 2004 Rapid Market Assessment, Friday Harbor, WA

Team website at www.smallfarms.wsu.edu for more information and local contacts.

Rapid Market Assessment (RMA) is a simple and effective tool for learning more about a market. The RMA process was developed by a team from Oregon State University led by Larry Lev (Lev et al. 2008). It is a three-component process that includes:

1. An easy, effective system for tracking customer foot traffic.
2. A fun, colorful and interactive method of collecting shopper feedback on a series of focused questions.
3. A debriefing period during which the market receives feedback and input from participating representatives of other markets, as well as a discussion among participants and managers about what they observed and learned.

Each segment of the RMA process is valuable to the market when done alone or in combination.

The full RMA process is designed to be a collaborative effort among a number of markets. Beyond a tool for making individual market improvements; it can be a shared learning experience within the greater market community. Market managers often feel isolated, rarely getting a chance to see how other markets operate. By involving representatives from other markets, as well as county extension educators, WSDA staff, and others who can provide useful input, a market benefits from the focused attention and diverse experiences of the participants. Indeed, while the target market learns from its fellow markets, those markets also learn from each other. What's more, the collaborative effort of

the RMA process strengthens bonds between markets and fosters cooperation that contributes to building a climate that fosters the success of all markets.

On a purely logistical level, it can be difficult for a market to round up enough staff or volunteers to successfully carry out an RMA, especially the first time. Enlisting sufficient help from outside the market and from other markets frees up remaining market staff to attend to the regular business of the market. Optimally, over time markets can develop their own core of experienced locals—staff, volunteers, neighboring business representatives, community groups, Extension personnel, local government officials, etc.—who can effectively carry out periodic RMAs on their own.

Larry Lev and the OSU team have prepared a 20-page document called *Tools for Rapid Market Assessments* that provides clear instructions on how to stage an RMA (Lev et al. 2008). Managers, board members, and community members can learn RMA techniques by studying this resource and participating in an organized RMA training hosted by WSU, OSU, or WSFMA, or by attending an RMA workshop at WSFMA's annual conference. Below is a brief introduction to each of the three components in the RMA process.

1. **Market counts** or foot traffic counts, provide a relatively easy, systematic means for estimating total market attendance. Volunteers with clickers are stationed at each market entrance to count and record incoming shoppers for the same 10 minutes of each hour (e.g. 25 to 35 minutes after the hour). This data can then be multiplied to estimate the number of shoppers for each hour and day of the market. Ideally, these counts should be conducted and recorded every week, each day the market is open, so that patterns can be discerned.

Matching market counts with sales data, weather, seasonal crop availability and other information provides revealing and often surprising information to help make critical decisions about market operations (see Record Keeping Section 2.1). In addition to sales figures, market counts can provide the market with public relations information. For example, the Roslyn Sunday Market counts found that the market averaged 800 people per day in 2006, a remarkable figure considering that Roslyn only has a population of 1200. In this case, the market count demonstrates the importance of the market to the community.

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2. **“Doing the Dots”** is a quick way to collect shopper feedback. In a dot survey, three or four flip charts are erected in a carefully selected location of the market, each with one question and several answer options laid out in columns beneath it. Volunteers stand by the charts to engage passing shoppers and offer them dot stickers. For each question, shoppers are asked to place a dot on the one answer category that best matches their response.

Since there can only be a few survey questions, these should be constructed with utmost care to provide the key information desired by the market. Questions should be short and easy to comprehend, and the list of response choices should be clear and inclusive. Lists of potential questions can be found in Lev et al (2004) or at an RMA training. Each market should construct its own surveys based on its unique needs. While it is tempting to rely on findings from other markets, the characteristics of shoppers, and the factors that influence them, can vary significantly from one market to the next.

It is important to think outside the confines of the market when asking questions. For example, shoppers can be asked how much they spend at neighboring businesses in conjunction with their trips to the market. This kind of information can be invaluable for educating and influencing local government officials and neighboring businesses. Other questions may be designed to better understand the characteristics of the shoppers such as where they live, family size, income, or preferred products. It is better not to present this process as a survey, which may hold a negative stigma, but rather as an opportunity to help improve the market, or as “an invitation to do the dots.”

Using several different colors of dots can create a colorful, festive look that may help draw shoppers’ interest. Different color themes can provide the ability to change colors mid-market, which can help illustrate response changes, if any, over the course of the market day. For example, do afternoon shoppers feel differently about the market than the customers who arrive first thing in the morning?

3. **Debriefing.** The goal of debriefing is to get detailed feedback from people who have diverse market perspectives and experiences. Soliciting the constructive comments and observations from the RMA team is the key benefit of the full RMA.

Debriefing also serves to deepen the participatory problem-solving process of the RMA and facilitates the cooperative flow of support and information between markets.

As useful as it is, an RMA is only one method of gathering information for evaluation. It represents a snapshot of the market on a particular day. To be most useful, the data collected during an RMA should be supplemented with continuous observations and record keeping; and documentation of the ideas, feedback, and further insights that will certainly arise among vendors, shoppers, managers, and board members.

Annual Reports: Giving Form to Evaluations. At the close of each market season, the market management should prepare a report summarizing the results of the many forms of evaluation it has conducted. The report should be distributed to:

- The market’s board or other governing body
- The vendors
- Local merchants’ groups, such as the Chamber of Commerce or business association
- Sponsors and other community partners
- Other markets
- Local government officials
- WSFMA

In addition to a written report, it is a good idea to develop a short presentation summarizing the key points. The delivery of this presentation by the market manager or a board member can help to build goodwill and a sense of ownership of the market, particularly among the community partners and local government officials whose support could help enhance the market in future years. Delivering this report in-person also provides an opportunity to listen to questions and concerns, to engage new community partners, to reach out to prospective new board members, and to find new sources of support for the market.

Just as the evaluation should take stock of both quantitative and qualitative information, so too should the report reflect both measurable numbers and the meanings that have been uncovered behind the statistics.

The Annual Report is an opportunity to communicate the market’s impact on the community. An annual report can be an outreach tool that tells the story of how the market is helping to sustain farms and farmland,

Quantitative Information—Examples

1. Number of vendors involved
2. Number of shoppers (estimated). To find the total market audience, multiply the estimated number of shoppers at each market day times the number of market days. Include vendors in this count since they often purchase items from each other.
3. Gross market sales and total economic impact of the market.
4. Key numbers from shopper surveys, including market spillover effect.
5. Other statistics that provide an overview of the market's importance to the community.

Qualitative Information—Examples

1. A comment from a farmer about how the market has made her farm profitable again
2. A comment from a shopper about how the market has made it easier to prepare healthy, nutritious foods
3. A comment from a non-profit vendor about how the market has raised the visibility of their organization in the community
4. A photo of a child eating a fresh fruit or vegetable
5. A photo of a farmer and a shopper interacting
6. Observations

how it improves access to healthy food for people of all income levels, how it builds civic culture, and how it supports and expands regional business activity and

entrepreneurship. It can also be a valuable yardstick for measuring progress over time.



2.3 Risk Management

Establishing a Safe Market

Risks are inherent in farming and in farmers markets. Risk management is a blanket term that encompasses both the insurance needed to protect a market against liability claims, as well as the preventative measures that can be taken to minimize the chance of problems occurring in the first place. While a critical aspect of any business, risk management is too commonly overlooked in market situations. Keeping a market safe and secure is the responsibility of all vendors, staff, and board members; however, the market manager should take a strong leadership role in creating a culture of safety and protecting the market from accidents and financial loss.

Insurance

Why should your farmers market carry insurance? Simply put, liability for any market accident can extend to vendors, market managers, sponsoring organizations, board members and officers. Even if the market was not responsible for the incident, legal fees mount quickly and liability insurance can cover these costs as well as settlement fees and damages.

The Washington State Farmers Market Association (WSFMA) offers member markets access to an affordable comprehensive insurance program that provides commercial general liability coverage for regular market day activities and premises through an admitted insurance company with an AM Best “A” rating. The policy covers up to \$1 million per occurrence, with an annual aggregate limit of \$2 million, for a policy premium of \$425 per year (as of 2012).

The WSFMA policy generally does not cover special events such as petting zoos, beer or wine gardens, large fundraising events or parades. It also excludes coverage for most injuries to market staff, theft of market property and the actions of a market’s Board of Directors. Other insurance policies, such as Workers Compensation (Washington State Department of Labor and Industries), Directors and Officers Liability, Business Owner’s and/or special event riders are available to cover these additional risk exposures. Under certain circumstances, special event riders may be available in conjunction with the general liability policy for an extra charge. Please contact the WSFMA for specifics on current coverage.

All WSFMA member markets are required to hold commercial general liability coverage either through WSFMA or another carrier. Those markets covered

elsewhere must provide the WSFMA with a copy of their Liability Certificate and the WSFMA must be named as an Additional Insured on the policy; the minimum required liability limits must be equivalent to those of the WSFMA policy, and the carrier must be AM Best “A” rated.

As a risk management tool, WSFMA requires that member markets adopt specific practices regarding canopy safety and include language in their vendor agreements and market policies reflecting these requirements. (See Appendix A, WSFMA Roots Guidelines for Member Markets.)

Develop a risk management policy for your farmers market that includes:

- Purchasing General Liability Insurance
- Purchasing Product Liability Insurance to cover chef demos that are sponsored by the market, if applicable.
- Developing procedures and standardized forms for handling any incident that occurs at the market.
- Including written language in the vendor application to hold the market harmless and require vendors to also procure general liability insurance as well as recommending product liability insurance for their farmers market operations.

Product Liability Insurance. It is highly advisable for vendors to purchase their own liability insurance consisting of both general liability (covering most non-product related claims such as trip and fall accidents or injuries from “flying canopies”) and product liability (covering the risks related directly to the product(s) a farmer or vendor sells, especially food). Some markets require vendors to carry and show proof of liability coverage for farmers market activities, and to name the market as an Additional Insured on their policy. If a claim is filed against a vendor for farmers market related activities, it is likely a claim will also be filed against the market and/or the market manager for negligence. Naming the market as an Additional Insured paves the way for the producer’s insurance policy to cover the market’s legal expenses if they are also named in the claim. (Also see the **Indemnification** section below.)



Dome District Farmers Market, Tacoma, WA

Regardless of the market's requirements, individual vendors need this product liability insurance to protect their assets and cover their legal defense costs should a customer become sick after eating their product or sue them for injury or damages arising from market sales. Product liability insurance is sometimes included in or added to a Business Owner's Policy, but does not always cover farmers market activities. Farmers and other vendors should consult with their insurance agent about their specific business needs related to farmers markets.

As a benefit of membership, the national Farmers Market Coalition offers access to producer liability insurance through Campbell Risk Management. The National Farmers Market Vendor Liability Insurance Program provides \$1,000,000 per occurrence in both general and product liability coverage with no deductible and a \$2,000,000 annual aggregate limit. The program extends coverage to all markets that a vendor participates in, as each market is disclosed on the insurance application form.

Note: It is critically important for both markets and vendors that farmers markets maintain and enforce policies that require applicable vendor licensing and permitting and that vendors follow them. Insurance coverage is voided if a vendor is not appropriately licensed and permitted to operate his or her farmers market business.

Directors and Officers Insurance (D & O). If a market operates with a board of directors, as many do, it is advisable that the organization obtain directors and officers (D & O) liability insurance. D & O liability insurance protects the board directors and officers of the organization, whether it's a for-profit or non-profit, from damages resulting from allegations of wrongful

acts, financial mismanagement, mistakes or errors in judgment and negligence in carrying out their duties. A policy generally covers legal defense expenses as well as financial damages or settlements. Most directors and officers will not want to risk their own personal assets if the market board is sued. Coverage limits are often set at \$1 million. The Farmers Market Coalition offers its members exclusive access to D & O insurance for non-profit farmers market organizations through Campbell Risk Management. For more information, visit www.farmersmarketcoalition.org.

Employment Practices Liability (EPL) Insurance. Since employment practice suits (like harassment and discrimination) are both common and very costly, farmers markets with employees may want to look into Employment Practices Liability (EPL) coverage as well. With increasing diversity the norm across Washington, including and enforcing strong written policies prohibiting discrimination and harassment in your market rules and regulations and vendor applications helps create a fair and equitable market environment and minimizes exposure to related claims, as does training and practice in cultural competency.

Indemnification or Hold Harmless Agreements. Claims can be made against a market or market manager for a third party's alleged actions or harm caused. A claimant can assert that market management was negligent in allowing a vendor to sell a bad product, for his/her failure to secure a canopy properly or to cover an electrical cord running through their booth. Requiring vendors to sign a hold harmless agreement as part of their vendor application can help to shift the cost of legal defense in such a situation to the vendor's liability insurance policy. Indemnification only goes so far, however, if the vendor doesn't have liability insurance or the ability to cover expensive legal fees. Requiring vendors to carry general and product liability insurance that covers farmers market activities with a policy naming the market as an Additional Insured can help to close the indemnification loop.

Managing for Market Safety

Market managers should not plan on using their insurance. The affordable insurance premiums enjoyed by farmers markets in Washington are the result of a long history of managers taking responsibility for keeping farmers markets low risk events. The experience of many years has produced a list of common hazards at farmers markets, and, fortunately, best practice standards to help reduce their incidence.

Conducting a regular market day safety walk-through with a comprehensive safety checklist in hand is an essential part of risk management and due diligence. It is important to be able to document safety risks as they are assessed and addressed. It is equally important to communicate safety concerns and requirements to vendors and market personnel to enlist them in helping to maintain a safe and complaint free environment. This can be done through newsletters, emails, vendor meetings, market rules and regulations and your vendor application.

Canopy Safety. Wind-blown canopies and umbrellas are one of the most common causes of insurance claims for farmers markets but all, or nearly all, of these claims are preventable. Wind is unpredictable and can come without warning, toppling improperly secured canopies and umbrellas. Most wind-blown canopy insurance claims happen at the end of the market day, when the wind picks up and blows over a canopy left improperly secured in the process of packing up a display. As other displays come down, windbreaks are removed. The danger is exacerbated because vendors often detach their canopy weights from their canopies, but leave the canopy standing.

All canopies, umbrellas, and other forms of stall cover must be sufficiently and safely secured to the ground, from the moment the canopy is erected at the start of the market day until the moment immediately before it is taken down at the end of the market day. Sufficiently means at least 24 pounds per leg for canopies, and at least 50 pounds for umbrellas. (Please contact WSFMA for any updates to this standard.) Safely secured means that the method used to secure the canopy does not create its own safety hazards:

- Canopy weights should not cause a tripping hazard.
- Canopy weights should be tethered with lines that are clearly visible.
- Canopy weights should have soft edges to avoid causing scrapes and cuts.
- Canopy weights should be secured to the bottom of the canopy's legs, with tethers stretching up to the inside corner of the canopy to lower the center of gravity.
- Canopy weights should be securely attached to the canopy.



University District Farmers Market, Seattle's oldest and largest "farmers-only" neighborhood market

Because technology is evolving and continual improvements are being made to safety equipment and canopy anchoring systems, the WSFMA is exploring the use of auger anchors to secure tent canopies. Please contact the WSFMA office for current status of auger anchors. As always, if used, care should be taken so that the top of the auger anchor does not present a trip hazard for customers, staff or vendors; and no tie-off ropes or cords are to be left dangling where they could be caught by a passing arm or leg. Please note that the use of non-spiraled tent stakes is not considered an acceptable alternative.

In the Event of Accident or Injury. Despite the safety efforts of the market manager, board and staff, vendors and volunteers, accidents do happen. When they do, it is important from a liability standpoint, to document the incident and the follow-up measures taken, regardless of whether the incident triggers an insurance claim.

- Communicate regularly with market staff, vendors and volunteers about procedures to follow when an accident or injury takes place.
- Adopt the use of an incident report form that gathers the relevant information in one place.
- Take pictures or draw diagrams of the scene if possible.
- Interview witnesses, if applicable, to gather more complete information about the incident and its cause.
- Document actions taken by market staff and management to make repairs or safety improvements to mitigate future incidents.

- Call the WSFMA (or your insurance agent if individually insured) to apprise them of an incident and follow up measures taken, even if you think a resulting claim is unlikely.
- Have a good filing system for completed incident reports and documentation. Many insurance policies have lengthy statutes of limitations in which to file claims. Incomplete or non-existent incident reports make it more difficult for claims adjusters to gather objective information, particularly if the market personnel involved have moved on since the incident took place.

Understand How Market Shoppers Behave.

Customers shopping at farmers markets are looking straight ahead, waist-level, at vendor tables. They are not looking at the ground or above their heads for hazards. It is essential to protect customers by eliminating obstacles or by calling attention to them. Orange cones, flags, tape, and other bright objects can be used to draw attention downward or upward to notice hazards such as cracks in the pavement, uneven surfaces, tree roots, curbs, canopy weights, ground level displays, etc. Avoid running power cords across public walkways. If a cord must cross a path, it should be well-marked and covered with a rubber or plastic traffic cover. Regularly scan the market environment for slippery surfaces or debris, exposed sharp points and edges, and unstable tables or stands.

Vehicle Traffic. Customer parking should be clearly marked and the pathways to and from the market should be obvious and safe. When market parking lots are across the street from the market site, crosswalks should be clearly marked and “pedestrian crossing” warning signs should be placed at either end of the market to alert passing vehicles to pedestrian traffic.

The market should have clear start and closing times and clear policies keeping vehicles out of the area when shoppers are present. Vendor vehicles should be parked by their stalls or offsite well before the market opens (some markets require vehicles to in place or offsite 30 minutes before opening). Likewise, vendors should not enter the market with their vehicles until after the market closes. Vendors arriving late for market set-up should carry in their products rather than driving through pedestrians.

Street Closure and Parking Lot Markets. Check with local authorities to determine requirements for street closures. Markets held on closed-off streets

should use very large, highly visible, unavoidable barriers at each end of the market and anywhere else vehicle traffic might enter the market. There should be no opportunity for stray traffic to enter the market. Physical barricades such as street barricades, police cars, and vendor vehicles are appropriate barriers.

Bright colored, well-labeled street closure signs should be placed at the closure and a block before the actual closure. These signs can be obtained through construction safety supply companies. They are usually collapsible for storage and transportation, and many are now made from lightweight, durable fabrics. It’s also a good idea to station a market staff person or volunteer at each end of the market to intercept and control vehicles before they can enter the market. Before setting up a new market in a street or parking lot, visit other markets to observe how they control traffic.

Market Security. It is important for vendors, shoppers and staff to feel secure at the market. Vendors and market managers frequently deal with large quantities of cash and they need to feel safe conducting business. Shoppers should not have to fear harassment or theft. To achieve these goals, begin with strong, clear language in the market rules that empowers staff to quickly deal with disputes and threatening behavior. Police should be called immediately if a situation appears threatening or out of control. Crime can be prevented by reminding vendors to watch their cash boxes, reducing the amount of cash stored on site, establishing safe bank deposit procedures, and by encouraging everyone to look out for each other. Encourage a regular police presence and consider hiring a security guard if crime becomes a concern.

Food Safety and Handling. Reducing the risk of foodborne illness is a crucial aspect of protecting customers, farmers, and the market. Best management practices for minimizing microbial contamination of fresh produce should be taught and implemented all the way from the farm to the consumer. On the farm, good agricultural practices begin with maintaining and monitoring soil and water cleanliness. Manure applications and contaminated irrigation and washing water are of special concern. Workers, equipment, and livestock can potentially spread bacteria, viruses, and parasites as well.

Measures such as carefully tracking and timing manure applications (manure should not be applied within 120 days of harvest), providing clean restrooms and hand washing facilities for workers and other farm visitors

(including soap and single-use towels), and regular irrigation water testing can help reduce production risks. At harvest, packing facilities, equipment, and bins need to be regularly washed and sanitized. Wash water quality should be carefully maintained and monitored. Finally, properly cooling, storing, transporting, and handling produce reduce the potential for pathogen growth.

A pamphlet from Cornell, “Food Safety Begins on the Farm” provides an excellent summary and checklist of good agricultural practices (GAPS) for fresh produce growers (<http://www.gaps.cornell.edu/Educationalmaterials/Samples/PamphletEng.pdf> or Cornell GAPS Program, 607-255-1428). This brochure or similar materials should be distributed to each market grower. Meats and processed foods require distinct sets of handling procedures (for the “Small Farm and Direct Marketing Handbook,” WSDA 2010, <http://agr.wa.gov/Marketing/SmallFarm/directmarketinghandbook.aspx>).

Finally, at the market, farmers and food vendors must follow the local health department rules regarding food handling, storing, and sampling. The specific regulations vary by county, so managers should be sure to know the rules. In general, hot and cold foods must be kept at appropriate temperatures. Vendors offering samples must have sneeze guards, proper hand wash facilities, gloves and serve samples so there is no bare hand contact. In addition, the local health department may require the farmers market and many vendors to obtain a permit to offer chef demos or other on-site food preparation.

Market Day Communications. Establishing good communication systems among market staff and vendors can help prevent problems and enable a quick response if something does go wrong on market day.

- Have a set system for directing vendor traffic in and out of the market during setup and breakdown.
- Give staff two-way radios in larger markets.
- Clearly instruct both staff and vendors about where each vendor’s stall is located, and give staff clear instructions as to how to handle any problems that arise with regard to vendor stall assignments.
- Make sure market staff and signage clearly inform the general public that the market is closed to them during setup and breakdown times for their safety.
- Have a clearly spelled out system for handling any problems that arise during the market day.
- Make sure market staff and vendors know how problems and disputes should be solved and who is designated to handle them.
- Make sure that market staff and volunteers are clearly identifiable to the public should a problem arise (i.e. use badges, nametags, matching T-shirts, etc.).
- Have clear emergency procedures in place for accidents, medical emergencies, safety or crime issues, fires, and natural disasters.
- Consider a regular market communications bulletin for vendors, staff and volunteers to be handed out once a week, or once a month, with reminders about rules and safety issues and to let vendors know about upcoming events that could affect them.



2.4 Technology Tools for Markets

What Works?

Technology can play many roles in today's farmers markets. From laptop computers to cell phones to wireless EBT machines and custom software, technology can vastly improve the job of a market manager.

Record Keeping Software is highly effective for tracking and improving a market's performance and compiling financial reports. Most farmers markets use one of the following three spreadsheet-based software programs:

1. **Excel**—Currently, most markets use Excel spreadsheets to track their data. Excel can be customized to fit the needs of the market and it can sort data and deliver reports in a variety of ways. It can also manage contacts. Excel has the added benefit of being widely used, making it easier to transmit files from one computer to another and to import and export files from other software programs.
2. **QuickBooks**—Used by many markets, QuickBooks is primarily used to track financial information, although it can also manage contacts to a certain extent. It is designed to track income and outflow, manage accounts payable and receivable, plan and track budgets, calculate costs, etc. Whereas Excel needs to be configured by the user to perform many of these functions, QuickBooks comes ready to go. This readymade approach allows for ease-of-use, although sometimes less flexibility. With QuickBooks, it is helpful to obtain instruction on the software before using it.
3. **Manage My Market.** Some farmers markets have chosen to pay for "Manage My Market," an online data management system developed by Portland-based OX Data Systems. Manage My Market is web-based so that managers can input daily market data right at the market. Version 2.0 was released in January 2010. The Manage My Market website offers an expanding array of services to help manage market data and important documentation. For more information, please visit www.managemymarket.com.

Electronic Payment Systems

It is important to know who your market customers are and understand their needs and preferences. The availability of electronic payment methods and ATM machines can potentially attract new market customers, as well as increase the potential for existing customers to spend more than they had originally intended.



EBT/EFT card processing devices, Olympia Farmers Market, Olympia, WA

Electronic access to funds allows for unplanned purchases such as the first strawberries or cherries of the season or a purchase motivated by a fresh, savory sample or a conversation with a farmer about a tantalizing new recipe. In other settings, people are increasingly using debit and credit cards in place of cash, even for very small transactions. If vendors are unable to accept these payment methods, they could be missing out on tremendous opportunities.

EBT. Electronic Benefits Transfer (EBT) is the term used to describe the debit card-like system used to distribute government benefits, such as food stamps, social security and disability. EBT at farmers markets is most frequently associated with food stamp benefits which also goes by the federal name SNAP (Supplemental Nutritional Assistance Program) or Washington State name of "Basic Food" which is distributed on a Quest Card. Needless to say, this is a very dynamic area due to fast-paced changes in technology and uncertain funding levels. In addition, the monthly WIC food benefits will transition to EBT cards in 2015. The Washington State Department of Health is hopes these cards will be able to be used at farmers markets. While the equipment may be available from the Department of Social and Health Services and processing discounted, there are considerable staff costs to consider when taking on the EBT technology. Fortunately, there is a lot of work around these programs in process and, hopefully, more efficient solutions in development. Please contact the WSFMA for the latest information.

Credit/Debit. Like EBT, the technology around accepting credit and debit cards at farmers markets is changing rapidly. Not only are there wireless and wireless Point of Sale machines, there are now Smartphone "apps" that markets and vendors alike can use. While many

markets continue to use a token program, some are opting to encourage vendors to accept credit and debit cards directly. There are many complicating factors. Please contact the WSFMA for the latest information.

ATMs. Since most shoppers arrive at a farmers market with a set amount of cash, providing easy access to an automated teller machine (ATM) can potentially increase the amount they spend. Market managers might consider renting an ATM as another option for encouraging cash flow into the market. Alternatively, if there is an ATM or bank nearby, be sure to have good signage in your market to help shoppers find it.

The Internet

E-mail. Email has taken hold as the de facto means of communication for many people because it is efficient, inexpensive and seemingly ubiquitous. Most markets use email to communicate with vendors, shoppers, and other stakeholders. The key is to keep up with changing email etiquette to ensure your messages are read and understood. In addition, it is critical to remember that the “digital divide” still exists and you may miss certain people (including vendors) by relying exclusively on email communication.

Listserve and Online Newsletters. E-mail listserve allow users to send messages to a large group of people at once, such as the market’s board, vendors and shoppers. While once limited to the domain of Yahoo and Google, listserve today can be set up through an ever-changing array of options. Be sure to check out special deals for non-profit organizations.

More and more markets are moving to an online newsletter using online tools such as Constant Contact or MailChimp. The Neighborhood Farmers Market Alliance currently uses MailChimp to send out its weekly “Ripe & Ready!” announcements about what fresh products are available that week.

The key difference between a listserv and a tool such as MailChimp is that the listserv is set up to be interactive. Anyone on the listserv can post a message and anyone receiving it can respond via an email. So, listserve are especially good when there are discussion topics and back and forth. The online tools like Constant Contact and MailChimp are better suited for one-way communication from your market to a group of people. The benefits are that, unlike most listserve, the messages have a higher design quality and look more like a newsletter or other marketing material. In

addition, individuals can independently “subscribe” and “unsubscribe” to the mailing list. And finally, these tools allow people to opt into subgroups based on their interests, whether it is a particular market location, event type, or whatever suits your activities.

Regardless of what tool you use, it is vital to maintain an accurate email list whether it is for your shoppers, vendor or other contacts. Such lists are living documents and require constant maintenance. Sometimes illegible handwriting can be a challenge for shopper emails. One market recommended having a laptop at the information booth so that people can type in their email directly. A lower-tech strategy is simply to have a clear sign in sheet with plenty of space and encouragement to “print clearly.”

Websites. The market’s website is a both a billboard and a storefront for shoppers and vendors alike, providing the market with exposure and credibility. The reality is that most people will search the Internet for information before they pick up a phone book or directory. Your farmers market website should provide the following information at a glance:

- When the market opens and closes for the season (e.g. Is it open now?);
- Days and hours of operation;
- A map and directions; and
- Contact information for the market.

It is extremely important that this information be front and center so that the shopper doesn’t have to hunt to find it.

Secondarily, the site should have a section for current and potential vendors. This section should spell out the application process and/or who to contact and include the:

- Market vendor policies and rules; and
- Application Form.

If your market has the capacity to update your website in-house and consistently, consider adding enticements to help shoppers connect with your market. These may include:

- Calendar of events
- Seasonal crop charts
- Vendor highlights
- Educational information
- Recipes

-
- Link to the WSFMA or Farmers Market Coalition, if members

Fortunately, farmers markets lend themselves to beautiful pictures. Try to represent all aspects of the markets and different images from throughout the market season. If possible, try to change the pictures or update the “look” at least every season. Be mindful not to post photos of shoppers (especially children) on your site without their permission.

While a website does not have to be expensive or extravagant, but it should be inviting. Be sure to proofread the content and ask for a trusted peer or objective outsider to review it for clarity and functionality prior to being launched.

Above all, if you have dated material, make sure your website is updated regularly. Out-of-date information can cost a market customers, while regular updates can showcase all that is going on at the market.

Social Media. The world of “social media” is changing and growing in leaps and bounds. Some markets are

opting to go with a “Blog” or Facebook rather than a website. The advantages are that these tools can be updated immediately and are easier to maintain. Short, constant bits of news can keep your market on shoppers’ mind. The downside is that their “shelf life” can be shorter as expectations rise about constant new content. Thus, maintaining a blog or Facebook requires a commitment to actually doing it on a regular, year-round basis. In addition, these tools can be harder to navigate and archive key documents such as market rules. The biggest drawback for sites such as Facebook is that it requires people to join and not everyone wants to be obliged to do so. In addition, as previously mentioned, the digital divide still needs to be addressed in that not everyone lives online. And to the degree that we rely on online tools more and more, a classic mailing or handwritten note can make more of a positive impression than ever.

Laptops and Smartphones are useful to have on-site to access information via the web, to input data (e.g. foot traffic counts, vendor sales, notes and observations, etc.), and to manage other information such as stall layout, rules, and vendor information.



2.5 Finessing the Right Product Mix

Optimizing Diversity, Quality, and Quantity

One of the more challenging aspects of market management is achieving the optimal product mix, coupled with verification that the vendors actually produced the products being sold. Some markets specify where products can be produced such as in the surrounding county or counties, the island upon which the market resides, or a specific mileage radius around the market. Such restrictions may focus the market on enhancing the local economy and environment, but they can also impede the market's ability to develop an adequately diverse product mix or sufficient product supply.

Product Mix. Most markets have a limited amount of space for vendors. As they mature, many markets fill up and develop vendor waiting lists. Deliberate and sometimes difficult choices have to be made to attain the right balance of vendors and products. A market's success will be determined in large part by the economic health of its vendors, and this, in turn, depends upon the combined quality and diversity of their products.

Managers should seek variety, abundance and quality in product. Setting high standards for quality will draw customers. The ideal goal is to maximize sales for vendors by ensuring that customers are getting what they want.

Finessing the right product mix is viewed as an art by some managers and a science by others. For example, the Neighborhood Farmers Market Alliance in Seattle has a systematic process for accepting vendors and products and assigning stalls. Its system of prioritization is clearly spelled out in the vendor rules, including such factors as the maintenance of a strong, diverse product mix; past performance including sales history; and a desire to work new vendors into new markets. Returning vendors generally have seniority if they have fulfilled their agreements in the past.

On the other hand, when Grant Davidson ran his various East King County markets—Crossroads Mall, Kirkland, Lake Forest Park, and Woodinville—using anonymous systems for reporting sales, he used a relationship-based approach for determining the health of product sales. He periodically visited with vendors during the market day to gain a feel for how they are doing, and he closely watched customer behavior and purchases. And while NFMA has total control over the

character of its markets, Davidson had to work with three market locations—two shopping centers and one municipality—that imposed restrictions on his product mix (i.e. no bakeries at one and a requirement to have local crafters at another).

Judy Kirkhuff runs three markets in Seattle: Ballard, Madrona and Wallingford. She assesses her markets based on the percentage of the different types of products within the market versus the overall product mix, while accounting for seasonal fluctuations. The relatively short market rules explain what is required of vendors, but do not make any promises about who will be accepted. Vendor mix and participation is entirely left to the manager's discretion. Kirkhuff has limited space at her markets, and farmers have priority. She looks for diversity and abundance and “things I need,” such as wine, cheese, or a farmer with unusual produce. According to Kirkhuff, balancing the product mix is “about knowing the limits of the market.” She asks herself “are my vendors going to succeed?”

The three contrasting management approaches above emanate from highly successful markets, yet utilize different styles, rules and circumstances. A system that works well for one market may not work for another. Achieving the right product and vendor mix depends on the unique characteristics of that market and requires managers to know their vendors, their shoppers, and their community.

How many is too many? While it is common for vendors to resist the introduction of other vendors selling the same product, allowing one vendor to have a monopoly on a particular product can limit the market's capacity. It has been well documented that when several producers of the same product are together in one market, each of their sales tend to be greater than if they were the only vendor of that product.

Shoppers in the U.S. respond to choice and abundance with increased spending. When they see multiple booths with the same produce, they seem to buy more produce. In markets with a lot of vendors, shoppers tend to develop an affinity with a small group from whom they make regular purchases each week. With increased choices, they feel comfortable choosing favorite farmers to patronize. With fewer choices, shoppers may feel they are being forced to take what is offered. Ultimately offering more choices in the market will benefit the vendors by providing an anchor base of returning customers. The steady foot traffic created by regular customers will in turn

draw new customers as the market evolves into a vital community happening.

Dynamic managers keep a constant eye out for unusual or missing farm products and find ways to make room for them at the market.

Nevertheless, it is possible to reach a saturation point by having too much product in the market, while not having enough of another product. Watching for seasonal variations and remaining attentive to individual vendor sales, sales in product categories, customer counts, and the demographics and buying habits of shoppers will help the manager determine if any changes or adjustments need to be made to the market's product portfolio.

Seniority? Vendor seniority systems at markets are common, but they can limit the manager's capacity to make changes that optimize sales and product mix. Some markets have seniority systems based on sales, years at market, or both. The problem with a seniority system that only rewards attendance and longevity is that vendors who have been in the market forever, but do not generate sales or shopper traffic can become entrenched. While this may benefit those vendors, it can be an undermining force for the market as a whole.

Seniority systems and cronyism tend to be more common at markets with governing boards dominated by vendors. While it is essential to have strong vendor representation, having the board populated entirely with vendors can limit overall perspective and the market's capacity for growth (see Board Recruitment 1.6).



Chehalis Farmers Market, Chehalis, WA



2.6 Farm Product Verification

Farmers markets are popular because they offer what most stores cannot: a relationship with the person who grew the food and unmatched seasonal variety of fresh products. It is essential that managers assure that the person representing themselves as the farmer actually grew the product. This process starts with the vendor agreement or market rules, which should include clear language that:

- Describes exactly what kinds of vendors selling what kinds of products will be accepted, as well as what will not be considered.
- Identifies the market as a WSFMA member, if it is, and explains that the market and its vendors must abide by the WSFMA Guidelines (Appendix A).
- Reserves the market's right to visit any vendor's farmland or production facility to inspect it for the purpose of verifying the capacity to produce the items sold at market, and to see that the vendor is currently producing those items.
- Defines how product verification may take place and how any dispute or concerns about the legitimacy of any vendor's product(s) shall be handled.
- Requires vendors to post clearly visible and legible signage that identifies the business name and location, as well as product signage, especially prices.

With these provisions in the vendor agreement, market managers have the authority needed to verify the information provided by the vendors on paper.

Every vendor application should include:

1. The physical location of all farmland and/or production facilities, including maps and directions to reach them.
2. The total acreage in production and the total acreage available for cultivation.
3. A complete list of any and all crops the farmer intends to bring to the market and an approximate date that those crops will be available.
4. A complete list of all the farmers markets at which the vendor is selling that year.



Terry Carkner, Terry's Berries setting up at Tacoma Farmers Market, Tacoma, WA

While a thorough application and well-written vendor agreement should discourage cheating, the information provided on applications can also be verified through farm visits and booth audits.

Farm Visits. Ideally, managers should visit each new vendor's farm to begin building a good relationship and to assess its production capacity. Each farm should then be visited annually, if possible, to continue building that relationship, to reassess capacity and rules compliance, and to gain the authoritative knowledge to fend off any intra-market gossip. A farm visit should be viewed first and foremost as an opportunity to build relationships. While verification of vendors' statements to ensure compliance with market policies is usually the underlying purpose, the visit should not be seen as "policing." Everything about the visit should be polite and respectful, from the request to visit the farm to the thank-you note after the visit. In general, managers should try to provide the vendor with ample notice of the visit and should venture to make sure it is as convenient as possible for the vendor.

In cases where vendor misrepresentation or a violation of market policies is suspected, the timing of the visit may demand more spontaneity. This may include a clause that the market will give the vendor at least 24 hours notice before such a visit to ensure that the vendor will be there to participate in the inspection.

While regular farm visits are ideal, it may not be practical to visit every vendor every year. Washington, however, has one of the strongest networks of farmers markets in the U.S. Markets can share information with each other about the vendors they have visited—usually the farms located closest to each market. By



Kirsop Farm, Tumwater, WA sells produce at the Olympia and the Tumwater Farmers Markets

cross-referencing the information provided on vendor applications, managers can assist each other in product verification, while minimizing the intrusion on vendors and assuring all vendors of an even playing field.

Sound Policy to Counter Rumors. Few issues raise the ire of market farmers more than product verification. Every year, some vendors allege that other vendors are not producing what they are selling, but are buying and reselling instead. While this system of self-policing among farmers can alert managers to potential problems, many markets are rife with allegations spread as gossip rather than filed as formal complaints.

Markets need to have clear policies for controlling rumors and derogatory comments, as well as clear protocols for filing complaints of violations for formal market investigation. In disputes, a third party farm visit can be arranged. To discourage unfounded accusations, some markets establish a price for the third party verification. If the farm in question is found to be legitimately selling their product, then the accusing farm must pay for the inspection. If the accused farmer is indeed violating the rules, then they must pay for the inspection and face suspension or expulsion from the market.

Outside of formally filing a complaint, derogatory comments among vendors, the media, or the market management or board should not be tolerated. In some cases, fines and suspensions for spreading negative rumors may be warranted. While markets should be places for free and open exchange of thoughts and ideas, specific negative talk about particular vendors can harm public confidence in the market as a whole, resulting in lost sales for all of the vendors.

Below are some examples of how Washington markets address farm visits and vendor mix in their vendor agreements and rules.

Shelton Farmers Market

Vendor Inspections and Jurying. The Market Manager has responsibility for vendor inspections to verify that products sold at the Market are vendor produced as required in the bylaws, and that the vendor lives and works within geographical boundaries established by the bylaws. The Market Manager may delegate to vendor members or other qualified individuals the authority to assist in the execution of inspections. Membership in the Market requires the vendor to submit to being inspected at the request of the Board of Directors and/or the Market Manager.

Inspection Process and Guidelines. Vendors may be inspected when complaints have been received by the Market Manager or the board.

- The Market Manager will keep a record of inspections.
- The inspector will note production capabilities of each facility they visit.



- Vendors will be contacted at least 24 hours in advance of inspection.
- If the Manager cannot verify that a vendor produces his/her own product, membership may be denied. The vendor may appeal to the Board of Directors.
- The Board must respond to written appeals within thirty (30) days. The Board has final authority to resolve all discrepancies referred by the Market Manager or appealed by a vendor.

Anacortes Farmers Market

Farm Inspections: The market reserves the right to visit the farms of growers to confirm that the products brought to the market are their own products. Such visits will be set up at least 24 hours in advance. The same type of visit can be extended to the production site(s) of producers and crafters if a question should arise regarding the origin of merchandise offered for sale.

Vendors: Definitions of each vendor type are based on the WSFMA's "Roots Guidelines," however the

Anacortes Farmers Market has also added its own requirements. For example, farmers must raise and process products on land in Skagit County and bordering counties. Farmers are allowed to sell up to 25% from a farm other than their own, "but "buying in" produce is not allowed if another farmer is growing the same product." In addition, the market clearly states that it does not allow resellers, brokers or franchises. And only businesses that are operated and controlled by their Washington State-based, or border county-based, owners are permitted at the market. (www.anacortesfarmersmarket.org/guidelines/, 12/2012).



Neighborhood Farmers Market Alliance (Seattle)

Farm Visits. The NFMA and its representatives may inspect or visit any farms or establishments used by vendors. Farm/Processor visits may be conducted at any time, without notice. With 24-hour notice, vendors should provide help during a visit in identifying the crops/products listed on their application for Permit to Sell. Any farm that is new to our Markets

will require a farm visit before receiving a Permit to Sell.

Booth Audits. The NFMA may conduct random booth audits at any given vendor's stall during the Market season. These audits will be carried out by third party observers. Vendors will be given a general 24 hour notice prior to booth audits.

Kittitas County Farmers Market (Ellensburg)

Jurying. All artist/craft vendors (including returning vendors) shall have their work juried prior to being allowed to sell at the market. All products sold must be completed by a single artist/craftsperson in the state of Washington. Products must be of the highest quality, handcrafted, and shall not be imported or kit work. Artisans must submit pieces that are representative of the work they plan to sell at the market to be juried. An artisan may not sell anything that has not been juried prior to the day of the market. Some review items considered are:

craftsmanship; quality; percentage of raw material used; percentage of product that is handcrafted versus non-handcrafted; and originality. Once a product has been accepted, selling space at the market will be granted based on space availability and compatibility with current product mix. Beginning 2010 returning vendors will be juried every three years and kit work will no longer be accepted. (<http://www.kittitascountyfarmersmarket.com/images/2012MARKETRULES.pdf>, 2012)



2.7 Vendor Best Practices

Coaching Vendors for Strong Customer Relationships and Sales

Successful vendors make a successful market. Good vending skills include attention to product quality and display, customer safety, product knowledge, and appearance and behavior. In addition to the tips on optimal vendor practices below (which managers may want to include in their vendor rules and policies), managers can take advantage of educational opportunities such as the annual WSFMA conference or visits to other markets to become the best possible resource for their vendors.

Vendor Appearance and Demeanor

- Be clean, friendly and welcoming.
- Be mentally present and ready to engage the customer.
- Reach out and connect with passing customers to draw them in, but avoid hawking, i.e. disturbing the customer or the rest of the market.
- Know your crops, how they are produced, and how they can be used.
- Be prepared to answer customer questions.
- Offer recipes and provide storage tips.
- Be ready to suggest a new taste experience.

Stall Appearance and Farm Signage. A market stall is a farm's storefront. There is no rule that says canopies need to be white. Vendors can experiment with colors, banners, awnings, table covers and flags. Stalls that are distinguishable from all the others can be easily remembered and found again the next week. Each stall should have a clearly understandable, unique sign identifying the farm or business and its location. The more information that can be provided about the farm, the better. Brochures, business cards, and websites can all be used to help tell the story of the farm so that customers can build a connection with the farmers. Shoppers that develop a connection with a particular farm will keep returning and make recommendations to friends, family and neighbors.

Displays should be attractive and easy to reach for all market customers. Keep market stalls comfortable and safe to navigate. Products should be identified with signage that is clearly marked and includes prices. Prices set in whole numbers are easy to calculate for both vendors and customers. Farmers accepting FMNP

checks (see *Federal and State Food Programs, Section 2.10*) should adopt pricing or bundling that is easily adaptable to the check's increments (e.g. \$4.00 or \$5.00).

Abundance and Quality. Color and vertical layout are key ways to visually attract customers. Keep display baskets and bins looking full throughout the market day. Customers are hesitant to buy the last of anything. Many times vendors with impressively full displays will keep selling well right up to the end of the day, while vendors with picked-over displays will stop drawing customers.

Produce quality should remain high throughout the market day. Perishable products may need to be refreshed often. Clean water and crushed ice can be used to keep delicate greens looking fresh and attractive. Use awnings or set tables in from the edge of the canopy to shade produce from the hot sun. Only bring first quality to the market. Many markets have anti-dumping rules to prevent vendors from selling lower quality goods at lower prices that will undercut other vendors (for example, see NFMA Rules, Appendix B, Section VII). At many markets, leftovers can be donated to the local food bank (see *Section 2.10*).

Professionalism

- Have the equipment ready that is needed to do business. Scales, calculators, and cash registers/boxes provide a professional appearance and make smooth transactions.
- Be there. Make sure you have adequate staff on hand to attend the stall at all times. Counting on a neighbor to keep an eye on your stall for very long is impractical.
- Respond courteously and earnestly to complaints.
- Risk Management. See Section 2.3 on risk management for important ways to ensure the trust, security, and the safety of customers.

While each vendor strives to be unique, improvements and innovations enacted by one vendor often influence and inspire other vendors, enhancing the overall quality of the market. At the same time, the behavior of one or two vendors can negatively affect the whole market. Managers should encourage vendors to emulate the positive things their neighbors are doing and to collaborate to improve the market as a whole.



2.8 Cross-Culture Skill Building

Strategies to Create a Welcoming Market

Washington's communities are becoming increasingly culturally diverse. Washington's farmers markets reflect this trend, drawing vendors and shoppers from every ethnicity, race, culture, economic strata, political persuasion, age, and gender. An appreciation of that diversity can help market managers successfully interact with and serve their communities, enhancing the profitability and vitality of their markets in the process. Beyond ethnic differences, there are many "cultures" that make up most markets: people with disabilities, older people, rural and suburban, eastern and western Washington, men and women, organic and conventional farmers, varying family structures, etc.

Cultural and social differences can create challenges within the market, such as language gaps, conflicts and misunderstandings among vendors or customer groups, misunderstandings with managers, and disagreements as to the role of bargaining versus fixed prices. Arranging educational opportunities for managers, board members, staff, vendors, and customers to explore and learn about cultural differences will enable market participants to better understand and engage in problem solving around these challenges as they arise.

When viewed as an asset, cultural diversity strengthens markets in multiple ways. Diverse vendors bring a wider variety of products to the market and a diverse customer base ensures demand for these products. By making a market comfortable and welcoming for all community members, managers can bring in new customers, increase the significance of the market, and build the market as an integral and central gathering place for the community. To aid in communication across cultural differences, managers can:

- Provide market rules and documents in multiple languages and obtain translation for meetings and conversations with vendors.
- Provide assistance with developing signage and written materials in English. Do not assume that all vendors can read.



Ju Cha at the Kirkland Farmers Market, Kirkland, WA

- Connect new immigrant farmers with informational resources through such organizations as WSU Extension, the WSU Small Farms Program, and federal farm programs.
- Partner with service organizations, churches, associations, and community centers to reach diverse audiences.
- Think about whether everyone has physical access and transportation to the market.
- Consider whether everyone understands the signage at the market.
- Host special events and festivals at the market that celebrate cultural diversity and diverse food traditions.
- Provide educational materials for shoppers and vendors about the foods and food traditions of new immigrant groups.
- Offer cooking demonstrations and recipes from diverse cultures.
- Involve children! Often second generation immigrants have multiple language skills.



2.9 Sustainability

Improving the Market Footprint

This section examines how farmers markets can contribute to environmental and community sustainability. Buying food from a local farmers market can be about more than just getting the freshest and tastiest food available. Farmers markets can enhance communities and the environment in a variety of ways.

Supplying more of a community's fresh produce needs through a farmers market can potentially:

- Reduce food miles. Produce commonly travels around the world to reach the grocery shelf. At farmers markets in Washington, the maximum "food miles" produce and farm products travel is across the state.
- Increase overall consumption of fruits and vegetables, thereby improving community health.
- Build local economies and support neighboring local businesses. A goal of many markets is to bring people back into a depressed urban center. Market shoppers report that during their trip to the market they spend additional money at other businesses near the market (Lev and Stephenson 1998).
- Keep money circulating in the local economy. With imported food purchases, the bulk of the money flows out of the local community. When money is paid directly to local vendors at a farmers market, that person in turn makes other purchases in the community.
- Keep farmers on the land. Maintaining profitable local farms protects farmers, farmland and local food-producing capacity from urban sprawl.
- Promote environmental stewardship by protecting farmland. Well-managed farms can provide valuable eco-system services to the larger community, such as water filtration, carbon sequestration, wildlife enhancement, recycling of urban waste streams as soil amendments, etc.

Education. Markets can play a critical role in environmental education. Sustainability can be embraced as part of a market's mission and part of its public image. Managers can strengthen that connection by modeling environmental sustainability and emphasizing it in press releases, on the market's website, and in newspaper interviews.

Waste Management is a significant component of managing a farmers market and it offers an opportunity to practice, and serve as a model for, sustainable waste management practices. The "three R's" of waste management—reduce, reuse, recycle—can perhaps be applied more readily to a farmers market than to most



Alvarez Organic Farms, Yakima Farmers Market, Yakima, WA

other businesses. The first step is to work with the market landlord to arrange for weekly garbage, recycling, and compost pick up. The market may have to pay; however, some cities do this for free because it's good PR.

Reduce. The first priority in managing a market's waste is to avoid producing it in the first place. Reductions in waste can be accomplished through a variety of easy steps. Educate vendors and shoppers to use fewer plastic bags. Not every different kind of produce needs to be segregated from every other kind. Different foods which cost the same per pound, for example, can generally be put in the same bag, and different foods sold by the bunch can share a bag. The multiple bags that people are accustomed to using require resources to produce, ship, recycle or send to the landfill, and they increase vendors' costs.

A canvas shopping bag can be created with the market's logo on it, and sold to shoppers as a fundraising, marketing, and educational tool. These can be reused, reducing the need for plastic bags, and they promote the market and its sustainability programs everywhere they go. The bags can even have educational slogans printed on them (see Low Budget Promotions, Section 2.11).

Sampling and taste tests at the market offer another opportunity to reduce wastes. Does every sample need its own plate, fork and napkin, or will a simple toothpick do? Arranging for a food bank or soup kitchen to pick up surplus produce from the farmers keeps it from being composted or thrown away. A careful assessment can determine how much waste is generated at the market, as well as how much is being generated away from the market as the result of market activities.



Claude Mahmood, Gigglings Goat Farm, Shelton Farmers Market

Reuse. The second waste management priority should be to reuse items that would otherwise be sent to the landfill. Farmers market managers can:

- Encourage shoppers to reuse their plastic bags week after week, and encourage vendors to reinforce the same message. Shoppers can be reminded that new bags cost vendors money and increase the prices shoppers pay.
- Encourage farmers to reuse boxes (most already do because of the costs). Shoppers can also return produce boxes for reuse.
- Encourage farmers to invest in sturdy, reusable plastic produce totes. While initial costs may be higher; they last longer, stand up to moisture better, resist crushing, are easier to stack and clean, and remain more stable in trucks.
- Keep information on hand as to where reusable totes can be purchased.

Recycle. Recycling is the third waste management priority. It is becoming possible for markets to recycle (including composting) all waste remaining after reduction and reuse. All markets should have recycling (and, if available, composting) receptacles throughout the market to make it easy for shoppers to find and use them. They should be clearly marked as to what can and cannot be placed in them. Evaluate what kinds of waste are being generated in the market, and encourage—perhaps even require—vendors to

use packaging, plates and utensils that are recyclable or compostable.

Trash. Trash collection can be messy, smelly, and expensive, and it can make a market look unappealing. Make sure the market has enough, effectively located trash receptacles. Market staff or volunteers should monitor them, as well as recycling and composting receptacles, at regular intervals, to make sure they are not overflowing.

Most markets do not provide refuse collection for vendors because they can produce enormous quantities of waste that can overwhelm public receptacles quickly. Very clear language in market rules and/or vendor agreements can stipulate a “pack it in, pack it out” approach to trash. Vendors caught using the public waste receptacles should be on notice that they will be disciplined with fines or suspensions. On the next page are examples of the wording of trash policies currently employed at Washington farmers markets.

Zero Waste and Composting. Two Santa Monica Farmers Markets in California have embarked on a “zero waste” waste management program (www.smgov.net/Portals/Farmers_Market/Education/Sustainability.aspx). The markets did a waste analysis of trash receptacles and discovered that it was composed of 20% recyclable cans, plastic and glass; 20% compostable food scraps; 40% foam or paper food service products (all of which is compostable or could be); 7% recyclable mixed paper; and 3% trash.

With at least 97% of its waste being recyclable or compostable, the Santa Monica markets decided to try to eliminate trash altogether. Managers worked with the City of Santa Monica to develop a zero-waste program and consulted with a company that had developed a similar program for a farmers market in Boulder, Colorado. They put up informational signage and formed crews to educate vendors and shoppers about the new policy. Specially labeled compost receptacles and recycling receptacles were strategically placed throughout the market without any trash receptacles. The idea is to have all prepared-food vendor waste—plates, cups, forks, napkins, food scraps, etc.—be compostable or recyclable. The City waste removal system hauls compostables to a composting facility, much like King County’s Cedar Grove Composting.

Shelton Farmers Market

Garbage. Vendors are responsible for removing their own boxes and garbage from the market site. Trash cans are provided as a courtesy to customers.

Styrofoam Ban. The market encourages vendors to use containers other than Styrofoam.

Roslyn Farmers Market

“You are responsible for your own stall and must supply all necessary trash containers. **You must pack out your own trash**, removing containers, waste and trimmings before leaving the market. The Market will provide trash receptacles for the customers only. You must keep your area attractive and clean during Market hours. Your customers will respond favorably to a well kept booth!”

Neighborhood Farmers Market Alliance in Seattle

Stall Space Safety & Clean Up. Vendors are required to maintain their individual selling space in a clean, safe and sanitary manner, including protecting the pavement from drips from any part of the vendor's vehicle. Each vendor is responsible for keeping his/her booth space clean during the Market and for complete clean up of their space at the close of the Market. This includes collecting all trash or garbage that is generated in or around your booth and sweeping up any product debris left on the ground. Vendors are not permitted to dispose of produce waste, overripe or leftover produce or boxes in any on-site garbage cans or dumpsters. **Market trash cans and dumpsters are not available for vendor use.** (Pack it in, pack it out.) Vendors should bring their own brooms, dustpans, and waste bags. Those who do not clean up at the end of the Market will be issued a written warning for the first offense and a \$25 fine for the second offense. A third offense is grounds for termination of vendor's permit to sell.

While the concept of a zero-waste market is very appealing, unfortunately, most communities in Washington State do not yet have composting programs that can adequately support such a program. Cedar Grove can accept some types of “compostable” food service wares at present, but not most. Determining an item's actual compostability requires long-term testing. Results at Cedar Grove have been mixed so far, with only one entire product line being found acceptable. Instead, most product lines have some items that are acceptable and others that are not, making Cedar Grove reluctant to accept zero-waste compost from anyone without direct involvement in the program.

From another angle, the Bayview Farmers Market on Whidbey Island has worked with WSU Extension and local nonprofits to address the impact of their restrooms on the environment. They have built model restrooms employing composting toilets and a grey water system for wastewater. Market managers, especially those in the process of designing a new permanent site for their market, might want to visit this site.

These projects suggest that food service product manufacturers, city planners, local governments, composting facilities, vendors, and university researchers need to be encouraged to investigate and implement programs that will support zero-waste programs at farmers markets. Farmers markets have a unique opportunity to serve as pilot sites and models of sustainability for the larger society.



2.10 Understanding Federal and State Food Programs

In response to citizen advocacy, public programs are emerging that seek to simultaneously improve access to fresh, nutritious fruits and vegetables for low-income households, while at the same time, support family farmers who are struggling to find stable and profitable markets for their crops. While farmers markets have provided thousands of farms with direct access to local markets; partnerships with federal, state and local government agencies, as well as food security organizations can expand these markets to include nutritionally at-risk citizens.

Farmers Market Nutrition Programs (FMNP)

WIC FMNP. Since 1992, the Farmers Market Nutrition Program (FMNP) of the federal Women, Infants, and Children Program (WIC) has provided low-income families with young children direct access to fresh produce from local farmers markets. The goals of the program are threefold: to support the development of farmers markets; to encourage direct sales by farmers; and to provide nutrition education and supplementation to WIC families. WIC participants report that they eat more fresh produce, learn about new produce and how to cook it, and continue to shop at farmers markets even after they have spent their WIC FMNP checks.

Senior FMNP. Launched in 2000, the Senior FMNP operates with the same three primary goals as the WIC FMNP, but targets low-income seniors. This program encourages seniors to eat more nutritiously. Its popularity may stem, in part, from the positive memories or experiences people have had with farming and gardening or buying produce directly from farmers in their past.

Both the WIC and Senior FMNPs are administered in Washington by the Washington State Department of Health (DOH), though the Senior FMNP is managed by the Washington State Department of Social and Health Services (DSHS). In 2011, 124 Washington farmers markets participated in FMNP and had over \$1.26 million in FMNP sales, serving approximately 750 farms.

Food Stamps and Electronic Benefits Transfer (EBT). Paper Food Stamps have been replaced, state-by-

state, with a system called Electronic Benefits Transfer, or EBT. In Washington, when a Food Stamp recipient purchases food using their benefits, they swipe a card, called a “Quest” card, in the same machine as they would a debit or credit card. The magnetic stripe on the back of the Quest card accesses the recipient’s benefits account and transfers the purchase amount to the grocer’s account.



WIC Checks and Tokens at the University Place Farmers Market, Tacoma, WA

The EBT system was designed to prevent fraud by linking directly to government databases. It has also reduced the social stigma associated with paper food stamps. The problem with EBT arises at remote locations, like farmers markets, that lack easy access to electricity and telephone lines. Food Stamps sales at farmers markets in Washington fell off dramatically when the conversion to EBT took place in the late 1990s.

Many markets in Washington are now set up to accept the EBT cards (formerly food stamps) using Point of Sale equipment and market scrip tokens. This program is administered by the Washington State Department of Social and Health Services (DSHS). People can spend Food Stamp dollars at participating farmers markets by swiping their EBT card at the manager’s booth and signing the transaction receipt in return for market tokens. The market scrip tokens, usually worth \$1 or \$2 each, are only good for purchases of eligible items at that market. Vendors then turn the tokens back in to the manager at the end of the day, either for cash or to pay their stall fees.

Markets with a Point of Sale machine can also sell tokens to people using debit and credit cards or cash. Market tokens used for EBT redemption are easily distinguished from “cash” tokens by color. The credit and debit card tokens also tend to be in higher denominations, from \$5.00 up to \$20.00. However, the centralized token system demands extensive planning, regular bookkeeping, and safeguards at the market.

As with credit and debit cards, new opportunities are being developed so that vendors can accept food stamps and other EBT benefits directly on their Smartphones. However, this is no small step and requires careful consideration of the pros and cons.

Keeping up with the rapid changes in technology, policy, public funding and market goals make keeping up with food stamp and other EBT benefits as well as credit and debit cards is a real challenge. Please contact the WSFMA for the most current information.

Food Banks. Farmers often have surplus produce at the end of the day. Instead of hauling it back to the farm and composting it, many farmers are willing to donate leftovers to local food banks and soup kitchens if a convenient and dependable pick-up system can be established. Beyond the obvious benefits of distributing healthy food to those who need it, the donations of end-of-day surplus can help keep market prices stable. Since many farmers feel pressure to squeeze every dollar they can out of their produce, they may think that dropping their prices towards the end of the day will help them sell more and earn more money. However, this creates an atmosphere that draws bargain hunters and hagglers to the market at the end of the day and results in pricing practices that undercut other farmers.

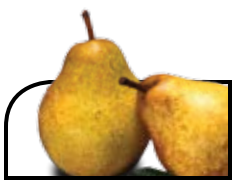
Farmers may also bring their leftover produce to their next market. Produce that is not freshly harvested can negatively affect shoppers' perspectives of the market. Low quality can also deflate prices in the market if these products are sold at reduced prices. Ironically, farmers who cut their prices to move product at the end of the day, or carry over produce that is past prime, often end up making less. By donating surplus produce, farmers can reduce the leverage of bargain hunters, while at the same time maintain shoppers' expectations that both prices and quality will remain consistent throughout the day.

Market managers should seek out relationships with local food banks and soup kitchens that are reputable and reliable so that farmers know their donations are worthwhile and they can count on donations being picked up at the market as scheduled. Farmers

may also be able to receive a tax deduction for their donations under the Good Samaritan Hunger Relief Tax Incentive Act, signed into law in 2006 (consult a tax advisor for additional information). Farmers, managers, and food banks should work together to track how much produce is donated and what it is worth. Farmers should collect receipts to document tax deductions. Additionally, statistics about how much produce is donated by a market each season can be used to illustrate the market's community benefits.

Markets can also design their own innovative ways to reach nutritionally at-risk citizens. The University District Farmers Market in Seattle, for example, has a program with a local food bank to distribute Helping Harvest vouchers that can be redeemed for produce at the market. The food bank purchases the vouchers from the market with funds donated by local businesses, philanthropists and foundations. Another program, organized through Benton County, Oregon churches sells farmers market coupon booklets, of which, 10% of the purchase price is used to subsidize coupons for low-income shoppers.

Engaging New Partners and Shoppers. The various food programs discussed above provide more than food assistance. They also provide opportunities for markets to engage new partners, attract new shoppers, and diversify. The FMNPs, for example, offer an opportunity to develop relationships with the local WIC or Senior Nutrition office, a relationship that could lead to distribution of FMNP checks to clients at the market. These agencies may also support cooking demonstrations and nutritional education. Senior centers and religious congregations may be able to help transport seniors and others to the market. Engaging these potential partners can develop strong allies and boosters for the market, broaden the customer base, and make the market a more vibrant and integral part of the community.



2.11 Low Budget Promotions and Media Relations

Nearly every business needs to advertise its products. Farmers markets are no different, but most work on shoestring budgets with little cash to spare for marketing. Finding simple, affordable, and free methods of promotion is critical. As a starting point, the list below summarizes some of the ideas and strategies for low-cost marketing that have been employed effectively by markets in Washington and elsewhere. Other opportunities abound for the creative manager.

Yard Signs and Posters provide a highly visible market presence and can be produced by local printers relatively inexpensively. Market supporters or local businesses may even sponsor their production. Market shoppers, vendors, and supporters can place signs in their yards, while posters can be placed outside (subject to some restrictions) or in businesses and organizations with high indoor foot traffic. Consider holding a contest to design signs or posters, thereby engaging the local arts community.

E-mail Lists can be developed over time and used to keep media outlets, market shoppers and community members apprised of happenings at the market.

Press Releases are a simple and inexpensive means of distributing news about a market. Develop a list of media outlets and newsletter publishers that might report information about the market, and send them press releases with photos. For large newspapers or magazines, be sure the press release gets to the right editor. Managers may need to contact multiple editors or different editors depending on the focus of a given release, such as calendar, food, agriculture, local, news, etc. Also, identify particular writers who support the market and cultivate relationships with them. Target radio and television stations that have community calendars or cooking and gardening shows. These stations also have websites which frequently have far more information than can be broadcast.

Press releases should be short and sweet, fitting on one page. Provide a catchy title and focus on the “five W’s”: who, what, when, where and why. Press releases generate “earned media,” meaning the market gets free attention as a news or informational story, rather than paying for an advertisement. Not only is earned media free, it is also more effective. Many media outlets, large and small, are hungry for positive stories that add color to their community.



Moses Lake Farmers Market, Moses Lake, WA

Articles can be written by market staff to be published in community newspapers, organizational newsletters, and even some major newspapers and regional magazines. Community newspapers, in particular, may be looking for content, or they may simply be supportive of their local market. Include newsletters of non-profit organizations, congregations, schools, neighborhood associations, hospitals, food banks, etc. They are likely to be interested in the market and have a targeted local audience.

- Major newspapers may publish articles provided by the market as an op-ed piece in the editorial section. Pertinent letters to the editor can get attention, too.
- Regional magazines may be interested in a success or human-interest story about one of the market’s vendors.
- Instead of articles that seem self-serving, create articles about the interest stories within and surrounding the market. Give readers new insights into farmers markets.

Food Writers generally recognize farmers markets as highly interesting and significant places for food. These writers, however, are also very busy. Market staff and board members can cultivate connections with them by inviting them for a market tour or special event, sending them gift baskets of market products, sending them story ideas, and thanking them when they do write about the market.

Write a newspaper column. Many local newspapers will give important local community institutions regular space in their pages, especially in smaller communities where newspapers are tighter on resources and eager for good copy. Talk to an editor about writing a weekly column.

Reach Out to Food Program Staff and Clients.

Many low-income WIC families and seniors receive EBT benefits. WIC staff may be able to share market information with clients and let them know about other farmers market services for low-income people. Managers can provide WIC clinics and senior centers with market information, flyers and rack cards. They can invite WIC clinic and senior center staff to the market, and make sure they understand the nutritional value of farmers markets. Invite the same staff to distribute WIC and Senior FMNP checks at the market. This will help attract WIC and Senior FMNP clients, and it will give them an opportunity to spend those checks immediately (see *Section 2.10*).

Advertise EBT (Food Stamps) Acceptance. If the market can accept EBT payments, make sure people know. In Washington these benefits are issued via a “Quest” card (see *Section 2.10*), so all market literature, signs, and press releases should include the Quest logo, and the words “EBT cards welcome.” Work with local clinics and agencies that manage Food Stamp caseloads to promote the farmers market as an alternative shopping venue.

Use Signs to Establish a Permanent Presence.

While markets may operate part-time, signs can work around-the-clock, every day, all year long to promote the market.

- Many municipalities permit markets to hang banners and light pole flags and local businesses or governments may help sponsor them. The market’s insurance probably covers these off-site signs (at least for liability), but it is a good idea to double-check. Some municipalities may require additional language on the market’s insurance certificate.
- Highway and street signs can be both a reminder of your market’s presence and a guide to the market. In Seattle and some other jurisdictions, for example, markets can arrange for signs to be attached to light poles in strategic locations. Managers must work with the relevant highway jurisdiction to get signs installed.
- Billboards can be especially effective for markets near interstates and other high-traffic roads. Alternatively, banners hung conspicuously on buildings may serve the same purpose. Work with business and property owners to arrange for free or low-cost billboard or banner advertising.



Chef’s Demonstration, University District, Seattle, WA

Marketing the Market Year Round. Markets should be advertising all year. Flower and garden shows and county fairs may have free or low-cost space available for local nonprofits, including farmers markets, to set up informational displays. The market could also work with local gardening groups to do a cooperative plant sale. People attending these events are already interested in gardening or agriculture. Use the event to draw their attention to the obvious connection between their interests and the market. Since flower and garden shows tend to happen in the winter, it is a good time to remind the community that the market season is coming.

Call in to Radio Shows. Whenever the on-air discussion permits, try to call in and mention the market, or have the market’s board members and major boosters call. If a show is about food, agriculture, the federal budget, nutrition in schools, or anything relevant, it is reasonable to call, year-round, and it is a free way to keep the market in the consciousness of the community even in the off season.

Attend Public Meetings or community council, or other interest group meetings to provide information about the market. Many city and county council meetings have periods for public comment, and many of those meetings are broadcast over cable access channels. Get up and mention your market and the benefits that it provides for your community. It is good to educate policy makers about the benefits of farmers markets so they keep them in mind as they legislate. Since public legislative hearings on bills are broadcast statewide on the TVW cable television channel, if a manager or board member testifies about a bill, they can also teach people across the state about their market, and farmers markets in general.



2.12 Public Education and Relations

Building and Engaging New Partners

Engaging New Partners is a key strategy for helping a market achieve its goals. Collaboration with new and unusual partners will boost the success of the market, and, as an organization with multiple community benefits, farmers markets are in an ideal position to attract such partners. Collaborating with partners can:

- Broaden the shopper base of the market.
- Assist with fundraising.
- Provide educational opportunities for vendors and shoppers.
- Expand market services (i.e., ATM, WIC/Basic Food, EBT, Wi-Fi, etc.)
- Assist with website development and maintenance.
- Provide assistance with site location or other infrastructure.
- Provide support through sponsorship.
- Diversify financial support.
- Strengthen political support for issues affecting the market.
- Create a volunteer base.

Potential collaborators include banks, businesses, chambers of commerce, non-profit organizations, educational institutions, elected officials, news-papers, and local governments. Everyone who eats has a stake in farmers markets, so opportunities for engaging others are nearly limitless. Managers need to deliberately seek out organizations or individuals that can help and then “sell” the idea of collaboration to them.

Washington State University (WSU) offers assistance through county extension offices, the Small Farms Program, statewide research and extension specialists, and the Master Gardeners. WSU has assisted farmers markets in many ways beyond educational support. For example, WSU food safety researchers helped to develop procedures for safely storing and selling meat, seafood and poultry at farmers markets without mechanical refrigeration. Researchers at the WSU Small Farms Program obtained a grant to lead a series of participatory Rapid Market Assessments (RMAs) and RMA (see *Section 2.2*) trainings for managers and board members in Washington. WSU Small Farms Team members have also assisted with market board and organizational development, the annual WSFMA conference, and vendor education programs. WSU’s statewide network of county extension offices and Research and Extension Centers are valuable community resources.

There are several marketing organizations that partner with farmers markets in Washington, including the

Washington State Department of Agriculture’s (WSDA), county agricultural commissions, and promotional programs such as From the Heart of Washington, Puget Sound Fresh, Whatcom Fresh, and various Buy Local campaigns.

Form a Support Organization. Another way to encourage partnership within the community is to help start a booster organization to support the market, such as a “Friends of the Farmers Market” group that can undertake fundraising activities (see *Section 2.14*).

Organize Children’s Activities at the Market. A little creativity can go a long way toward engaging children and making the market a memorable, educational experience for them. Make these activities fun, interactive, easy and safe.

- Columbia City Farmers Market has championed the Zucchini 500, a terrifically uproarious spectacle that allows children to make a mess while playing “race car” with their food.
- Columbia City has also pioneered the Children’s Activity Tent where well-supervised children are engaged in a variety of fun educational activities that involve them with the market.
- Taste tests let children explore the different tastes of fresh tomatoes, stone fruit and lettuce varieties, inspiring a new appreciation for the tastes of ripe, seasonal fruits and vegetables.
- Chef demonstrations designed specifically for children and catered to their tastes can teach them simple, tasty, fun ways to use what they find at markets. Soon they will begin making specific requests for market products.

As a side note, often the first thought in hosting a kid’s activity is the classic farm animal petting zoo. However, the effort to secure permits and insurance is onerous and many markets have found these are not worth the effort.

Organize Market Tours for Schools. Work with local schools to bring children on field trips to the market, and plan kid-friendly activities during the tour. Consider how such tours might work to support efforts at the school to develop a farm-to-cafeteria program. While kids are generally out of school during the market’s peak season, many markets are still going strong in late summer when school starts.



Entertainers at Mason County Farmers Market, Shelton, WA

Organize Farm Tours. Children love dirt, tractors, animals, and the farm atmosphere. Hayrides, corn mazes, pumpkin patches, cooking demonstrations, and the opportunity to meet “Farmer Jones” make for an unforgettable experience for children. The opportunity to show children where their food comes from and how it is produced is invaluable. Market vendors can help identify farms suitable for a children’s tour. Local schools, WSU Extension, or local farm organizations, such as Tilth groups, 4-H clubs, FFA, Farm Bureau or the Grange might help with organizing.

Learn to effectively tell the story of the market.

An ability to communicate the value of the market to the right people will, to a great extent, determine the market’s success. Many of the benefits of farmers markets, however, such as their ability to bring multiple cultures together or build community spirit are difficult to communicate and require careful thought. Using anecdotes effectively and quantifying tangibles, like sales, attendance, and economic benefits to local businesses can help to make the case for the market in a captivating way.

Elected Officials and Community Leaders. Any opportunity to involve elected officials and community leaders with the market is good. These are the decision

makers whose actions can bolster or hinder a market. The more familiar they are with the market, the more likely their actions will benefit it. Invite them to opening day or any other high profile or media event at the market. Have them cut the ribbon, read a proclamation, preside over an event or just meet and greet vendors and shoppers. It is important for them to see firsthand how many of the people who vote in their district attend the market.

Make sure elected officials are educated about all of the benefits the market brings to their district and that they understand what the market needs to succeed, be it funding, an expanded FMNP program, help with regulatory obstacles, or easier access for dairy farmers. The market serves their district, so they should be familiar with it.

Health Departments and Other Permitting Agencies.

Every market has to work with county health department and municipal permitting processes. It is beneficial to maintain clear and healthy communications with these stakeholders. Be honest and clear about the market’s needs, objectives, and requests; and teach regulators about the organizational structure and mission of the market. Keep them informed about special events and future plans. If regulators are treated respectfully, they can become valuable allies, collaborating with farmers and the market to help prevent and solve problems as they arise.

Shoppers. Above all, keep the market’s shoppers informed about, and connected to, the market as much as possible. Use e-mail listserves, radio and newspaper announcements, special events, promotions, newsletters, websites, RMA surveys, etc., to keep in touch with shoppers. Fun tidbits, stories, or recipes from vendors can be used in regular newsletters to engage them. The weekly “Ripe ‘n’ Ready” e-mail bulletin put out by the Neighborhood Farmers Market Alliance is a great example of ongoing educational communication with shoppers (see archives at <http://www.seattlefarmersmarkets.org/ripe-n-ready>).



2.13 Special Events

Organizing Events that Meet Multiple Market Goals

While vendors are the solid foundation of any market, special events are the French doors and open floor plan that will sell the market. Events are one of the many things that distinguish a farmers market from the supermarket. They can be used to help a market:

- Draw in new partners;
- Raise money for the market;
- Increase foot traffic during slow periods of spring and late fall/winter;
- Enhance publicity for the market;
- Sell more product;
- Improve the ambiance of the market;
- Establish the market as a community gathering place;
- Create awareness of issues affecting the market.

Special events require attention to detail and good planning to be successful. Determine the needs of the market, such as increasing the foot traffic during the late fall, and consider if hosting an event can be a part of the solution. Try to estimate the amount of time it will take to produce this event, and then, double it. Will the amount of effort required be a good exchange for the benefits it will achieve?



Tomato tasting at University Place Farmers Market, Tacoma, WA

Special events range in nature, from very simple activities held during the regular market day to elaborate fundraising galas. Most events can be designed to meet multiple market goals and to have multiple benefits. Consider mixing and matching any of the following activities to create a tapestry of excitement at your market.

Crop Festivals. Throughout the market season, there will always be an abundance of one crop or another. Activities that highlight the crop du jour will help vendors sell more product, will educate the public

Suggestions for hosting a successful event:

- Start early. Determine if a special events permit is required, and plan events long before the beginning of the market season.
- Seek partners and volunteers. Events are a specific way for partners and volunteers to get involved with the market, and, as such, can be very useful for developing relationships. Local businesses can donate goods or services for prizes. Events can be planned to benefit more than one organization.
- Establish a committee to carry out the organizing of the event. Many hands make light work, and having specific people assigned each task will help ensure success. The committee should create an overall plan and timeline for the event.
- Create a publicity plan. Printed materials such as “save the date” postcards are very useful. Develop a news story for the event. Remember to update the market’s website, and announce the event in the weekly newsletters. If hosting a large gala fundraiser, ask partners or staunch supporters of the market to each personally invite ten friends who are likely to make donations.
- Create an evaluation plan. This is a good task to do before the event, in the pre-planning stage, because it helps the planning team to establish goals and begin evaluation of the event from the start. Well-planned evaluations will help determine if goals were met and whether the market should host the event again
- Logistics. What equipment will be needed for the event? Who will supply it? Will crowd control be needed? Make sure all tasks are assigned to someone, and determine how event partners can help.
- Special events are generally not covered under the market’s insurance policy but may be eligible for a temporary coverage rider. Always check to see if an activity is covered.

about seasonal foods, and are a great way to bring in local chefs for cooking demonstrations. For instance, Mount Vernon Farmers Market has invited WSU to do lettuce tastings, and the University District Farmers Market does tomato tastings. Highlighting a crop can range from a very simple taste test or cooking demonstration to a more elaborate festival.

Kids Events. Offering activities for kids is the perfect way to appeal to diverse neighborhood families. Adding kids' activities to other events is also a good idea. Fun activities can be designed to educate children about food, nutrition and farming (see *Section 2.12*).

Opening day is a day of rebirth for your market, and an opportunity to get media coverage, celebrate the new season, and remind the community that the market is back for another season. Invite local government, business, and community leaders and use it as an opportunity to encourage their support for the market.

Closing day is not the end. Shoppers may be disappointed that they will miss the market for several months, but they can be reassured that the market will return with gusto next year. Throw a party during the last market so that shoppers will remember the market during the off-season. After the market closes, throw a party for the vendors.

Holidays are good opportunities for developing cultural awareness in the market's community. Consider hosting events that celebrate the many holidays and food traditions practiced by the people that visit or sell at the market. The USDA Food and Nutrition Information Center's (FNIC) has created documents that provide information on a wide range of cultural holiday foods and celebrations. The FNIC website is at <http://fnic.nal.usda.gov>.

Contests are a fun way to draw attention to the market and get people excited. The crazier the contest, the better (i.e. Zucchini 500 in *Section 2.12*, vegetable art, pumpkin/tomato throwing, etc.).

Chef's Demonstrations and Workshops. Bring people to the market by holding educational workshops. There are many food and market related topics that make great workshops, such as food preservation,

gardening, flower arranging, and, of course, cooking demonstrations.

Community Health Activities. Events that focus on nutrition and maintaining good health make a great match for farmers markets. Consider holding a blood drive that also includes a cooking demonstration on leafy greens and farm-raised meats. Collaborations with local health departments or hospitals that include health tests, nutrition, or food safety education are good for both community health and help build relationships with these partners.

Galas and Large-scale events. Large-scale events require a substantial amount of work to host. They can, however, be very popular for fun and fundraising. Located in restaurant-rich Seattle, the Neighborhood Farmers Market Alliance organizes an annual event called "The Incredible Feast," in which market farmers are paired with top Seattle-area chefs to prepare wonderful culinary concoctions. The Yakima Farmers Market is in wine country, so a wine tasting event is a natural choice.

Join Other Large Community Events. By involving your market in a larger event already largely organized, you can still reap the benefits of exposure to large crowds without having to do all of the organizing.

- Tag-team with other markets and WSFMA during the annual Washington Farmers Market Week during the second week of August to organize events while there is a statewide emphasis on farmers markets.
- Link up with your county's Harvest Celebration Weekend activities, usually in late September or early October.
- Many communities organize harvest dinners in the fall that serve as fundraisers and an opportunity for the community to celebrate another successful farming season.
- Enter a market float in a parade. Parades are a fun place for the market to show off. Have the market staff join the local parade dressed as giant vegetables or driving antique tractors.

Events That Include Alcohol. Beer and wine tastings make great fundraisers; they are a lot of fun for the public, and they help markets network with wineries and breweries. Serving alcohol, however, entails extra responsibility and bureaucracy:

1. Permits must be obtained from the Washington State Liquor Control Board. Most State liquor stores in Washington can either issue the necessary permit or provide additional information on how to obtain it.
2. Trained and licensed staff should always be used to serve alcohol.
3. Take care to avoid any excessive consumption during the event.
4. Events with alcohol may require an additional insurance rider.
5. Children most likely will not be allowed to attend the event, unless it has a separate, designated area for the consumption of alcohol.



Drew Zimmerman at Washington State University Days at Pike Street Market, Seattle, WA



2.14 Fundraising for Markets

Opportunities, Challenges, and Considerations

Retail sales are the bread and butter of farmers markets. A market's health and viability are largely determined by the stall fees and/or percentages generated by creating—and continuously improving—a market as an outlet for profitable vending. Markets, however, are also about community. They help cities and towns achieve objectives beyond business development: enhancing or restoring an urban center, helping stem the loss of farms and farmland, ensuring access to healthy foods for low-income people, providing a venue for performing and visual artists, and offering a platform for non-profit organizations and businesses to reach out to the community. All of these additional benefits—in addition to nurturing entrepreneurial activity—put markets in a terrific position to raise grant funding and sponsorships for both core operations and supplemental programs.

This section provides the background and methods that successful markets use to raise both private and public support. It covers creative ideas for generating support as well as the pros and cons of various approaches. Many of these approaches can require a considerable investment of time and resources, and as a rule, fundraising rarely raises as much as expected. However, programs that increase a market's visibility and build partnerships can pay long-term dividends.

Private Grant Programs. Many farmers markets are within areas covered by a community foundation or a trust established for the betterment of a particular region. In addition, private foundations from all over the world grant funds for specific project areas, such as the arts, community development, healthy families, and environmental enhancement. Finding grants that match a market's geographical area or activities can be daunting, but searchable databases such as Big Online America (www.bigdatabase.com) or the Foundation Center (www.foundationcenter.org) make the task easier. Most of these databases are available by subscription only, but many public libraries have subscriptions.

Reference librarians can be helpful in identifying sources of information about private grants available to markets in a specific region. One national grant program of particular interest to farmers markets is coordinated by Project for Public Spaces (www.pps.org), with funding from the Ford Foundation and the W.K. Kellogg Foundation, but many other opportunities exist.

Markets can make a strong case for private support in many activities that foundations are interested in funding. Most markets, however, face a significant barrier to such funding—they are not registered as a non-profit organization. To receive the tax advantages of charitable giving, private foundations, as well as individuals, can only make contributions to a "501(c)(3)" organization. Still, farmers markets do not have to forego this funding.

A *fiscal sponsor*, a non-profit that has 501(c)(3) status, may be willing to allow the market to make an application to a foundation under its auspices. Markets also can request contributions from individuals, who donate funds to the non-profit to be used by the market. Most fiscal sponsors charge an administrative fee for receiving and processing funds, which ranges from 5 to 10 percent or even more. The search for a fiscal sponsor is an opportunity to identify a non-profit partner whose mission and goals align closely with the market's. Indeed, the IRS requires such congruence because, for the purposes of the gift or grant, the market essentially becomes a project of that non-profit organization. This approach can work well if a market and its fiscal sponsor are both committed to furthering mutual goals and funds and reporting are managed conscientiously.

Markets can apply to the IRS for non-profit 501(c)(3) status, even if the market was not incorporated as such an organization. It is recommended that those seeking to do so consult the WFSMA for a list of markets that have made a successful application to the IRS, and then request from these markets a copy of their bylaws and the form they submitted. It is also prudent to hire a tax attorney to review the documents and ensure appropriate steps are followed and the correct language used. This can be a time-consuming and costly approach, but may be worth the trouble to ensure maximum private support.

Those involved with a market can also form a separate 501(c)(3) organization for the benefit of the market. The Friends of the Woodinville Market is such an example. The benefit of this approach is that the 501(c)(3) organization then has a singular focus—the enhancement of the market. There is a downside, however: the IRS requires that the board of such a "Friends" organization operate separately from the board of the market. This can be a challenge for markets that are already having difficulty attracting volunteers and managing their current workload.

Grant making organizations generally prefer not to support operating expenses—the normal costs of running the market—but rather try to fund special projects. Those new to grant writing often make the mistake of dramatically underestimating the actual costs in time and financial resources that a specific project will require. Not only is there work involved in preparing and submitting a proposal, but the work promised must also be done on time and with the funds provided, and then reports must be submitted to the funding organization or agency.

Public Grant Programs. Many federal, state, and local agencies also maintain grant programs, offering a competitive process to fund organizations that are working in communities. Visit a local library for assistance finding Requests for Proposals (RFPs) or Requests for Applications (RFAs) produced by various agencies. The USDA Risk Management Agency, USDA Farmers Market Promotional Program, USDA Specialty Crops Program, and Washington Department of Community, Trade, and Economic Development (CTED) are among the public agencies that offer grant funding for which markets can apply. Local community and economic development councils and associations are also ideal public funding sources.

Sponsorships. The best market managers are always looking for ways that resources can do double duty. Corporate sponsorship offers huge potential to maximize resources. The key to success is a continual search for ways that free or reduced-rate products and services can meet not only the market's goals but also the business objectives of the contributing company. For example, a company might happily pay the cost of a new banner for a market if its logo is also prominently displayed there.

Some market boards maintain a sponsorship committee that spearheads the process of identifying, soliciting, and following up with corporate sponsors. In other markets, the pursuit of corporate sponsorship falls to the market staff or the board members and the staff can team up to tackle the job. The first step in attracting these funds is the creation of a sponsorship packet, which includes:

- A list of the reasons why a company should contribute free or reduced-rate products and services to the market. This should include key facts about your market, such as the number of shoppers and vendors who attend during the entire season or

on a typical market day, and profiles of typical market shoppers. The aim of this document is to show that those who sell and shop at the market are within the company's target audience—either its customers or the people it wants to influence.

- A list of sponsorship levels with dollar amounts attached to each and a description of the benefits a corporate sponsor would receive when contributing goods or services at each level. These benefit levels can be named to indicate the value of that support to the market—for example, Gold, Silver, and Bronze. The idea is that a Gold sponsor will receive more visibility—such as more prominent placement of its logo and business name in more places—than a Bronze sponsor receives. Request copies of sponsorship packets used by other markets to help put prices on the sponsorship levels.
- Other terms and conditions of sponsorship. Markets often include a statement assuring sponsors of business category exclusivity, which means that only one type of business—such as a bank—will be a Gold sponsor during a single season. And markets also can promise “first right of refusal” to sponsors, meaning that a Gold sponsor of the market this season would be first in line to sponsor the market again next year at the same sponsorship level. Marketing professionals stress the importance of repeat messaging to consumers over time. The assurance of first right of refusal allows corporate sponsors to plan long-term investments in the market as part of their overall strategy of reaching a target audience.

Once the packet is ready, those board or staff members responsible for sponsorship should attempt to set up appointments with the decision makers at the companies targeted and make a brief presentation to them. It is best to present the sponsorship as a way that the company can meet its business goals by sponsoring the market.

Typically, a corporate sponsor makes contributions from its advertising or marketing budget. If it offers cash or donates products or services to the market, it is seeking to raise its visibility in the community while being aligned with a “good cause.” When a sponsor receives such value for its contributions, these donations are no longer considered charitable for IRS purposes. Thus corporate sponsors are usually unconcerned with a market's 501(c)(3) status.

Special Fundraising Events. Most market boards host at least one special event each year (see *Section 2.13*). Harvest dinners, such as a “Taste of the Market,” or a black-tie gala event with farm footwear required, are opportunities to thank vendors, shoppers, volunteers, and community partners for their support. Special events help to build goodwill in the community; they offer a chance to recognize exceptional people and mark milestones for the market; and they are an opportunity to raise financial support. Silent or live auctions are a chance for local businesses—whether they have participated as corporate sponsors or not—to contribute gift certificates and other prizes to support the market.

Those who have produced special events know that these can be all-consuming for the staff and/or the board. The Neighborhood Farmers Market Alliance in Seattle has perhaps an ideal solution: A local chef has volunteered her time to partner with NFMA staff to organize an event celebrating markets in the Alliance, with proceeds from ticket sales going to the support of these markets.

Other Ways to Generate Support

Merchandise. The market can sell an array of items with its logo, such as tote bags, t-shirts, hats, and mugs, to generate revenue. Some items can represent a significant source of net revenue for a market, but in most cases merchandise sales are not a reliable way to fill holes in the budget. Such merchandise should be viewed as part of the overall marketing strategy—a way to build the market’s visibility within the community.

Bricks, Plaques, and Benches. Markets that have or are planning to build a permanent location can “sell” architectural features with the names of donors inscribed on them. This option also could work with benches or tables and chairs in a non-permanent market, since these items could be set up on market day and stored when not in use.

Membership Programs. Innovative markets invite their shoppers to contribute as members. For an annual fee—often around \$25—market members can receive a copy of the market newsletter, as well as advance notice of seasonal varieties, special offers, and recipes.

Reevaluating Markets for Continuous Improvement

3

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3.1 Revisiting Mission and Goals

Even mature markets need to remain open to new ideas and possibilities. At some point the market staff may realize that it has too many customers and a waiting list of vendors, and that it has outgrown the current location site of the market. The market may have begun with a particular goal in mind and now find that this goal has been reached, or that it is no longer relevant to the market's situation. It may be realized that the market has a big need for permanent shade. The market is at the point where it needs to be reevaluated to determine the next steps and the next evolution of the market.

The third section of this manual gives an overview of the steps to take and the questions that should be asked as a market matures. As a market experiences growing pains, the market board and staff need to be adaptable and ready to take honest stock of the situation. By now, the market has some real experience, a core of stakeholders has been built, and the market's vendors and shopping community have developed a vested interest in the continued success of the market. Do not forget to involve them.

Revisiting Mission and Goals Statements. As a farmers market grows, it may reach, or out-grow, its original mission and goals. This could happen without a manager even realizing it. Because those closest to a market generally remain deeply involved in its day-to-day, year-to-year operations, it is relatively easy to get into a routine and relatively difficult to see the larger picture of the market organization. While it may seem obvious to the market's leaders that the rules need to be updated, the bylaws rewritten, or the manager paid more; the need to revise the market's mission and goals can be less obvious.

The mission and goals statements capture the vision(s) that a community has for its market, and help to explain who the market is meant to serve, what it intends to accomplish, and how goals are going to be met. The first steps in this manual were to identify a vision for the market, and then to develop mission and goals statements to drive all future action steps.

While it is understandable how these statements can get lost amidst the daily minutia of market operations,

their presence should still guide the market. If the mission and goals are completely forgotten, or if they become outdated, a market may lose direction. Revisiting a market's mission and goals statements should be done regularly, both to be sure that they are up-to-date and that a market is staying true to its purposes. Changes in structural and operational components may follow.

Why would the mission and goals statements of a farmers market need updating? Perhaps the initial mission was to reinvigorate a downtown commercial district on Sundays, while helping local farmers at the same time. If a market has already accomplished both, it might be time to look beyond the initial goals and set new ones—like helping a community's low-income seniors or providing more nutritional education opportunities for local children.

Perhaps a first goal was to provide access to fresh, nutritious local fruits and vegetables in a lower-income neighborhood not adequately served by grocery stores. If the market is now well established, a new emphasis might be to ensure that farmers are sufficiently benefiting from market sales.

And what if a market has out-grown its current space? If a market has to move, will the new space accommodate the original mission, or will the market need to grow to serve more farmers and customers? Will growth cause the market to move away from other goals? Is it time to build a permanent presence by acquiring land or building a market structure? Clear and up-to-date mission and goals statements will help guide a market through these tough questions.

A first step in reevaluating a market with growth in mind is to revisit the original mission and goals statements, going back to the first market meeting, as described in Step 3 of this manual. This time, instead of starting from scratch, the review process will already be aided by:

- A clearly identified group of interested stakeholders to engage in discussion.
- Market history and guiding experience.



3.2 Reevaluating Management Structure

Once a market has been up and operating for a while—a few years or even a few months—a market community may begin to find that some of the management structures are not keeping up with the actual market. It is time to reevaluate, and perhaps update, those organizational structures.

What management structures may need to be re-evaluated and possibly updated?

- Rules
- Bylaws
- Fees
- Manager Salaries
- Manager/Board/Vendor Relations

Rules. When a market was first established, the rules making committee may very well have addressed all anticipated situations. As a market grows and changes, though, it takes on a life of its own. What was initially important may change, and unanticipated changes to market conditions and economics are inevitable. For example:

- A first year market may discover that it had not established a rule about vendor parking, resulting in vendors parking vehicles too close to the market, thus using up spaces needed for customers. A rule may need to be added instructing vendors to park in a specific location.
- A first year market may need to clarify rules such as waste disposal, after discovering that vendors are using the market's trash cans instead of packing it out. Vendor rules may need to be amended to include a fine for using market cans.
- A mature market may need to create a seniority program for vendors if the market has reached its capacity
- If a market moves to a new space, the rules may need to be revised to address new conditions.

To update a market's rules, first review Step 6 of the Start-up Section of this manual. The process used to update a market's rules is essentially the same as the one used to establish them. Form a new rules making committee, recruiting market stakeholders who are relevant to the market's current situation to

participate. This rules updating committee will serve as an ad hoc, not standing, committee so set clear goals and timelines.

This committee has the advantage of market history and experience that the original rules making committee did not. It should start with a brainstorming session to make lists of the issues that are not currently being addressed by the existing rules, and what rules might work to address those issues. It should also fully review the existing rules to enumerate what issues of concern might be addressed by simple clarification or tweaking of existing rules, and to identify rules that have outlived their usefulness. The WSFMA member discussion listserv is an excellent resource for querying about how other markets have dealt with particular situations.

Bylaws and Articles of Incorporation. As a market grows, it may find that its bylaws and articles are no longer functioning as well as they should. It may be that the bylaws set a date range for the organization's annual meeting that is impractical. Or, the market may wish to alter how the Board of Directors is defined so as to expand or restrict who may serve on it. A market might be applying for 501(c)(3) tax-exempt status with the IRS, and therefore need to revise the articles and bylaws to conform with accepted language for IRS determination status.

Rarely is there a set of bylaws that comes out perfectly the first time, and markets evolve to a point where bylaws require updating. Articles, which are more difficult to amend than bylaws, should rarely need updating.

If the bylaws should require an update, the Board of Directors may create an ad hoc bylaws committee formed with specific goals and a specific timelines. In the case of a general bylaws review, the committee may require several months to research what changes it would propose to the Board. If the committee is charged with finding a solution to a particular problem in the bylaws, such as a loophole or changing language regarding board membership eligibility, it likely will need less time. However, in any bylaws updating process, the current bylaws should spell out exactly what formal process will need to take place to amend the bylaws, such as who gets to vote on proposed bylaws amendments, when that vote will take place, what participation levels equal a quorum, how big a majority (i.e., simple majority, two-thirds, three-fourths, etc.) will be necessary for the proposed amendments



With regards to proper notice of a bylaws amendment vote, there are a few things to keep in mind:

1. Is the market required to notify only voting members, or all members? Who gets to vote?
2. When sending out a notice, include a complete copy of the current bylaws, as well as a complete copy of the proposed amended bylaws, clearly showing what language will be different and how it will differ.
3. Clearly explain why it is being proposed that amendments are added to the market's bylaws. Remember, bylaws are a market's legal governing documents. If the market has a formal "membership," they may be reluctant to alter them. The more educated your membership is before the meeting to vote on the amendments, the better the meeting will go.
4. Finally, be aware of whether the bylaws allow for proxy voting on bylaws amendments. If they do, make sure that there is a procedure in place for such voting. (Proxy voting can be both efficient and problematic—while it does not require an in-person vote it also does not allow for the open forum of discussion that takes place at a formal meeting.)

Stall fees. It is a good idea to periodically review a market's fee structure to make sure it is still in alignment with the market's mission and goals, and

Once a market is well established, attracting vendors may no longer be an issue. Instead, generating adequate revenue to pay staff and support the management needs for the market may become a higher priority. If vendors are experiencing success at the market, they will likely have no problem supporting a shift to a percentage basis of stall fees, especially if the revenue generated will ultimately enhance their sales. After all, if a flat percentage basis leads to vendors' stall fees continuing to increase, it also means that vendors are making more per market day.

Making the case to vendors to increase stall fees is critical. Market management must be able to explain the benefits and justify the fee increases. Ultimately, a market needs to be able to make the case for the stall fees every day, through the quality of the market's management.

A market's annual fees may become outdated. They should be periodically reviewed to make sure they are still serving the interest of the market. It is a good idea to check what other markets are charging and why.

Tips. Consider offering vendors an opportunity to prepay some of their stall fees for a discounted rate.

Questions to Ask

- Are fees structured to support the Mission and Goals Statement?
- Do the fees meet the needs of the market's budget?
- Do they demonstrate enough of a commitment from the vendors of the market?

This approach generates more up-front revenue and ensures the farmer's presence at the market. Refer to the Startup Section to review procedures for establishing market fees, and follow them when you need to revise those fees.

Manager Salaries. A market should periodically review how well it is paying its employees and evaluate the costs and benefits of investments in human resources. Is the staff being paid sufficiently? Are there enough staff to provide quality management of the market? Studies have shown a direct correlation between the money invested in management staff and the markets' success (Stephenson et al. 2006). These considerations should be part of developing a market's Mission and Goals statement, as well as the budget and all strategic planning documents.

Manager/Board/Vendor Relations. A market should have language in its governing documents that define everyone's role and enumerates dispute resolution protocols. It is a wise idea to reevaluate a market's protocols on a regular basis—at least annually.

Common problems that may arise from inadequate or outdated documents:

- The Board of Directors is regularly interfering with day-to-day operations of a market—duties that are more appropriate for the manager. This scenario could result from outdated role definitions, or it could result from failing to clearly define the organizational structure and delegation of authority.
- The manager is assigning stalls in a manner that is upsetting to many vendors. Are the market's organizational guiding documents sufficient to address such situations?

A market's governing documents must effectively define who is responsible for what tasks, and the behavioral protocols for the market's stakeholders.

Most markets find that they need to update these guiding documents when circumstances arise that expose inadequacies. The stronger the thinking is behind a market's documents and the better able a market's board and staff can ensure their integrity and enforcement, the more effective and successful a market will be. A market needs both strong written documents and the leadership to implement them.



3.3 Reassessing Location

If a market has outgrown its current location, is finding problems with the location, or if access to a current location will be restricted, it may be time to find a new home for the market. Refer back to the Startup Section, Steps 4 and 6 to rethink site selection. The process for finding a new location is similar to the process of finding an initial location, with some important advantages:

- The market now has a history, giving experience and insight into what a new location will need to offer.
- The market has a track record, meaning it will have the credibility to positively influence landowners and community leaders in negotiations for a new site.
- The market has an established community presence and a broader support base.

If a market aspires to have a permanent, physical structure, consider that:

- A site that can accommodate a structure may be more difficult to locate.
- A market will need to find a site that can be leased long-term.
- As the structure will be customized for a specific market, the Board and staff will need to work closely with the architects and all stakeholders to be sure that the structure is built with the goals and mission of the market in mind.
- Many enclosed markets do not succeed as true farmers markets because the construction costs



Bellingham Farmers Market, Bellingham, WA

of an expensive structure can create a perceived need for “permanent tenants” such as restaurants or flower shops. Would these businesses conflict with, or compliment, your market?

- Additional fundraising or sponsorship will likely be required to pay for a new structure.

Once a new site is selected it is important to let the community know about it. Use every possible communications tool the market currently employs and more to notify the community about the market’s move, including when, where, and, depending on the forum, why. Organize a party for the first day at the site. Involve the community in work parties as the site is prepared for opening day. Invite community leaders and elected officials to the site on opening day. Indeed, treat the opening of the new location the same as if it were the grand opening of the initial location (see Opening Day, Step 6 in Section 1).



3.4 Strategic Planning to Enhance an Existing Market

The most challenging goal of market management is to have a budget that is intimately linked to the strategic plan of the organization. Few markets, even established, well-capitalized ones, ever reach this standard. Those who do go through the effort to link budgets with plans, however, are optimizing their management and setting up their markets for stable, vibrant futures.

Through a strategic planning process, the board and market management reach a consensus and articulate their goals for the future, based on their understanding of the market and the community it serves. These goals become the priorities for the market over the next three to five years, the typical life of a strategic plan. By thinking in broader terms than “What do we need to get done before next season starts?” the market management helps ensure that the organization is ready to seize opportunities and address challenges for the years ahead.

A well-developed strategic plan has the following benefits:

- A sense of excitement about the market’s future prospects, which starts with the market management but quickly radiates to the wider community.
- Decreased risk of spending funds on equipment, personnel, or initiatives that are inconsistent with the market’s goals or for which the timing is not right.
- Greater transparency for vendors, shoppers, and market partners about how the organization is using its share of the retail dollar to realize the best possible future for the market.
- Less burnout of staff and board members.
- Enhanced likelihood of identifying and attracting the right staff and board members to reach the market’s long-term goals.

When the strategic plan is completed, the priorities determined by the board should drive the annual budgeting process. The bulk of the market’s financial and human resources should be allocated to those activities that advance the plan. It is important, however, that the market management remains responsive to opportunity. Entrepreneurialism is, after all, the cornerstone of farmers markets. In this light, the strategic plan should be viewed more as a guide

than a rulebook. It should help prevent bad outcomes while not becoming an obstacle to the best outcomes.

Planning the Plan. A Board retreat is the perfect time to develop a long-range strategic plan for the market. The Board should make a habit of meeting at least once yearly for a day of reflection and discussion. Once the plan is developed, the Board can focus its attention in future years’ retreats on implementation.

The Board retreat is a chance to ask the big questions, ones beyond the scope of day-to-day market operations. Boards have a tendency to get caught up in the same discussions and the Board retreat is an opportunity to look at the market’s situation with fresh eyes.

Key Questions. Markets develop strategic plans to answer two fundamental questions:

1. What is the best possible future for our market?
2. What are we going to do over the next three to five years to ensure that that future becomes a reality?

Although these two questions are fundamental, to find the answers, it is necessary to first ask even more questions. The bulk of the agenda during the retreat should be focused on addressing these questions. Initial questions might include the following considerations.

Regarding vendors. In a best-case scenario, what will the vendor mix look like? How many vendors should attend the market? What are the trends affecting the availability of vendors—i.e., what changes are we seeing in the availability of farmland and of farms that use direct marketing?

Regarding customers. What will the community look like in five years? How are the demographics of the community expected to change? What do these trends mean for the market?

Regarding the market as an organization. How big should the market be at the end of the planning period? Size can be considered in terms of customer counts, size of budget, and number of vendors. What, if any, major changes should be made, such as a new permanent market structure, one or more additional market locations, or new partnerships with community organizations that increase sales or ensure better access to healthy food for all citizens? What would be done with additional market revenue, new staff, or new or expanded programs?

Trying to predict the future can seem overly abstract to some. However, it is important during a retreat to look into the future and not get caught up on current concerns. There may be legitimate and pressing issues that need to be resolved by the board, but these should not interfere with the process of brainstorming the needs of a complete strategic plan. These concerns can be addressed during the retreat but should not be the focus of the discussion or the reason for meeting.

Getting Ready to Hold a Retreat. In order to answer the questions above during the strategic planning meeting, the planning committee should first assemble some basic information. If possible, give board members several weeks to review the results of pre-retreat research. The retreat committee can also develop a presentation to convey the main points and how these might affect the future of the market. Some things to include:

- Past years' budgets
- Results of most recent Rapid Market Assessment(s) (See Rapid Market Assessments in Section 2.2)
- Information about current and future trends affecting the market's consumer base and its vendors. The Washington State's Office of Financial Management website (www.ofm.wa.gov) includes research and data on the state's population and economy, including profiles of each county.

Steps to Holding a Successful Retreat:

1. *Form a retreat planning committee.* One to two months before the retreat is scheduled, the committee should begin meeting to plan the agenda and activities.
2. *Select a site for the retreat.* If the board typically meets in a certain location, try something different for the retreat. A new venue often leads to new thinking and new insights.
3. *Find a facilitator for the retreat.* The best candidate is someone who is not a board or staff member. If funding allows, a paid facilitator can be a good investment. However, it is most important that the facilitator brings a neutral viewpoint to the table, is a good listener, is able to keep the agenda moving, and is fair—ensuring that everyone's voice is heard.

4. *Assign roles for retreat-day support of the facilitator.* One or more note-takers to capture the conversation and a timekeeper to help ensure that the agenda stays on track are key.
5. *Ensure that snacks, hot and cold beverages, and lunch are provided* so those participating can focus on the discussion at hand.

Setting a Retreat Agenda. If you are able to secure a facilitator, this person should be involved in the agenda development as soon as possible. As a rough guide, about one-third of the agenda should be devoted to a discussion of the best possible future for the market. The Key Questions above, and the research on current issues and trends, are a starting point for this discussion. By the close of this segment, participants should be able to determine anywhere from one to five main goals that characterize the desired future for the market.

One-third of the agenda should then be spent deciding what strategies can be used to meet these goals and who on the board or staff will do them. This is not the time to discuss at length what particular tasks or tactics can be used to carry out these strategies—that level of detail can come later.

The last third of the agenda can be allocated to a tour or other activity (as well as other business). This final third can be broken up—for example, you might start the day with a tour and end with a discussion of old business.

Alternative Approach. The “S.W.O.T. analysis” is a classic approach to strategic planning, and it can be integrated into the retreat as well. S.W.O.T. is shorthand for Strengths, Weaknesses, Opportunities and Threats. Articulating where a market stands with respect to these four areas is critical. If using this format, the group can work through the following questions to better understand the market and where it stands.

Strengths. What is going well with the market right now? What are the assets and activities that are already in place?

Weaknesses. What are current or potential difficulties?

Opportunities. What trends and developments could have a positive impact on the market, provided we are ready?

Threats. What are the forces, both external and internal, that might work against the desired future?

The Strategic Plan Document. By the close of the retreat, participants should create an outline for the strategic plan. It may just be a set of goals with bullet points under them. Following the retreat, the planning committee, executive committee, or an ad hoc or existing team should keep working on the draft to develop a version that can be presented to the full Board for consideration and, eventually, adoption. In future drafts, the goal is to put some specificity to the tasks at hand, and to identify benchmarks or milestones that can be used to track progress over time.

- **Goals or Priorities.** This could be anywhere from one to five (or even more) goals.
- **Strategies.** These are bullets under each goal that reflect how you're going to reach the goals.
- **Tasks.** Who is going to do what by when to ensure that objectives are met? This is information that can be sketched during the retreat and elaborated upon later.

- **Evaluation.** Here are some questions that should be answered in the strategic plan itself: How to tell if the market is on track? What can be measured? What can be observed but not necessarily measured? What information do we need to collect in future market assessments to ensure that the market is reaching its goals?

In a market's beginning stages, the management is typically focused on just getting through each market day. This approach is appropriate. But later, as a market matures and seeks to grow and remain dynamic, a long-range plan is needed.

Once a strategic plan is developed at a Board retreat (or similar gathering), and once the plan is fleshed out in greater detail, it becomes a touchstone for the market management that can be referenced at Board meetings throughout the year, as well as at future retreats. The strategic plan is a tool that can be used to attract the right people to the Board and staff while helping ensure the best desired future for the market and the community it serves.



Conclusion

Farmers markets are greatly impacted by policies set by governments at the local, state, and federal levels, as well as by the personal food values of individual shoppers. These policies and consumer awareness levels impact the success of markets by determining which products can or cannot be sold, the pricing of products, farm viability, and many other issues. Likewise, markets can promote changes to, or the development of, new policies concerning food and agriculture.

Many communities struggle with epidemic occurrences of food-related disease, loss of productive farms and farmland, loss of locally-owned businesses, and inequitable access to healthy foods. Because of their broad-based constituency, farmers markets can potentially set examples of positive solutions to environmental and economic problems and help find ways to reduce inequities in community access to quality foods. They are a community gathering place where people from many different walks of life can interact with each other and communicate about food. Markets are a place where urban dwellers can learn directly from farmers about rural and agricultural issues, and learn about nutrition, new foods, cooking, and the environment.

Farmers markets are playing a role nationally in providing nutritious foods to underserved communities. In Washington, market managers have taken the lead in devising ways for food stamp beneficiaries to continue shopping at farmers markets despite the technological barriers presented by the transition to EBT cards. Market farmers are also key donors of fresh, nutritious produce to area food banks.

The economic opportunities created by farmers markets in Washington continue to expand, with new communities adding markets and combined farmer sales reaching over 40 million. And a recent study of the Seattle area found that for every dollar spent at a farmers market, 62 cents was re-spent in the local economy and 99 cents remained in the state (Sonntag 2007). Market stakeholders have been instrumental in prompting changes to local regulatory policies in order



Pike Street Market, Seattle, WA

to allow sales of new farm and value-added products such as meats, seafood, and wine.

Despite their popularity and their many-faceted community benefits, even the most dynamic markets remain fragile institutions. Lack of critical local government and business support, infighting, weak organizational structure, loss of a market site, or rapid turnover of managers and boards can all too quickly put a market's future in jeopardy. Many new markets never get off the ground due to a failure to generate enough sales to support a sufficient farmer base and a sound management structure. Thus, broad-based community involvement and a favorable policy climate are essential to creating sustainable market structures with the capacity to generate a critical mass of both dedicated vendors and shoppers.

Markets have demonstrated the potential to bring together agricultural stakeholders, food security and nutrition advocates, and environmentalists to establish new partnerships and coalitions in the food system that were not even considered 10 years ago. Such dynamic coalitions can potentially impact the development of policies affecting the entire food system and will only grow in importance in the face of the new challenges presented by rising energy costs and the growing impacts of climate change.

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Washington State Farmers Market Association

“Roots Guidelines for Member Markets”

Updated: February 17, 2012
Available: www.wafarmersmarkets.com

Mission Statement

The Washington State Farmers Market Association’s mission is to support vibrant and sustainable farmers markets in Washington State through member services, education and advocacy.

Preamble

Across the State of Washington, Farmers Markets operate in every type of community-cities, suburbs, and rural areas. They vary in size and business structure according to their location. Regardless of the Market’s location or the number of vendors, Washington State consumers have the same expectations, and it is these expectations that every Farmers Market should meet if it truly intends to be successful in its goals:

1. A Farmers Market is where a grower can sell directly to the consumer and is most likely the small farmer’s best opportunity to profit from their land and efforts; and
2. A Farmers Market is a marketplace where consumers can talk directly to the grower, purchase the freshest produce possible, and experience the health-giving effects of that freshness.

What is Required to Become a Member?

The WSFMA is committed to an agriculturally based market system. The following are required to become a member and qualify for liability insurance coverage through the WSFMA.

1. Market Vendor Roster

All Member Markets are required to maintain a Vendor Roster, which shows an average of five (5) **Farmers*** per market day. Vendors who are **Resellers*** should not be counted in the **Farmer*** category, but be listed in a separate **Reseller*** category.

- a. Vendor Rosters should include the following contact information for vendors who are going to participate in your market during the upcoming season:
 - Name of Owner
 - Business Name
 - Category of Vendor
 - City, State, Zip, County (for farmers, include cross streets for each owned, leased, or rented property)
 - Phone number, email address, website address (public information only)

Note: First year markets will be asked to submit their vendor roster to the WSFMA prior to the Market’s start date.

2. Vendor Sales

All WSFMA Member Markets are required to collect, and report, at the time of submitting their application, total vendor, gross sales from the previous season according to each category below.

-
1. Total combined gross annual sales of all **Farmers***
 2. Total combined gross annual sales of **Processors*** and **Resellers***
 3. Total combined gross annual sales listed in **Others*** category.
- (Those with (*) refer to definitions listed below.)

WSFMA Gross Sales Formula

All Farmers Sales must be greater than (>) Processor + Resellers gross sales combined.

All Farmers + Processor + Resellers sales must be greater than (>) Artisan/Crafter + Prepared Food.

3. Market Documents

In order to understand the organization and structure of Member Markets, each new market is asked to provide the WSFMA with as many of the documents from the list below as possible. Established markets are encouraged to send copies of new and revised materials to the WSFMA for inclusion in the Association's market document collection that serves as a resource for market managers and industry professionals.

- a. Market Bylaws
- b. Vendor Rules/Guidelines/Policies, Vendor Handbook
- c. Vendor Application Form
- d. Blank Vendor Sales Report Form
- e. Business or Strategic Plan
- f. Market Manager's Job Description
- g. Sample Newsletter

4. Canopy Weight Requirements

Canopy Weights must be attached to vendor and market canopies at all times. Member markets shall agree to, and enforce, the following language and shall include the following paragraph in all market contracts, guidelines, and vendor handbooks or policies regarding canopy use. Member Markets, under the WSFMA Liability Insurance policy, who fail to enforce this, shall pay a \$1,000.00 deductible for any damage that may occur due to rogue or improperly secured vendor canopies.

"All vendors who wish to erect canopies (including umbrellas) on the Farmers Market site during a normal period of market operations, including the set up and break down period, are required to have their canopies sufficiently and safely anchored to the ground from the time their canopy is put up to the time it is taken down. Any vendor who fails to properly anchor his or her canopy will not be allowed to sell at the Farmers Market on that market day, unless that vendor chooses to take down and stow their canopy and sell without it. Each canopy leg must have no less than 24 lbs (pounds) anchoring each leg."

For examples of recommended safety methods pertaining to canopy weights, please refer to "Canopy Safety 101" document located at www.wafarmersmarkets.com.

5. Market Inspection/Assessment

An onsite visit by a WSFMA Board Member, or appointed Inspection Committee, will occur bi-annually in order to assess the degree to which the Member Market is meeting the requirements of the WSFMA according to the "Roots Guidelines for Membership", as well as assess any and all market needs.

What is Not Allowed at WSFMA Markets?

Member Markets are not allowed to have the following vendors selling in their market, unless said vendor falls within an 'Exception'. In all cases, these items are restricted from being sold in a WSFMA Market because the products are either not produced, processed, or created in Washington State by the vendor, or funding, marketing, or other assistance given to vendors comes from a source separate from the vendor. However, vendors who are not allowed to sell at WSFMA Markets are allowed to sponsor market events/activities, as long as they are not selling or taking orders to sell.

- **No Commercial or Imported Items**
- **No Second Hand Items** (Exception: Those vendors who take a second hand item and recycle that item into a new use.);
- **No Franchises:** Those who have entered into an agreement or received a license to sell a company's products and/or use a company's packaging, logo, ingredients, and/or marketing tools under that license or any franchise agreement;
- **No Non-Owner Operated Businesses:** Only those businesses that are operated and controlled by their Washington State-based, or border county-based, owners are permitted at WSFMA Markets; and
- **No Out-of-State Processing:** All processed products sold at WSFMA Markets must be processed within Washington State, or the border counties listed in Appendix C.

Liability Insurance

Member Markets are eligible for liability insurance coverage through the WSFMA group policy, which provides coverage for typical liability type losses including, but not limited to injuries due to slip and falls, damages from properly secured canopies blowing over, etc. and covers many on-site special events such as chef demos, face painting, touch-a-tractor, etc. However, events with live animals are not covered by the group policy.

All WSFMA Member Markets are required to hold liability coverage either through the WSFMA or an equivalent policy with another insurance agency. Those accepting liability insurance through the WSFMA are required to pay the annual premium prior to coverage being extended. The WSFMA's liability insurance is in effect April 1 to March 31 of the coverage years.

Those markets with liability insurance provided by another carrier must provide the WSFMA with a copy of their Liability Certificate. The WSFMA must be listed as an additional insured on the markets' policy and the minimum required limits of liability must be equivalent to those of the WSFMA policy. The carrier must have a minimum Insurer Credit Rating of A with A.M. Best.

- Art shows, flea markets, rummage sales, pony rides etc., are not covered by the WSFMA's liability insurance. If a market chooses to hold such an event, the event itself must take place in a separate location, other than the market site. WSFMA's group liability insurance only covers those events held within the market that are considered a part of farmers market activities.
- Market sheds and storage are not covered under the WSFMA general liability insurance policy, nor is a market's or vendor's other property such as products, stock, equipment, or signage. Property insurance is the responsibility of the property owner and, as such, should be purchased separately.
- Those markets operating holiday events, seasonal dinners, etc., are covered on the WSFMA Member Market's liability certificate as long as the WSFMA is notified at least 60 days prior to event. If the market is holding a special event off-market site, the property owner of the location where the event is held may be listed on the Market's insurance certificate as an additional insured.

Who is Allowed to Sell at WSFMA Member Markets?

I. PRODUCERS

1. FARMERS

One who raises produce, plants or botanicals, or animals which they sell at WSFMA Member Markets on land they own, lease or rent, in the State of Washington or border counties (Please see “Appendix C: WSFMA Approved Bordering Counties”). The definition of **Farmer** may also include someone who processes produce, fruit, berries, botanicals, meats, honey, etc., which is grown, raised, or harvested on their own, leased or rented property, in the State of Washington or border counties and then turned into value added product(s) such as jams, cider, salsa, vinegars, alcoholic beverages(*), essential oils or any other botanical use. It may also include **Farmers** who raise the basic ingredient(s) of a product, but who must send it out for fundamental processing, either within Washington State or border counties, before creating the value added product. Such Vendors might include those **Farmers** selling certain essential oils, smoked meats or fish, etc. This excludes **Resellers** or those who might work on, or manage a corporately owned farm and have permission to dispose of surplus product.

SEAFOODS. In the case of seafood, the vendor must own, lease, or operate the fishing vessel or own, lease or rent the parcel of land where the seafood is caught or harvested for sale at WSFMA Member Markets. The vendor must be a legal resident of the State of Washington.

***ALCOHOLIC BEVERAGES.** Alcoholic beverages must be made entirely from ingredients grown in Washington, or from grapes grown in a recognized Washington appellation, except for certain additives required for processing which cannot be produced in the State of Washington, not amounting to more than 5% of the total volume of the beverage. Because at this time there appears to be no beer made in Washington State that meets these requirements, WSFMA recommends that its Member Markets only apply to be authorized for wine sales by the State Liquor Control Board.

2. PROCESSORS

One who sells foods that they have personally prepared or processed on property that they own, lease, or rent in the State of Washington. **Processors** are persons offering fresh food products (such as meats, seafood, ciders, wines, baked goods, jams, nuts, etc.) that have added value to their product through some sort of “hands-on” processing (e.g., hand-filleted fish, smoked or butchered meats, handmade candies/nuts, etc.), but have not raised the ingredients themselves. All **Processors** must meet all Federal, State, County and local Health Department requirements. All appropriate permits and licenses must be submitted and filed with the Market Manager. **Processors** must produce their products in Washington State only, or in the border counties listed in Appendix C. Processed food producers should use ingredients from Washington State farms or waters as much as possible, and WSFMA Member Markets should give stall preference to those **Processors** who use ingredients from Washington State farms or waters.

SEAFOODS. In the case of seafood vendors, the product must originate from the greater Pacific Northwest, which includes Washington, Oregon, Alaska and British Columbia.

ALCOHOLIC BEVERAGES. Alcoholic beverages must be made entirely from ingredients grown in Washington, or from grapes grown in a recognized Washington appellation, except for certain additives required for processing, but which cannot be produced in the State of Washington, not amounting to more than 5% of the total volume of the beverage.

3. RESELLERS

One who buys produce from farmers in Washington State, or the border counties listed in Appendix C only, transports it to a WSFMA Member Market, and resells it to the consumer. Resellers are allowed to sell at WSFMA Member Markets, but do have strict criteria to follow:

-
1. **Resellers** are expected to be the only stop between the grower and the consumer.
 - a. The product they buy must not come from shippers, warehouses, jobbers or wholesale distributors.
 2. They must not sell any produce not grown in Washington State or the border counties listed in Appendix C (For example: oranges or bananas).
 3. They may sell any produce they grow themselves on their own property (see **Farmers**).
 4. **Resellers** are sellers of crops that cannot be grown reliably, or are not offered for sale in sufficient quantity, by **Farmers** selling at a given WSFMA Member Market, as determined by the individual WSFMA Member Market's governing body.
 5. **Resellers** must have all crops pre-approved by the Member Market's governing body before delivering the crops to market for sale. Approved, resold crops must be specifically limited, so as not to compete with the crops of **Farmers** within the geographic vendor boundaries of the WSFMA Member Market, as defined by the Market's policies and by-laws.
 6. All **Resellers**, or **Farmers**, must label their products as being resold if they are not selling products which they have grown, raised, or harvested themselves on property that they own, lease, or rent.
 7. All information declaring which products are resold must be available and displayed for the consumer to easily read. Signage must clearly state which farm(s) produced the products; other terms synonymous with "resold" may be substituted.
 8. **Resellers from border counties are not allowed to sell at WSFMA Member Markets.**

II. OTHER VENDORS

1. PREPARED FOOD VENDORS

Prepared Food vendors (Concessionaires) offer freshly made foods, available for sale and immediate consumption on-site at WSFMA Member Markets. **Prepared Food** vendors shall submit and also possess and maintain all required State, County, and local Health Department permits. All appropriate permits and licenses shall be filed with the management of the market. **Prepared Food** vendors should use ingredients produced in Washington State as much as possible. Further, when selecting **Prepared Food** vendors, WSFMA Member Markets are encouraged to provide a good variety of healthy foods and to give preference to those vendors using ingredients produced in Washington State only. **Prepared Food vendors from border counties, listed in Appendix C, are only allowed to sell at WSFMA Member Markets operating along the Washington State border;** WSFMA Member Markets should give priority to those **Prepared Food** vendors who use ingredients from Washington State farms or waters.

2. ARTISANS/CRAFTERS

One who creates with their own hands the products they offer for sale at WSFMA Member Markets. To qualify as an **Artisan/Crafter**, a majority of the tools and equipment used to produce their products must require skill, personal handling and/or manipulation. **Artisans/Crafters** should incorporate materials grown or produced in Washington State as much as possible and create their products in Washington State only. **Artisan/Crafters from border, listed in Appendix C, are only allowed to sell at WSFMA Member Markets operating along the Washington State border;** WSFMA Member Markets should give priority to those **Artisan/Crafter** vendors who use materials from Washington State.

Appendix B

2013 Policies and Rules for the Neighborhood Farmers Market Alliance

Broadway, Columbia City, Lake City, Magnolia, Phinney, University District and West Seattle Farmers Markets, www.seattlefarmersmarkets.org

The Neighborhood Farmers Market Alliance is a non-profit, 501(c) (3) corporation registered with the State of Washington and the IRS. The NFMA is committed to supporting and strengthening Washington's small family farm businesses by creating and operating vibrant, successful neighborhood Farmers Markets. These Markets are established for the benefit of the **community**, the **vendor**, and the **consumer** alike.

In 2012, a Board of 12 directors governs the NFMA. The Board includes four farmer vendors who are elected by Market vendors at the annual NFMA vendor meeting. **All Market vendors are invited and encouraged to participate in this annual meeting** of NFMA Market Managers, staff, and vendors, and to participate in electing the farmer board members.

As of April 2012, there are four farmer board members and eight other board members representing Seattle neighborhoods and partners who support the goals of the NFMA. For a complete list of board members, please visit the NFMA website at www.seattlefarmersmarkets.org.

The NFMA 2013 Annual Vendor Meeting will take place on Monday, February 11. The translated Hmong Vendor Meeting will take place on Monday, February 4.

The Neighborhood Farmers Market Alliance staff includes the Executive Director, Operations Manager, Outreach and Development Manager, Programs Coordinator, Bookkeeper, Market Managers and Market Assistants. Additional contracts may be held with consultants, on-site security and others, as appropriate.

Mailing address: Neighborhood Farmers Market Alliance
3919 Latona Ave NE, Suite C-1, Seattle, WA 98105
Web Site: www.seattlefarmersmarkets.org
Email: nfma@seattlefarmersmarkets.org
Phone/FAX: (206) 632-5234 / (206) 632-5976

THESE POLICIES AND RULES ENSURE THE SUCCESS, SAFETY, AND EFFICIENCY OF YOUR FARMERS MARKETS. VENDORS MUST COMPLY WITH ALL LAWS, ORDINANCES, AND REGULATIONS OF THE CITY OF SEATTLE, KING COUNTY, WASHINGTON STATE AND THE U.S.

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VII. LICENSE, PERMIT AND INSURANCE REQUIREMENTS

The following policies and rules are subject to fines and consequences. A first violation will result in a verbal warning. A second violation will result in a written warning and a \$25 fine. A third violation may result in the termination of the vendor's permit to sell at that specific market site, or further fines. **The NFMA reserves the right to prohibit the sale of any product and/or deny anyone the privilege of selling at any NFMA Markets at any time.**

I. NFMA FARMERS MARKET LOCATIONS, TIMES AND DATES FOR 2013

Dates and hours at all Markets may be subject to change.

The **University District Farmers Market** takes place at the University Heights Center for the Community at NE 50th & University Way NE. ***For part of the 2013 season, the market will be moved to the north side of the building during the redevelopment of the south lot.*** This Market is open to the public every **Saturday, Year-Round, 9am to 2pm.**

The **West Seattle Farmers Market** takes place in the Alaska Junction business district of West Seattle, in the commercial lot on the corner of SW Alaska and 44th Ave. SW, 98116. It is open to the public every **Sunday, Year-Round, 10am to 2pm.**

The **Columbia City Farmers Market** takes place in the Columbia City Historic Landmark District of Seattle, on S. Edmunds Street between 36th and 37th Ave S., 98118. It is open to the public **Wednesdays, May 1 – October 16, 2013 (25 days).**

The **Broadway Sunday Farmers Market** takes place on Broadway and E Pine on the campus of Seattle Central Community College, 98122. This Market is open to the public on **Sundays, 11am to 3pm, April 21 – December 22, 2013 (36 days).**

The **Lake City Farmers Market** takes place on 28th Ave NE next to the Lake City Library at NE 125th, 98125. It is open to the public **Thursdays, 2:30pm to 7:30pm, June 20 – September 26, 2013 (15 days).** *Note that the hours of this market have changed!*

The **Magnolia Farmers Market** takes place in the Magnolia Village on W McGraw and 33rd Ave W, 98199. It is open to the public **Saturdays, 10am to 2pm, June 1 – September 28, 2013 (18 days).**

The **Phinney Farmers Market** takes place in the upper parking lot of the Phinney Neighborhood Center at 67th and Phinney Ave N, 98103. It is open to the public **Fridays, 3pm to 7pm, June 7 – October 4, 2013 (18 days).**

NOTE regarding INCLEMENT WEATHER: Certain weather conditions (high winds, heavy snow, etc.) may necessitate the official closure of a Market due to safety concerns. This closure will be at the Market Manager's and/or landlord's discretion and all vendors and shoppers will be notified that the Market has been "officially closed due to weather conditions." The NFMA will not be responsible for any injury or loss of property when a Market is officially closed due to weather conditions.

II. VENDORS AND PRODUCTS ALLOWED AT THE NFMA FARMERS MARKETS

All vendors must be an active owner/operator of the business operation, and may not be operating the business under a franchise agreement.

Products sold at the Farmers Markets are limited to five categories, listed following as A through E. Each vendor's application for a Permit to Sell must detail exactly what products the vendor intends to sell at the Farmers Markets. Vendors may only sell products listed on their applications and approved by the NFMA in a

Permit to Sell. Returning vendors must include a detailed list of products each year, clearly noting if they are intending to add or delete products they sold the previous year.

Requests for adding new products to your market inventory after you have been issued your Permit to Sell will be addressed on a case-by-case basis by the NFMA. Vendors must also inform the NFMA if they will not be bringing something to market that they originally stated they would bring. NFMA staff may ask you to remove non-approved products from your sales tables at any time.

The NFMA and its representatives may inspect or visit any farms or establishments used by vendors. Farm/Processor visits may be conducted at any time, without notice. With 24 hours notice, vendors should provide help during a visit in identifying the crops/products listed on their application for Permit to Sell. Any farm that is new to our Markets will require a farm visit before receiving a Permit to Sell.

A. FRESH FARM PRODUCTS

Definition: Fresh fruits and vegetables, herbs, nuts, honey, dairy products, eggs, poultry, mushrooms, meats, fish and shellfish. Also included in this category are fresh cut flowers, nursery stock, plant starts and foraged items such as wild herbs or mushrooms.

Rules and Requirements: All fresh farm products must be grown, produced or foraged in Washington State, and all fresh farm products must be grown, produced, or foraged by the farmer/vendor who is selling them. Any violation of these rules will result in the product being immediately removed from the vendor's tables and possible revocation of the vendor's Permit to Sell. Interpretation of these rules is at the Market Manager's discretion with possible review by the NFMA Board of Directors.

Only farmers, ranchers, fishers, apiaries, nurseries, and foragers may sell fresh farm products. Farmers and nursery operators must propagate all plants and flowers from seed, cuttings, bulbs or plant division. Honey vendors must be the owner-operators of bee hives from which they sell honey; hives must be registered with the WSDA.

B. VALUE-ADDED FARM FOODS

Definition: Foods processed and sold by the farmer/fisher/rancher/forager of the main raw ingredients. Includes: preserves, jams, jellies, cider, wine, distilled spirits, syrups, salsas, smoked or canned meats or fish, dried fruit, flours, salad dressings. Also includes limited on-site (at the Market) processed farm food such as roasted peppers & roasted peanuts. Wines in this category must use grapes and fruit grown in the wine appellations of Washington State, and be estate grown.

Rules and Requirements: All value-added farm foods must be made from raw products and ingredients, a majority of which are grown and produced by the farmer who is making and selling the product. Preference is given to farmers who are personally cooking, canning, baking, or preserving the product *with their own equipment*, and secondarily to those personally supervising their own raw ingredients used in accordance with their own recipes in a permitted facility. Value-added farm foods in which the majority of the ingredients are NOT grown and produced by the farm vendor cannot exceed 20% of total displayed inventory (e.g., scones made by a berry farmer). **Farmers selling value add products from ingredients other than what they grew will be considered processors and charged a higher fee.** Situations where third-party processing is deemed necessary (e.g., fish that is canned by a third party) will be considered on a case-by-case basis.

C. DRIED FLOWERS, CRAFTED FARM PRODUCTS

Definition: Non-edible bouquets, wreaths, roping, arrangements and displays of fresh and dried flowers, vegetables, vines and gourds. Beeswax candles are allowed from honey producers only. Other non-edible crafted farm products will be considered on a case-by-case basis.

Rules and Requirements: These items must be grown or foraged and produced by the vendor on the vendor's own farm. These items are intended as a supplement to fresh farm products, value-added farm foods, or nursery/flower inventory, and cannot exceed 20% of total displayed inventory per Market day. During the Winter Markets these percentages may vary upon prior approval by the NFMA.

D. PROCESSED FOODS

Definition: Foods created by vendors who are not farming or producing the raw ingredients themselves. Examples are: preserved foods, salad dressings, wines, breads, pastries, baked goods, confections, pasta, granola, and related take-home foods. These foods are not prepared on-site at the Markets.

Rules and Requirements: Vendor must be an active owner/operator of the business and may not be operating the business under a franchise agreement. Wines allowable for sale at the Market must use grapes and fruit grown in the wine appellations of Washington State, and preference will be given to estate grown products.

Processed foods must be produced/created/cooked by the vendor from raw ingredients. No commercially prepared dough mixes, crusts, shells or fillings are allowed. Our intent is to support local agriculture. It is expected that creators of processed foods will use raw ingredients that are grown in Washington, as appropriate for the product, and when possible, use products from participating Market farmers. Ingredient lists and sourcing will be required in the initial application, and must be communicated truthfully to the NFMA and the public thereafter.

E. PREPARED FOODS

Definition: Foods freshly made and available for immediate consumption onsite at the Markets. Examples are: sandwiches, tamales, crepes.

Rules and Requirements: Vendor must be an active owner/operator of the business and may not be operating the business under a franchise agreement. Our intent is to support local agriculture. It is expected that creators of prepared foods will use raw ingredients that are grown in Washington, as appropriate for the product, and when possible, use products from participating Market farmers. Ingredient lists and sourcing will be required in the application and must be communicated truthfully to the NFMA and the public thereafter.

Promotional Merchandise: *Vendors may sell their own shopping or grocery bags only, but not t-shirts or any other promotional or marketing merchandise. Some vendors have been allowed to sell their own cookbooks; requests to sell cookbooks will be determined on a case-by-case basis.*

III. HOW MARKET VENDOR PARTICIPATION IS DETERMINED

*The NFMA grants **Permits to Sell** based on the unique demands of each Market's customer base with the goal of providing a well-rounded mix of high-quality products.*

VENDOR PARTICIPATION IN MARKETS is determined by the NFMA staff, whose job is to operate successful markets that offer local farmers a viable place to sell their products. Decisions about who will sell each season are based on available space in the Market, and the need for specific products. Other criteria include: each vendor's ability to follow market policies, product quality, sales history, whether or not the farmer is primarily a direct-market business, commitment to our farmers markets, adherence to our guidelines, bringing complete inventory to each market, and a record of no outstanding balances payable to the NFMA.

The NFMA strives to include a healthy mix of experienced vendors while also providing opportunities for new vendors, given the limits of available space. Processed and prepared food vendors whose businesses have grown to include multiple sales outlets and brick and mortar operations will be given lower priority than start-up business.

Priority for space in the Markets is given to categories A and B. The goal of the NFMA is to create a Market vendor mix with at least 70% farmers from categories A, B and C in section II. However, the NFMA is also committed to supporting and helping incubate smaller start-up businesses in vendor categories D and E, when space is available. *Category E is limited or even omitted at certain Markets.*

The NFMA does not contract or guarantee Market space to any farmer or business outside of the current year.

Please note: Given the many (sometimes conflicting) factors that must be considered in determining vendor mix – limits of available space, number of interested farmers and vendors, concerns of the Market neighborhoods/business district, the shopper base, meeting our mission, avoiding over-saturation of specific products – it is not possible to accommodate every request for selling space.

MARKET STAFF: It is the job of the NFMA staff and Market Managers to implement Market policies. This includes overseeing vendor participation and booth assignments, Market set-up, collection of fees, providing information on Market policies, and ensuring vendor compliance with those policies. The NFMA staff and Market Managers are also responsible for processing both public concerns and vendor concerns. The Market Managers are also the conduit between vendors/customers and the NFMA and Board of Directors. The NFMA staff has complete authority to interpret and implement policy on the Market site, as necessary, and to make all decisions regarding Market participation, stall assignments and other Market operations.

IV. HOW STALL ASSIGNMENTS ARE MADE

STALL ASSIGNMENTS are made by the NFMA based on the following criteria:

1. Available space in the Markets.
2. The need for a specific product and the vendor's ability to provide it at each Market where s/he sells.
3. The amount of space the vendor requires. At most Markets, the more space needed, the more difficult it is to place the vendor.
4. Proper payment of all fees and adherence to the Policies and Rules.

V. 2013 MARKET FEES

- A. All vendors pay a non-refundable yearly **APPLICATION** fee at the time of application. Returning vendors who submit their 2013 application and/or fee **after the due date** will be charged an additional \$25 late fee, and will risk not getting into the 2013 Markets. Applications should be submitted even without updated 2013 permits and licenses (since these are often not renewable until the new year), **as long as** ALL necessary permits and licenses for 2013 are then submitted by **March 15, 2013**. Permits and licenses submitted after March 15 will incur a \$25 re-application fee and your place in the markets may be lost.
- B. Each vendor pays a **DAILY BASE STALL FEE** or the required **PERCENTAGE** (%) of their gross sales (whichever is greater) to the NFMA **at the end of each Market day**.
 1. The percentage paid is calculated from the vendor's **gross sales** for that day (less any sales tax).
 2. Vendors **must** report their daily gross sales to the NFMA. Gross sales includes **all cash sales PLUS** the value of any:
 - on-site CSA pick-ups, pre-orders, special orders,
 - bulk/wholesale orders and invoiced orders,

- all revenue from wooden tokens, WIC and Senior FMNP checks, Helping Harvest vouchers, Market Bucks, and other coupons.

Vendors who fail to report accurate sales may forfeit their right to sell at NFMA Markets.

- 3. BOOTH AUDITS:** The NFMA may conduct random booth audits at any vendor's stall during the Market season. These audits will be carried out by third party observers. Vendors will be given a general 24 hour notice prior to booth audits.

- 4. 2013 Base Fees and Percentages**

Market	<u>Minimum NFMA Fee</u>	<u>User Fee</u>
Phinney	\$35	Included
Lake City	\$35	
Magnolia	\$35	
Columbia City	\$45	
Broadway	\$45	Included
West Seattle Regular	\$45	
West Seattle Winter	\$35	
U District Regular	\$50	\$11
U District Winter	\$40	\$11

6%	7%	8%
<ul style="list-style-type: none"> • Farmers with regular sized stall spaces with limited frontage and depth 	<ul style="list-style-type: none"> • Farmers with 15' stall frontage or 30' stall depth, but less than 400 sq. ft. total • All Processed Food Vendors 	<ul style="list-style-type: none"> • Farmers whose stalls and vehicles take up 400 sq. ft. or more • All Prepared Food Vendors

C. Other Fees and Fines

Cancellation, fewer than 48 hours notice	Daily base stall fee
Propane-fueled heat sources	\$10 annually (for fire permit, must provide own extinguisher)
*Electricity	\$10 per market day
*Weights	\$5 each, per market day (\$20 for 4)
*Tables	\$10 per market day
*Umbrellas	\$10 per market day
*Canopies	\$20 per market day
*Scales	\$10 per market day
2nd violation (after verbal warning) for violating any vendor rules	\$25 per violation
* Electrical hook-ups and rental items are not always available	

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- D. Vendors who fail to give 48 hours advance notice regarding Market day cancellations may be charged the base stall fee for that day. Please call 206-632-5234 or your Market Manager's cell phone or the NFMA office to cancel prior to market day (cell phone numbers are listed on the back of this booklet).

VI. VENDOR RULES FOR 2013

A. Only Washington State farmers, producers and businesses may sell at the NFMA Markets.

Permits to Sell are only granted to the principal owner of the farm or business. The principal farmer/producer may send family members, partners or employees to the Market in their place, but are responsible for having their on-site representatives aware of **all** Market rules, procedures, and violation policies. All representatives of your business should have reasonable knowledge of your farm operation and be able to answer questions from the public and market staff. All employees, partners, and family members may be asked to sign an agreement that states they understand and will comply with Market policies and guidelines. The NFMA recommends that the principal farmer/producers be personally present at as many Markets as feasible, and that they staff their booths at least once a season at every Market where they participate.

B. All products must be grown or produced in Washington State (see Section II for complete details). Any violation of this policy will result in the product being automatically removed from the vendor's table and possible revocation of Permit to Sell.

C. WEIGHTS ARE REQUIRED: All vendors with canopies and umbrellas are required to have **at least 25 pounds** of non-variable weight **per canopy leg** and 25 lbs per umbrella stand, securely attached at all times. (For example, 2 canopies side by side require 50# of weight where the canopy legs meet.) **Any damage incurred by a vendor due to insufficient weights will be at the expense of that vendor. In addition, if the NFMA's liability insurance comes into play, the \$1000 deductible will also be charged to the offending vendor(s).**

D. PUNCTUALITY/ATTENDANCE:

No vendors are allowed on-site at any Market earlier than 2 hours before Market start time. All vendors must vacate Market sites within 1 hour of Market end time. (See page 4 for Market start and end times. Note that Market dates and start/end times are subject to change, but the "2 hours before/1 hour after" rule still applies.)

The Market sites are not permitted or insured by the NFMA, nor staffed, outside of set-up, selling and clean-up time. **Our landlords (including SDOT and Seattle Parks Dept) expect us to arrive and be gone within the hours of our stated contract with them.**

1. Vendors are not allowed on the site until the Market area has been chalked and/or the Market Manager gives permission. Vendors are not allowed to set up before the set-up time at each Market, as stated above. NFMA staff is NOT responsible for any product or possessions left unattended.
2. Vendors who are assigned a load-off stall must remove their vehicle from the Market area at least 30 minutes prior to market opening.
3. No moving vehicles are allowed in the market sites until 15 minutes AFTER closing time.
4. No selling shall begin before the opening time at each Market and the designated signal (i.e. ringing of the opening bell) is given by the Market Manager indicating that the Market is officially opened. Selling must end at Market closing time.
5. Vendors must be set up and ready to sell by start time.

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6. Vendors are required to stay until closing. Vendors who sell out early must keep their stall set up until closing time, and should post a sign letting customers know they have sold out.
 7. Vendors should not leave their vehicles and possessions unattended. If you need to leave your stall (e.g., for a restroom break), please post a sign stating when you will return. You may also ask the vendor next to you to sell for you until you return. Note that NFMA staff CANNOT sell for Market vendors.
 8. Vendors will be loaded up, have gross sales reported and fees paid, and vacate the site **no later than one hour** after the Market is closed. Any exceptions must be cleared with the Market Manager.
 9. Vendors who cannot attend on a Market day should contact the Market Manager's cell phone and/or the NFMA office (206-632-5234) 48 hours prior to Market day. Vendors who do not call at least 48 hours before Market day will be charged the minimum stall fee for that Market day.
 10. If a vendor does not attend the market on their scheduled dates for three weeks in a row, their space may be given to another vendor.
- E. SIGNAGE:** All vendors will post a sign identifying the name of the farm/business represented and where it is located. Signs should be a minimum of 24" wide by 8" high. Vendors should have their signs displayed before sales begin. The NFMA staff can help you access resources for signage. Vendors should limit their advertising of other types of marketing (CSA, websites, other markets, etc) to brochures and/or small information signs on their tables.
- F. PRICE SIGNAGE: All goods for sale must be CLEARLY MARKED WITH THEIR PRICES.** This can be done by individually tagging each item with a sign or by listing all produce and prices on a large sign or blackboard, so that it is clearly readable.
- G. SELLING SPACE:** Vendor stalls, selling space, and vehicles must not extend beyond allotted boundaries of the stall space. Displays, canopies, tent walls and signs must allow clear visibility to adjoining booths. Display and selling techniques must not impair other vendors' ability to sell, nor create a hazardous situation for customers. Staff should limit sampling and soliciting to within the allotted selling space. Our intention is to create a visually enticing Market for customers and to enable all vendors to maximize their selling space.
- H. VENDOR VEHICLES, LOADING/UNLOADING and PARKING:**
- Some Market stall spaces can accommodate one on-site vehicle. Any additional vehicles, or any vehicles that cannot be accommodated in the vendor's selling space, must be off site no later than 30 minutes before the Market opens and be **PARKED AT LEAST THREE BLOCKS AWAY FROM THE MARKET SITE OR AT THE PARKING SITE DESIGNATED FOR VENDORS.** Vendors may be required to pay parking fees to site and/or parking lot landlords.
- I. STALL SPACE SAFETY & CLEAN UP:** Vendors are required to maintain their individual selling space in a clean, safe and sanitary manner, including protecting the pavement from drips from any part of the vendor's vehicle or stains from products. Vendors are responsible for complete clean up of their space at the close of the Market. This includes collecting all trash or garbage that is generated in or around your stall and sweeping up any product debris left on the ground. Vendors are not permitted to dispose of produce waste, overripe or leftover produce or boxes in any on-site garbage cans or dumpsters. **MARKET TRASHCANS AND DUMPSTERS ARE NOT AVAILABLE FOR VENDOR USE.** (Pack it in, pack it out.) Vendors should bring their own brooms, dustpans and waste bags.

J. PRICING:

1. Pricing of goods sold at Market is solely the responsibility of the individual vendor. Vendors are expected to price goods in a way that doesn't give the appearance of a "loss leader" product as used in large grocery stores.
2. Vendors are not allowed to give produce or other items away for free or at below-cost pricing, thus undercutting potential sales of other vendors.
3. Collective price setting is not allowed, as per the Attorney General, and may represent an illegal activity.

K. QUALITY OF PRODUCE:

1. Vendors are expected to bring good quality produce and products to Market.
2. Vendors are responsible for the safety of their food and cannot sell adulterated food.

L. SCALES: Vendors selling produce by weight must provide their own scales. Scales must be "legal for trade" and are subject to inspection by the Dept. of Agriculture's Weights and Measures Program. **All scale displays must be readable and in easy sight to your customers during business transactions.** Market staff may randomly check the visibility and accuracy of scales, as needed.

M. NO PETS are allowed in the vendor's selling area. The only exceptions will be service animals.

N. CHILDREN: Vendors must monitor and supervise their children at all times during the Market day. Set-up and take-down can be especially dangerous for unattended children. Children should not be allowed to wander the grounds or adjacent properties without a parent or guardian. The Market can take no responsibility for their safety or whereabouts, or for any damages they may cause.

O. COURTESY/CONDUCT:

1. The Markets are community events where many diverse people are gathered to shop and sell. Vendors and their representatives are expected to conduct themselves in a respectful, safe, courteous and harmonious manner with customers, Market staff and with each other.
2. Any language or behavior that jeopardizes the normal operations of the Market will be grounds for termination of the vendor's Permit to Sell. Vendors may not threaten or use abusive language with customers, community representatives OR each other during Market operations. Termination of a vendor's Permit to Sell based on conduct will be determined by the NFMA and Market Managers. Complaints regarding behavior should be brought to the NFMA's attention and written up on a Vendor Concern Form.
3. Any abusive language or threatening behavior towards an NFMA staff member by a Market vendor will result in the termination of the vendor's Permit to Sell.
4. Vendors who have concerns regarding Market operations and/or vendor policies should complete a **Vendor Concern Form**. Forms are available from the Market Managers and NFMA staff. Each Concern Form will be carefully considered by NFMA staff (in consultation with members of the Board of Directors, if necessary), and will receive a written response.
5. **Customer complaints** regarding individual vendors will be discussed with the vendor, and vendors may be required to respond. Shoppers may also fill out a Customer Concern Form, which will be shared

with Market staff and possibly the NFMA Board. If the Market receives numerous complaints about a vendor, the Market Manager has the right to revoke that vendor's Permit to Sell at all Markets.

6. Anyone under the influence of alcohol or any controlled or illegal substance may not be on the Market premises. Any violation will result in the termination of the Vendor's Permit to Sell at all Markets.

7. **Refunds:** Customers who have a legitimate complaint about the product they purchase should be given a full monetary refund or replacement of equal value. If a customer wishes to exchange only a partial bag of produce, only partial credit is due. It is the Market's policy to satisfy the customer and to promote good will by being generous with produce and food products. If produce is overripe and must be consumed the same day, the customer must be informed in advance. Complaints that seem unfounded or excessive may need to be mediated by Market management.

P. NO HAWKING: Calling attention to your products in a loud, repetitive, public manner is prohibited.

Q. NO TIPPING: Vendors, including prepared food vendors, may not ask for tips or put out tip jars.

R. VENDOR DRESS: Vendors are requested to wear appropriate attire and appear neat and tidy at the Markets. Vendors must wear shirts and shoes at all times.

S. VENDOR MUSIC: Vendors may play music/radios in their stall space, but should be aware of volume and other vendors' ability to transact business without any audio interference.

T. SAFETY: Vendor vehicles, tables and overhead shades must be maintained and used in a safe manner. Table legs must be firmly locked into place. Tables should have smooth edges and remain stable when loaded with produce. Tent poles, canopy legs, boxes, umbrella stands must not obstruct foot traffic flow; care must be taken when setting up or taking down displays. All tents and umbrellas must be weighted and properly tied down, **with a minimum of 25 lbs per leg (see section VI, C). No buckets, glass receptacles, or other hazardous/unstable items can be used as weights.**

U. NO SMOKING: Smoking is not allowed anywhere on the Market sites AT ANY TIME.

V. The NFMA is not responsible for loss or damage of property.

W. There will be no discrimination according to race, color, creed, sex, religion, sexual orientation, ability, age or nationality by Market staff or vendors.

VII. LICENSE, PERMIT AND INSURANCE REQUIREMENTS

All vendors shall provide, with their application to sell, current copies of any permits, insurance and licenses applicable to the sale of their products. Copies of these should also be carried with you or your family/staff to each Market where you sell. Meat and poultry vendors must provide names of processing facilities used and may be asked to provide documentation of transactions for processing services.

A. INSURANCE: Proof of Product Liability Insurance is required from all vendors who wish to sell consumable products in any NFMA market(s).

B. BUSINESS LICENSES:

1. **State Business Licenses & Tax Number** – All market vendors are required to have a Washington State Master Business License Number and must supply this tax number with the application to sell at the Markets. Retail sales taxes and Business and Occupation taxes are the responsibility of the individual vendor.

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2. **Specialty Licenses** – Farmers selling nursery products, eggs, alcohol or other taxable items and/or are selling products by weight are required to have specialty licenses or addenda to their master business licenses.
 3. **City Business Licenses** – All processed and prepared food vendors must carry a current City of Seattle Business License.
- C. **KING COUNTY HEALTH DEPARTMENT REQUIREMENTS:** Representatives from the Health Department conduct periodic health code inspections at all farmers markets in King County. On all other market days, market staff is required by contract to check for compliance on behalf of the Health Department.
1. **Temporary Food Establishment Permits** – Vendors required to purchase a permit from the Health Department each calendar year include those selling fresh or frozen meat, poultry, seafood, eggs and/or dairy products, potentially hazardous processed and/or prepared foods, and anyone wishing to sample non-exempt processed or value-added products.
 2. **Sampling** – King County Health Department guidelines must be followed at vendor booths for food demonstration and sampling. **All vendors must have either a permit to sample or must apply for a (free) exemption from the Health Dept (as in the case of vendors only sampling raw produce).** Vendors **MUST** consult with the Health Department regarding these regulations (including sneeze guards, handwashing stations, etc). Sampling, **if permitted**, must take place within the boundaries of the vendor's assigned stall space.
 3. **Food Handler's Permits** – All hot prepared food vendors, bakers selling unpackaged ready-to-eat baked goods (other than bread) and non-farm vendors who sample their products must have a current King County Health Department Food Handler's Permit, and keep a copy of this permit at their Market stall at all times.
 4. King County Health Department requires that all food be kept at least 18" above the ground.
- D. **WASHINGTON STATE DEPT. OF AGRICULTURE LICENSES FOR FARMERS:** Some farmers may be required to provide copies of current WSDA licenses allowing them to produce and sell particular products. Required WSDA licenses include, but are not limited to: **Egg Handler License, Milk Producer License, Milk Processing Plant License, Pesticide Applicator License, Honey Bee Hive Registration, and Organic Certification.**
- E. **ORGANIC PRODUCTS:** If a product (raw or processed) is labeled "**organic**," or verbally referred to as "**organic**," it must be certified as required by Washington State law. **VERBAL AND/OR WRITTEN DECLARATIONS OF ORGANIC STATUS NOT CERTIFIED OR VERIFIED WILL RESULT IN TERMINATION OF VENDOR'S PERMIT TO SELL.** When a farmer is selling both organic and non-organic produce within the same stand, the non- organic produce must be physically separated from the organic produce and clearly labeled as non-organic or conventionally grown. Written and/or verbal declarations regarding chemical use which cannot be certified such as "**Unsprayed**", "**Pesticide free**" or "**Low Spray**" are not allowed. Consumer queries regarding farming practices must be answered factually.
- F. **FISH & SHELLFISH REQUIREMENTS:** Vendors who sell **fish or shellfish** at participating NFMA Markets must comply with Category A (under Section II) and must have all proper licenses from the **Washington State Dept. of Fish and Wildlife** (i.e. Wholesale Fish Dealer License, Direct Retail Endorsement License, Aquatic Farmer Registration). Fishers may also be asked to provide the following:
- Landing ticket or "Fish ticket"
 - Documentation of fish pulled from cold storage to processor
 - Invoices from the processing facility documenting the weight of the finished product
 - Wholesale receipts for all other sales than direct

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- NMFS log book

Vendors selling shellfish must have additional licenses from the Washington State Dept of Health and sale of any processed seafood products (shucked, smoked, etc.) requires a WSDA Food Processor License. All fish and shellfish vendors must acquire an annual permit from the King County Health Department.

G. PROCESSED FOODS: All farmers and vendors who sell processed foods **MUST** have a current **Food Processor License** from the Washington State Department of Agriculture. These foods include, but are not limited to, baked goods, dried fruits, vegetables and herbs, teas, ciders, preserves, jams, jellies, salsas, canned or dried fish and meats, and condiments. Beekeepers that process their own honey do not need a Food Processor's License, unless the honey is sold wholesale. Vendors who sell processed foods are responsible for understanding and meeting **all** WSDA and King County Health Dept. requirements for processing and selling food. State requirements pertain to, but are not limited to: cooking, labeling, facility permits, oversight, liability insurance, acidity, and Brix levels.

Labels are required on all processed foods (including honey) and must meet State requirements to include 1) Product name, 2) Company name, 3) Address, 4) Net weight in ounces and metric on bottom ⅓ of label and 5) Ingredients listed in decreasing order of predominance. All Organic products must be labeled accordingly. Vendors may be required to provide copies of labels for all processed foods they plan to sell prior to bringing them to the Markets. Labeling may also be required for on-farm processed, value-added non-edible products. Foods not properly labeled cannot be on market tables.

H. ALCOHOL SALES: All businesses selling alcoholic beverages must be licensed by the **Washington State Liquor Control Board** (WSLCB). To sell at Farmers Markets, wineries and breweries must also acquire a **Sale at Farmers Markets Endorsement** and must only sell beverages containing primarily Washington grown ingredients.

I. FORAGING: Each state and national park within Washington State has its own requirements, guidelines, permits and fees for foraging mushrooms and other wild growing edibles. The NFMA may ask for proof of origin and/or assurance that foragers have contacted the appropriate authorities prior to harvesting wild mushrooms, plants, or berries.

J. SEATTLE FIRE DEPARTMENT PERMITS: Any vendor planning to cook food onsite at a farmers market or use propane fueled appliances must acquire an Open Flame or LPG (propane) permit from the Seattle Fire Department. Use of propane fueled heaters at winter farmers markets may fall under the NFMA's blanket permit, but require an annual charge of \$10 at each market. Fire extinguishers with a minimum rating of 3-A:40-B:C must be present whenever and wherever heaters, stoves, grills and/or other propane fueled appliances are in use.

K. WEIGHTS & MEASURES: All weighing and measuring instruments and devices used at farmers markets must be registered with the **Washington Dept. of Licenses** (DOL) on an annual basis and are subject to inspection by the **Washington State Dept. of Weights and Measures** (see Section VI, L).

VENDOR CONTRIBUTIONS: Vendors may be asked to contribute product to the Market's promotional and educational events such as chef's demos, produce tastings, fundraisers and special events. Please consider contributing to these Market events. The local Food Bank may also solicit food contributions every week. Please also consider contributing to this effort, as the local Food Bank is the best resource for distributing your unsold product to the local community in need. Receipts are available upon request.

Thanks for all your hard work supporting Washington Agriculture and Seattle Communities!



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