MARKET MANAGER HANDBOOK
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Utah’s farmers markets reside and operate on the territories of the eight tribes of Utah, who have been living, working, and residing on this land from time immemorial. These tribes are the Confederated Tribes of the Goshute Indians, Navajo Nation, Ute Indian Tribe, Northwestern Band of Shoshone, Paiute Indian Tribe of Utah, San Juan Southern Paiute, Skull Valley Band of Goshute, and White Mesa Band of the Ute Mountain Ute. We acknowledge these lands carry the stories of these Nations and their struggles for survival and identity. We recognize Elders past and present as peoples who have cared for, and continue to care for, the land. In offering this land acknowledgment, we affirm Indigenous self-governance history, experiences, and resiliency of the Native people who are still here today.

The Utah Farmers Market Manager Handbook was made possible by a 2022 USDA Farmers Market Promotion Program (FMPP) Grant – a huge thanks to the USDA for the opportunity to create this Handbook. Thanks also to the Washington State Farmers Market Association, the Alaska Farmers Market Association, and the Farmers Market Coalition for your inspiration and guidance. The SNAP section in Chapter Three was initially created by Regan Emmons with the help of Utahns Against Hunger and the Utah Dept. of Health and Human Services. The DEI section in Chapter Three was initially created by Regan Emmons and Jaclyn Pace. We are grateful for the foundation they laid for our Handbook! And most importantly, thank you to all the numerous farmers market managers who provided resources and feedback.

Disclaimer: The information provided in this Handbook is for educational purposes to assist farmers market management in improving their market operations. This material is not intended, and should not be used, as a substitute or replacement for individual legal, financial, or actuarial advice. Each market organization should consult a relevant professional advisor when making business decisions as appropriate.
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Welcome to the Utah Farmers Market Manager Handbook, designed by the Utah Farmers Market Network for market managers like you! We’re thrilled to support you in your job as a market manager by providing this Handbook of information and tools you’ll need to start a market from scratch or to grow your market, along with helpful links and resources, tips, and best practices for running a successful market.

This Handbook is available online and in print. If you would like to request a physical copy for your market, please contact us at info@utahfarmersmarketnetwork.org. The online version is meant to be a living document and may change over time. Be sure to check back regularly for updates and additional resources that may not be included in your printed copy.

We welcome your feedback! Please send us any suggestions or recommendations, or resources you would like to share with other market managers - email us at info@utahfarmersmarketnetwork.org.

This Handbook is dedicated to all the passionate, hard-working market managers, volunteers, sponsors, farmers and vendors who support Utah local food and make our communities stronger, more resilient, and more delicious.

We’ll see you at the farmers market!

- Utah Farmers Market Network

“Hello! I’m so glad you’ve found your way to the Utah Farmers Market Network Handbook, created to support you on your journey of managing a farmers market in Utah. I’m so inspired by our market managers and the critical work they do to support their local economies and help their communities to thrive. Whether you’re a veteran market manager or you’re just beginning to explore market management, the Utah Farmers Market Network is here to help. We serve as a critical voice for Utah farmers markets and a support system for market managers. By providing access to relevant state agencies, hosting educational events, and holding space for deeper relationship-building among Utah market managers, we are building a stronger foundation for the future of farmers markets in Utah, and we hope you’ll join us!”

Chandler Rosenberg
Director, Utah Farmers Market Network
WHY A HANDBOOK?

We at the Utah Farmers Market Network know your job as a market manager is difficult and complex, with mounting pressure as the demand for fresh, local produce increases. With this in mind, we gathered national resources together with Utah-specific requirements to create a market manager “toolkit” that will support you in your efforts, improve your market, and make your job easier! Sprinkled throughout you will find ideas and stories from other Utah market managers to inspire you. Whether this is your first season at a brand new market or you have been in your job for many years, we hope this Handbook will provide you with useful information to help you navigate the complexities of market management and encourage you to connect with others in your field.

HOW TO USE THIS HANDBOOK

The Handbook is organized in chapters that focus on the different aspects of market management. Within each chapter, you will find a few quotes and personal stories from market managers throughout Utah about their own experiences in managing a farmers market. We hope you will make connections and see a little of yourself in their faces! The Resources section of the Handbook is organized to correspond with each chapter so that you can easily find links for online resources and examples related to each topic - just click the CARROT icon to take you directly to the Resources section!

Our goal is to provide regular online Handbook training sessions, taking a deep-dive into the resources available for you! Please use our website as your go-to place for market resources and info!

Thank you for your commitment to growing Utah’s local food network!
WHAT IS THE UTAH FARMERS MARKET NETWORK?

The network began as a series of conversations among Utah farmers markets who wanted to connect with and learn from each other. In October of 2018, Utah State University (USU) was awarded a Farmers Market Promotion Program (FMPP) grant from the U.S. Department of Agriculture to fund a variety of capacity-building, outreach, and marketing activities to help connect more low-income and ethnically diverse populations to healthy local food at farmers markets. The activities of the grant also provided the necessary support to formalize Utah’s statewide Farmers Market Network. In late 2022, USU was awarded a second FMPP grant from USDA to create this market manager handbook, a marketing campaign, and to gather community and economic impact data.

The Utah Farmers Market Network (UFMN) is currently made up of nearly 40 farmers markets around the state. Members can participate in regular brainstorming and networking sessions, an annual educational Forum, and join our Leadership Team to help to create a pathway for the future of the network. We envision the network as a collaborative and supportive space where farmers market managers can connect with each other, share resources, learn new skills, and celebrate our Utah food community. Join us! Email info@utahfarmersmarketnetwork.org to learn more and join our listserv.

UFMN IS HERE TO HELP!

Through the creation of this Handbook and through our regular networking sessions and educational events, we hope to create a stronger, more connected, and more vibrant farmers market community in our great state!

Our mission statement:
“The Utah Farmers Market Network endeavors to support local agriculture in Utah by promoting farmers markets and supporting increased capacity through communication, collaboration, technical assistance and professional development.”

“Given all the many hats market managers wear, there is a steep learning curve especially (but not only) in your first season. Your farmers market association is a great ‘one stop shop’ for operational tools, problem-solving experience, and an array of ‘how to’ gleaned from markets throughout the state. They can also help connect you with other market managers, whether near or far. Their camaraderie is essential for when you need someone else who understands your crazy job, is a sympathetic shoulder, and can celebrate market wins with you.”

Colleen Donovan
Washington State Farmers Market Association

Check out our website for all the good stuff the Network has to offer and the benefits of joining! You’ll find a comprehensive list of farmers markets throughout Utah, information about SNAP programs, resources on building a welcoming market, and much more! You’ll also find the link to the digital version of this Handbook.
Farmers markets have been around for thousands of years, since people first gathered in communities and began to share resources. The first farmers markets in the US date back to the 1600’s, with the first documented one in Boston in 1634. The Lancaster Central Market in Pennsylvania claims to be the oldest continuously operating public market in America, dating to 1730.¹

Open-air, public markets have long been spaces for farmers to sell their products and for community members to get their daily groceries and meet their neighbors. The popularity of farmers markets fell off with the rise of grocery stores and supermarkets in the early part of the 20th century, but today they are becoming more common again with the increasing demand for fresh, locally grown food and the interest in preserving farmland and our agricultural heritage. As large-scale industrial agriculture produces ever more commodity crops that are sold in big-box stores as often unrecognizable food products, consumers have been distanced from where their food comes from. Farmers markets offer an increasingly desirable alternative to that system, one where consumers can meet face-to-face with a farmer who grows the food they eat, forging connections with them and the land they farm. Farmers markets cut out the middleman, allowing consumer dollars to go directly to growers.

Farmers markets are all about relationships – between markets and vendors, farmers and customers, market staff and the public, farmer and farmer, and many more. Those relationships in turn build strong communities and resilient local food systems, giving farmers a source of income and consumers confidence in the foods they are purchasing. Many markets bring rural farmers to urban settings, while some foster a rapidly growing urban agriculture movement that is producing food on ever-smaller farms, using new and cutting edge technology. Markets in rural settings offer farmers a more visible way to sell their products than a single farm stand on a country road. Wherever they are located, farmers markets bring the consumer and producer together in a celebration of local food, forging relationships that often endure many years. They offer fresh, locally produced food to meet the growing consumer demand, and in turn they support farms and small businesses, help to preserve agricultural heritage, and build community connections where people can trust the food they feed their families. Farmers markets bring together people of often vastly different backgrounds and demographics, strengthening our communities.
Three Basic Goals of a Farmers Market:

1. **Provide a venue for farmers to sell their products directly to consumers.**

2. **Create access to fresh, healthy and locally grown foods for consumers.**

3. **Provide health, nutrition and economic benefit to the community.**

It’s all about the connections! At its core, the market is a place to buy and sell fresh local food, but it’s so much more than that - it’s a place to connect people with their food and where it comes from, with the land surrounding them, and with their neighbors and communities.

Three “Farmers Market” Definitions:

**The USDA** defines a farmers market as “a collection of two or more farm vendors selling agricultural products directly to customers at a common, recurrent physical location”. In addition, today’s farmers markets are often home to prepared food, arts and crafts, flowers, baked goods, and other locally produced, handcrafted items.

**Utah Department of Agriculture and Food (UDAF)** defines a farmers market as “a market where a producer of a food product sells only a fresh, raw, whole, unprocessed, and unprepared food item directly to the final consumer”, but also includes farmers markets as retail food establishments.

**The Farmers Market Coalition** defines a farmers market as “a public and recurring assembly of farmers or their representatives selling the food that they produced directly to consumers”.

The Utah Farmers Market Network works with markets of all sizes that highlight local farm vendors that sell directly to consumers. Markets in Utah come in many shapes and styles, but can also include local artisans, prepared food makers, food trucks, flowers and plants, baked goods, and more.
HOW DO FARMERS MARKETS IMPACT THEIR COMMUNITIES?

Farmers markets are centers of business and economic development in their communities. They give farmers and ranchers a venue to sell their products. Markets often serve as incubators of small businesses, providing jobs and opportunities for beginning entrepreneurs in the food and arts community. Money spent locally stays in the local economy - as much as 73 cents of every dollar spent - supporting our communities and creating jobs. In addition, businesses in areas surrounding the market see increased patronage during market hours. For more information on how farmers markets benefit the local and national economy, check out the Farmers Market Coalition’s wealth of information here.

Farmers markets increase local food security, bringing fresh food directly to consumers in the region and reducing dependence on fragile, long-distance supply chains. As markets around the country provide increased access to shoppers in the Supplemental Nutrition Assistance Program (SNAP), a broad range of people can enjoy fresh, nutritious food and increased health and wellness. During the 2020 COVID pandemic, consumers discovered that their local farmers market became a reliable source of food when supply chain and other issues impacted shopping at traditional grocery and big-box stores.

Farmers markets promote sustainability - shopping directly from the producer minimizes transportation impacts, packaging, and waste. By supporting local farmers, we’re able to keep farmland in production and support small to midsize operations that often use more sustainable growing practices. Small farms often plant a broad diversity of crops, leading to better overall land health, conservation of water, and benefits to pollinators and other wildlife. Reducing the distance food travels to market reduces fossil fuel consumption, air pollution, and greenhouse gas emissions.

Farmers markets build community by providing opportunities to gather and socialize, meet friends and family, make new friends, and strengthen relationships throughout. Markets are venues for music, arts and crafts, education, entertainment, partnerships and special events, and of course, fresh, delicious, locally produced food in all its forms.

“Customers know that they can get the best food here and find food that’s organic and no-spray. They would rather go to the market over the health food store. As a manager, I’m really strict about not allowing spraying and preferring non-GMO produce, and it carries on to other markets where our vendors sell. I’m trying to set the standard.”

Volker Ritzinger
Park City Farmers Market

“Our market impacts our community in two different ways: one is that it makes healthy, affordable food accessible, and two is that it benefits our refugee farmers - they can sell their produce at a lower rate because they don’t have to compete with big farms at a bigger market, and they can sell culturally appropriate foods to the community. Our market also provides a social gathering place for our community.”

Amina Muktar
Marketing Specialist, New Roots Redwood
“Murray Park farmers market is so special—we bring together so many different people from all walks of life, from families doing their annual salsa canning, to seniors using their Seniors Farmers Market Nutrition Program Vouchers, to weekly grocery shoppers. We are an important resource for shoppers, located in an area underserved by grocery stores. And we are important to the city of Murray and to the 60+ vendors from an economic standpoint. Although we don’t have numbers for overall earnings at the market, last year over $31,000 dollars were spent at the market via SNAP, DUFB and SFMNP programs alone!”

Adelaide Corey-Disch
Murray Park Market manager

In 2023, the U.S. Congress passed a resolution officially designating August 6-12 as National Farmers Market Week. This resolution recognizes the impact of farmers markets in this country:

Whereas farmers markets accounted for $1,700,000,000 in income for farmers of the United States in 2020, demonstrating the crucial role of farmers markets in local economies;

Whereas, according to the Agricultural Marketing Service of the Department of Agriculture, the number of farmers markets in the United States rose from 1,755 in 1994 to 8,771 in 2019, an average growth of nearly 7 percent per year;

Whereas farmers markets serve as significant educational sites and as bridges between urban and rural communities, contributing to a better public understanding of farming and ranching;

Whereas the adoption of more sustainable farming practices is closely associated with farmer-to-consumer interactions facilitated by farmers markets;

Whereas farmers markets and direct marketing farmers help improve the health and wellness of low-income people in the United States who receive Federal nutrition benefits; and

Whereas National Farmers Market Week is a time to recognize the unique and indispensable role farmers markets play in supporting food access, bolstering local economies, promoting healthy communities, and fostering sustainable farming:

Now, therefore be it Resolved, That the Senate—

(1) designates the week of August 6 through August 12, 2023, as “National Farmers Market Week”; and

(2) recognizes the vital role that farmers markets play in bringing communities together and in supporting the livelihoods of millions of people in the United States, from farmers and food producers to consumers.
FARMERS MARKETS IN UTAH - THE STATS AND THE HISTORY

Utah has a population of 3.2 million, and has seen the highest population growth of any state since 2010. We are experiencing net migration and the population of Utah is expected to reach 5.5 million people by 2060, a 66% increase.7 More than 2 million people live in the Salt Lake City/Wasatch Front metro area and the majority of the state’s farmers markets are concentrated in those urban areas. However, the number of markets in rural areas of Utah is on the rise, with 15 being registered in 2023. Farmers markets in all areas of Utah have grown in numbers over the past 12 years. In 2011, there were 34 farmers markets, and in 2023, 46 are planning to open.8 See the Resources section for a list of current markets in Utah - is your market on the list?

The earliest recorded “open market” in Utah was an informal collection of farmers who gathered at Haymarket Square, what is today the site of the City and County Building in Salt Lake City. During the 1850’s, farmers from surrounding areas would bring their hay, livestock, and produce in wagons and line up on the street corners to sell. As more and more farmers came to the area with their products to sell, the area designated as a “market street” would shift and move to different locations. The demand for fresh local produce and goods steadily increased until the Utah Growers’ Market was established at 400 South and West Temple in 1928. This market thrived into the 1950’s as an important venue for both growers and consumers9.

Photos courtesy of the Utah Historical Society
WHAT IS THE MARKET MANAGER’S ROLE?

Your job as a market manager is complex. You wear many hats and fill many roles, from being the public face of your market to making sure all the books are in order. You set the tone and represent your market - to shoppers, to vendors, to the media, to your staff, and to sponsors. You’re responsible for all aspects of market operations, you manage vendors and volunteers, you connect with local government and ensure proper permits are in order. You coordinate the layout of your market and manage setup and take-down. You promote your market and plan special events, parking, and SNAP programs. Whew! We know, it’s a lot. Your role can vary depending on the structure of your organization. In Utah, market structure runs the gamut from being all-volunteer run to fully staffed and supported. Larger markets might have a full-time, year-round director, while smaller rural markets rely on a seasonal volunteer. Some managers have the market as their main duty. For others, it’s one of several responsibilities within a wider role. Market managers may be employed by the market itself or contracted through a university program, chamber of commerce, city government or economic development agency. Despite the differences, there are many commonalities and shared issues. We will explore these in more depth in the chapters ahead.

Many farmers in Utah also operated roadside farm stands near their farms and orchards, especially along the “Fruit Fairway” of Highway 89 north of Salt Lake, as well as in Orem. The Frei Family Market in Santa Clara, started in 1956, is the last fruit stand from that era to remain in business today. These farm stands and roadside markets evolved into market “events”, paving the way for the regularly scheduled farmers markets we are familiar with today. The oldest continuously running farmers market in Utah is the Murray Park market, operated by the Utah Farm Bureau and started in 1981, followed by the Cache Valley Gardeners Market which began in 1984. The Downtown SLC Farmers Market, established in 1992, is the largest in the state with over 250 vendors.

“The Murray Park Farmers Market was founded at the Farm Bureau office back when it was located in Murray in the eighties. It began when members of the farm bureau needed a place to sell their produce, and it quickly became a popular and important resource in the community. The market was relocated to its current location at Murray Park when the Farm Bureau relocated their offices.”

Adelaide Corey-Disch
Murray Park Market manager
We asked some market vendors what they think the role of a market manager is. Here is what they told us:

“Communication is number 1, being open to listening and to communicating both good and bad news to people. It’s important that they come around and check in with vendors, see how we’re doing and how things are going, keep us updated and informed. It’s also really important for them to deal with issues as they arise, not let things linger unresolved. A market manager should be a good and timely communicator!”

Daniel Benites
Salsa Del Diablo

“The market manager has so many responsibilities and different hats to wear! I would say a market manager’s main job is to conduct the symphony: to make sure that the infrastructure, vendors and customers are all organized, streamlined and flowing together as harmoniously as possible.”

Tyler Montague
Keep It Real Vegetables

“A market manager should make sure the vendors are following the established guidelines and rules of the market. They need to create a space that is safe, welcoming and enjoyable for vendors and customers. And they are responsible for promoting and advertising the market.”

Randy and Tamara Hed
Blue Spring Farm

In Chapter One we covered some basic history of farmers markets, gave you a picture of the market environment in our state, and an idea of how a market manager fits into that environment. As you read on to Chapter Two and begin planning your market and preparing for the season ahead, there will be a lot on your To-Do List! Keep the following ideas on your mind, detailed further in the chapters ahead:

Don’t forget the “farm” in the “farmers market”. Farmers everywhere, but especially in rapidly-growing Utah, are under increasing pressure from all sides. They need to stay profitable to stay in the farming business. Farmers markets need farmers to stay in business too!

As a manager, make it your priority to focus on the advancement of fresh, local produce, the contributions and hard work of the farmers, and the fun and enjoyable aspects of the market for customers. Create a place where people want to return and can count on the quality of what’s offered - this creates a better experience for both the vendor and customer.

A market that is well-advertised, well-organized, and well-managed is one farmers will want to support. Show your support for farmers and vendors by creating consistent rules, making it easy for them to participate. Communication is critical.

This Handbook will help provide you with the tools you need to build a thriving market for vendors, customers, and managers too!
Planning Your Market

Whether you want to start a brand new farmers market, have just been hired to manage an existing market, are trying to grow your current market and take it to the next level, or are a longtime manager wanting to better meet your market’s mission and goals, there are common things to consider. Let’s take a look at the basics of starting a farmers market and some of the key aspects in planning to help you get a handle on market fundamentals.

ASK THE RIGHT QUESTIONS

First, consider whether starting a market in your area is feasible - this is the where, how, when, who, what, and (maybe most importantly) why. Nailing down the answers to these basic questions will not only help you sort out the logistics, but will also help you keep focused on your mission and goals, and bring in the right support systems. We’ll dive deeper into many of these aspects later in this chapter, and there is also a wealth of resources available in our Resources section.

While the following questions are geared toward starting a new market, many of them are also useful in reevaluating your existing market if you are planning a change, an expansion, or a new direction, or if you are a new manager in an existing market.
What are your goals and objectives for your market? This could be as simple as providing farmers with a space to sell their products, or to bring fresh healthy food to a low-income or underserved community. Other goals may be to serve as an incubator for local businesses, or as an educational outreach center for local food. Knowing, defining, and in some cases, simplifying your goals is crucial to maintaining focus and understanding your audience. Make your goals SMART (specific, measurable, achievable, relevant, and time-bound).

Do you have a mission statement? Make this job #1. Defining and being able to articulate why you want to start a market is key to building support.

Are you willing and able to do the work required to create a successful business that supports your mission? Consistency, equity, and fairness are key to building a strong market that contributes to a thriving local food community. And it’s a lot of work! Think about how you will support yourself and what helpers you have available.

Here are Ashley Valley Farmers Market’s goals, written in a unique way and posted on their website:

“What we stand for:

- Supporting farmers, growers and artisans in our local community
- Growers, farmers and artisans being able to sell their products locally
- Customers knowing where their food and products come from
- Buying local whenever possible
- Environmental sustainability
- Social meandering
- Good conversation with friends
- Community
- Laughing in the sunshine”
2. Where will your market be?

Do you have a potential location in mind? Some things to consider:

- Is it accessible for and visible to both vendors and customers? Think about traffic flow, roadways, and ease of locating booths and canopies. The ideal space is flat and unobstructed by wires and buildings.
- Is there enough space to allow for operations and potential future growth? Think about longevity - moving a market is hard and disrupts both vendors and customers.
- Is there ample parking? This applies for both vendors and customers.
- Is the site accessible and safe for loading and unloading of product by the vendors?
- What amenities are on site?
- Is there access to electricity, water, and restrooms?
- What about trash collection?
- Is there shade for vendors and customers?
- Who owns the space and how will you secure the use of it?
- Is it available, and affordable? City or local governments may be supportive of a market and allow use of a park or other location. This will require ongoing support and permitting from them. Think outside the box - a local landowner may be willing to allow use of a parcel of land, a local business owner, church or civic organization may have a parking lot that isn’t used during potential market hours. These options may work better in some cases than a city park or governmental space.
- Is there a sense of place to the location? You want a spot that’s easily recognizable and conducive of a market, one that can bring in customers and be a natural gathering place.
- Are there tables and benches, places for people to meet, eat, and gather?
- Are there other features to the site that encourage people to come and shop?
- Does it lend itself to the image you want to create for your market?
- Is there a need for a market in this location?
- Who are your potential customers and what do they want to buy? Thinking about this helps to center your market in the best possible location to serve this group.
- Is the location near the target shoppers?
- What community are you aiming to serve, and are they located near your potential location? Knowing your audience and their needs and desires will make your market more effective and efficient.
- Is it in a safe space? Planning for the security of your marketplace requires forethought and attention to the surrounding neighborhood and other competing uses of the space and nearby areas.

“I work for the Anasazi State Park in Boulder. We have a big shady lawn in front of the museum, which serves like a town park. Our facility is really the largest public facility in the little town of Boulder. We wanted to bring the farmers market to this space for two reasons - to activate the space for the locals and have them see it as a park they can use, and also to give our local artisans and farmers a place to sell their products. When people come to the market, they also often come to the museum, so it’s been a win-win for the whole community!”

Jamie Skidmore
Boulder Farmers Market

“Location, location, location! It’s so important to find the right place and to be consistent. When you move around people get confused, consistency is huge for both vendors and customers. We moved our market a few years ago because the old location was not as visible and people didn’t stop. When we moved to Center & Main it made the market more visible and really increased visitors. It’s important to get the community on your side with your location and your market in general.”

Dianna Poulton
Wayne County Farmers Market (Torrey)
3. When will you hold your market?

What days and times (and seasons) are you considering for your market?

☐ Are there competing interests and other farmers markets nearby, and what days of the week are they held? If your market is in close proximity to another market, shifting to a day of the week that doesn’t compete would likely benefit both markets. Can your area support an additional market?

☐ What day/time would work best for your potential customers and neighbors? Take note of times that people seem to gather or be available for a market. Do most people in the area work at the same time, or attend a university, or have civic and community gatherings at set times?

☐ Does your chosen location have restrictions or limitations on available hours?

☐ Are there local businesses that would benefit by having market hours when they are also open?

☐ Are there local events that you can piggy-back off

or overlap with?

☐ What days and times are best for your potential farmers and other vendors?

☐ Are you trying to do a year-round market? If so, the location needs to offer protection from the weather, or you may want to build in some shelter expenses.

☐ If you are planning a seasonal market, think about the availability of local produce - when would be the best starting and ending dates?

☐ Some small markets are held once a month instead of every weekend - will the dates need to be associated with other community events?

The markets listed on our website:

<table>
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<tr>
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4. Who will manage your market?

How will they do it? Who are your potential customers, vendors, and staff?

- Where will the farmers come from and how will you get them to participate?
- Is your location within a reasonable driving distance of local farms?
- What support systems do you have in place - who are your potential financial donors or sponsors? Identifying these early on will help you get off to a good start.
- Are you planning to hire staff to run the market or will it be volunteer-run?
- Have you formed a steering committee or working group to get the plan in place? This should include both community stakeholders and farmers.
- Think about the structure of your market - are you creating a for-profit business model, a non-profit organization, or are you part of a local government agency?
- What is your governance structure? Will you have a board of directors?
- How will your market be managed? A beginning market may start out with a volunteer manager and a group of like-minded community members who all have a stake in the market's operations. Some markets support a part-time seasonal manager, others employ a full-time, year-round manager and a staff of seasonal helpers. Your management structure will depend on your financial support, and will likely evolve and change over time as your market grows and changes.
- What local businesses are in the area that could benefit from your market and be potential sponsors or partners? And, are there any who would not benefit and would see themselves in conflict with a market in their area? Identifying these early will help you to find ways of garnering support and perhaps forging new partnerships for mutual benefit.
- How will you get the word out? What kinds of advertising and media will you use to promote your market? Remember, if no-one knows about your market, it can't succeed.
5. What kind of market will you have?

- Will you be a produce-only market, or will you offer many different kinds of food products?
- What about arts and crafts?
- Will you require your vendors to produce what they sell? Farmers and makers that are present in their booths on market day have the opportunity to interact directly with customers, and the relationships that are formed are often beneficial to both and bring a more personal atmosphere to the market.
- Will you allow vendors to sell goods they have not produced themselves, or to hire others to run the market booth for them and not be present to sell?
- Will you have prepared food available? Food trucks are a fast-growing and fun trend and many customers will seek them out. There are other options for prepared food vendors as well, like tents or trailers, where food trucks aren’t allowed, or in addition to them. Having prepared foods at your market can bring in customers that may not normally attend a farmers market, but will now be exposed to the abundance of local produce available at your market. Prepared foods can also create a more social aspect to your market.
- Will you allow only local farmers and producers? How will you define “local”? Many markets allow vendors from within a designated area, like a radius of 100 miles for example. How you define this will set the tone for your market and also create expectations from vendors and customers alike.
- Will your market foster community interaction and bring in potential partners? Think about other kinds of “vendors” you may want to include, such as healthcare organizations, non-profit groups, advocacy groups or political organizations. Setting the tone early and crafting some rules around the types of vendors and booths you will have can help to avoid potential problems down the road. Keep in mind the guidelines from Chapter Three and centralize inclusivity in your policies.
- How big do you want to be? Can your community and farmer base support a large market? Is there an ideal size for a market for your area?
- What is the best mix of vendor types for your area?

“As our market grows we are trying to stick with more small farms rather than the large ones. There are often problems that come with growth, potential vendor issues, and we have had to learn to organize the market differently.”

Jen Corrington
Eagle Mountain Farmers Market

“Our market is so small that we generally allow vendors to show up when they can and it’s not a problem. The bread vendor and other regulars bring in the customers and the produce vendors benefit from that. We don’t charge a booth fee. The vendors often do a collection for a donation to help with promotions. The Boulder Arts Council and the Anasazi State Park support the market, we couldn’t do it without them. Our market really brings the community together and since we are small the communication part has worked pretty well.”

Cheryl Cox
Boulder Farmers Market
To help you answer these big questions, there are many tools available online for doing Feasibility Studies to assess whether your market is needed, wanted, supportable, and manageable. Find links to these in the Resources section! Included there are links to guides from other states, the Farmers Market Coalition resources, and many helpful publications by USU Extension on farmers markets in Utah.

**In summary, a look at market feasibility should include identifying**:

- The need and potential support for a farmers market.
- A good location.
- The target customer base.
- The potential costs, revenue, and funding sources.
- How to increase the likelihood of profitability for vendors.
- The best vendor makeup.
- Some possible organizational and management structures.

You may want to do some surveys to help you assess your market idea with the community and with farmers and potential vendors. The best markets have four things in common: good location, good vendors, good management, and good publicity. Markets who fail often have poor planning in one or more of these areas. Creating your plan, defining rules and policies, setting up a sustainable management system, and building support from farmers and the broader community will all help to ensure your success! Give yourself enough time to build your support network and a solid plan, and keep in mind that starting a new market from scratch can take many months.

Now that you’ve taken a good look at the feasibility of starting your farmers market and thought about the “who, what, where, when and why”, it’s time to dive deeper into the step-by-step process for building your market. These next steps are your roadmap to success as you put it all together and create a strong and vital market for your community. Think of it as your “To-Do” list as you put your market dreams into action.
1. The first step is to seek out and recruit like-minded folks

who share your vision for a farmers market and are committed to seeing it happen. Forming a steering or exploratory committee will help you assess your market’s feasibility and gather support in the early phases. You’ll want to reach out to a wide range of community organizations and local groups who find value in a farmers market. These can include:

- Farmers, farm organizations and collectives, Farm Bureau representatives, FFA chapters, even 4-H clubs
- County Cooperative Extension Service
- Local Chamber of Commerce or business alliances
- State department of agriculture
- Food security and health organizations, food banks, nutrition programs
- Community gardeners, master gardeners, horticulture clubs, beekeeping clubs, garden clubs, cooking clubs
- Nonprofit groups that work in food and farming
- Local governments, community development organizations, neighborhood associations and revitalization efforts, elected officials
- Schools, universities, and community education programs
- Religious groups, civic groups
- Small businesses, incubator kitchens, restaurants
- Ethnic organizations
- Potential partners, donors, and sponsors

Find links to ideas for creating your steering committee, setting meeting agendas, writing letters of interest, and much more in the Resources section. Once you have your committee gathered, you can begin the process of defining your organization and creating the structure you will need to support it.
2. Define your mission statement,
in writing, and your long-term vision for the market. Your mission will be your guiding light as the business of running
a market becomes more complex. A vision statement is your dream, the mission statement is the what and why. It’s
just as important for an existing market to reevaluate their mission regularly as it is for a new market to begin defining
one. Taking time to reflect on your goals and purpose and put them in writing can help focus your energy and clarify
your efforts.

“New Roots seeks to build a healthier community through the development of small-scale, urban farms and community gardens while increasing food access for refugees in Salt Lake City. One of the primary goals of New Roots is to provide the communities with access to fresh, local, affordable, culturally appropriate food.”

New Roots Redwood Market
Mission Statement

“To bring together local farmers, food artisans, and small businesses with the community to encourage a healthy lifestyle while boosting the local economy by supplying access to local produce, bread, eggs, honey, natural products, art, and more.”

Sunset Farmers Markets
Mission Statement

“Urban Food Connections of Utah is a 501(c)(3) nonprofit organization that nourishes a healthy and joyful community through the creation of food-centric experiences, gathering spaces, educational programming and entrepreneurial opportunities.”

SLC Downtown Farmers Market
Mission Statement

“The mission of Cache Valley Gardeners’ Market is to educate consumers about sustainable agriculture and healthy foods, provide a source of revenue for local farmers and artisans, and create a vital community gathering place for all ages. Our Market showcases locally homegrown produce, fine arts and handmade crafts.”

Cache Valley Farmers Market
Mission Statement
3. Decide upon a governance structure and management guidelines.

There are many types of farmers markets structures, and many ways of organizing and managing them, each with its own pros and cons. How you set up your organization will affect who makes decisions and how they are made, your personal and organizational liability, your eligibility for grants and donations, your taxes and finances, and much more.

- **Informal, or single proprietorship** - many small markets in the beginning stages start out with an informal organizational structure, when just a few individuals are managing the entire operation. This type of structure often evolves as things get more formalized and settled, out of necessity for sharing the workload and responsibilities, as well as limiting the personal liability for a single person.

- **Third party, or umbrella organization** - this type of structure exists when the market is being started by an existing nonprofit, governmental, or other “parent” organization (examples include a chamber of commerce, a city parks department, the Farm Bureau, a local food bank). The legal structure of the parent organization will then dictate the structure and governance of the market.

- **Nonprofit, incorporated or unincorporated** - this gives a market tax-exempt status and the ability to fundraise and seek donations, as well as apply for grants. Profits generated by market operations are reinvested into the market’s mission and its programs. Nonprofits are generally governed by a Board of Directors with day-to-day decisions being made by an employee or Board member.

- **For-profit corporations or LLC (limited liability corporations)** - an advantage to a privately run business is that there is a single “boss” to make decisions and carry responsibility. Profits from market operations are held by the private business. For-profit corporations may or may not have a Board of Directors.

- **Cooperative** - this type of market is often made up of a collective of vendors or community members and the decision-making process, as well as the responsibilities, are shared by all. These cooperative organizations are generally set up as for-profit businesses.

Markets in Utah run the gamut from private companies to nonprofits under a parent organization’s umbrella. In 2023, Utah’s market breakdown included:

- **15** nonprofit organizations
- **14** under a parent organization
- **10** for-profit businesses
- **2** sole proprietorship and/or collective ownership

There are many factors to weigh in deciding how to structure your market organization, and who the stakeholders are will play a role in making that decision. The Farmers Market Legal Toolkit has a wealth of information about the pros and cons of each type of business structure, as well as the steps involved in setting them up. Find more in the Resources section!
What does a Board of Directors do?

“The nonprofit board of directors is the legislative and governing body of a nonprofit organization. Individual board members generally have one vote each and collectively decide the direction that a nonprofit organization should take. Specific roles and responsibilities of the directors of the nonprofit board are set out in the bylaws of the organization and the board of directors of a nonprofit is bound by the rules set in the bylaws”. In general, the board makes the decisions that guide the organization, oversees operations, and has legal responsibility for the organization. Board members are volunteers and not paid for their duties. Your board should be made up of community members who support the market and can include vendors, sponsors, donors, and staff of the market. When a board is initially set up, members are chosen by the founders of the market. After that period, board members are elected by the board itself. The board also elects officers to fill the required roles of President, Secretary, and Treasurer (and others as needed). Your board members are your ambassadors - make sure they care about and know your mission by heart. They have a duty to the success of the organization. In the Utah Farmers Market Network in 2023, around 15 of our markets have a board of directors, while 19 do not.

4. Write your by-laws.

Organizations that are corporations or nonprofits are required to have by-laws, where single proprietorship or LLC businesses are not. Regardless of your structure, it is often important to have guiding documents like by-laws to guide your operations and protect you from liability. By-laws are your internal governing documents. They help set the rules and expectations of the organization, and give you credibility and accountability.

In a corporation or nonprofit, your board members write your by-laws.

Keep them simple and straightforward, easy to understand, and enforceable. They include your organization’s name and address, purpose, definitions and powers of board members and officers, general meeting requirements, and define a process for amendments and record keeping, among other things. They are like “your organization’s Constitution”.

By-laws should further your goals and mission and provide the framework for other organizing documents, like your policies and contracts. They provide “only basic information about your organization and an overview of board procedures, and not the specifics of your day-to-day operations”. Find more information in the Resources section, along with a sample by-law by Nolo.com.
CREATE YOUR MANAGEMENT DOCUMENTS

Writing your policies, rules, and procedures may not be the most enjoyable part of putting together your market, but having clear guidelines will save you in the end. Consistent management backed up by clear and understandable policies helps to maintain the market’s integrity and peace, protects the market’s credibility, and ensures equity and fairness. Keep in mind that your management guidelines may adapt over time to changes in your organization, but should remain as consistent as possible. These documents should include:

1. **Operational guidelines** that spell out the basic details of the market:

   - Dates/days of the week and hours of operation;
   - Application deadlines and fees (if applicable), as well as rules for renewal of existing contracts;
   - How to contact the manager and the role that a Board of Directors or others play in managing the market;
   - Who can sell and what they can sell (e.g., producers only, vendors selling only what they grow, local only, no reselling of purchased produce, etc.);
   - The jury process or means by which vendors are chosen - be specific if rules and processes differ with vendor type;
   - The preferred vendor mix - numbers of stalls for different types of vendors, such as crafts, farmers, food service, community groups, etc., and how individual vendor location is decided;
   - Whether Cottage Foods or foods produced under the Homemade Food Act are allowed (see Chapter Five);
   - The rights of the manager to inspect and monitor market operations and enforce the rules, including adjusting vendor location as needed;
   - Responsibilities of staff as well as vendors;
   - Grievance process for dealing with disputes; including how rules will be enforced (verbal warning, written warning, fines, expulsion from the market);
   - General customer/public management rules (e.g., whether dogs are allowed, whether political campaigns or religious groups are allowed, how customers can report issues, acceptable behavior, alcohol and firearm rules, whether smoking is allowed, solicitations outside vendor booths);
   - Limits to market liability and responsibility for unexpected changes (weather events, city construction, etc.);
   - Non-discrimination statement;
   - Ownership of your brand and logo and how it may be used.

You’re not alone out there! UFMN has many resources to guide you, and we bring together managers from across the state for regular networking sessions - reach out to these fellow managers for ideas and examples of their policies and procedures. The network is here to help!

utahfarmersmarketnetwork.org | info@utahfarmersmarketnetwork.org
2. Disaster preparedness and emergency management plan.

While no-one likes to think about the “worst” that could happen, being prepared and understanding what to do before it happens brings much peace of mind. Since most farmers markets are “rain or shine”, it helps to have a plan in place to deal with situations that can arise. Things to consider:

- Extreme weather events, like major thunderstorms or tornadoes, flooding, wildfires, extreme heat, etc. - who will make the decision about canceling or other market changes and how will you get the word out to vendors? While it’s important to be consistent about your “rain or shine” policy, there may be conditions that arise that require urgent action and it can be helpful to define those early on.

- In many areas of Utah, we also need to be prepared for an earthquake and have a plan in place for how to manage one if it happens.

- You may also want to consider a plan for dealing with an active-shooter situation or other scenario where a human is creating an unsafe condition. Do you have adequate security at your market?

- Share your emergency plan with your vendors and staff, and develop a communications strategy that you will use in the event of an emergency.

- Have a First Aid area that is easy to find, and consider having someone on site that is CPR trained.

“When we had some big flooding worries this spring, there was a possibility that I would have to move our market quickly and without much notice, since the county needed to put emergency management systems in place in our space. They ended up not moving my market thank goodness! Honestly it felt like a lot, and in truth would have been a nightmare to have to move, but that type of emergency is sort of par for the course in the market management world. Ha! I think anyone who gets into this line of work does it because they enjoy the ever changing landscape of challenges. Shifting and making changes happens constantly, and the ability to pivot and adapt is one of the hallmarks of market managers.”

Jane Wylie
Wheeler Farm Farmers Market

“In March of 2020, as the COVID pandemic hit Utah, our organization decided to shut down the Rio Grande Winter Market for a week for the safety of our community and vendors. The following week, on March 18th, an earthquake struck Salt Lake City and caused considerable damage to the historic Rio Grande Depot making it unable to be occupied. With only 4 more weeks of the Winter Market remaining and the pandemic raging, we made the decision to shut down the market for the season. The following fall the Rio Grande was still under repair, and we were forced to pivot once again and moved the market to The Gateway, a neighboring mall with unoccupied retail space. It was a heavy lift to create a safe environment for our vendors and patrons during the winter surge of the pandemic with a limited space. We reduced the number of vendors, created space between booth spaces, focused on grocery items only, and enforced a masking policy. With a significant marketing effort the 2020-2021 Winter Market ended up being a success. We have hosted the Winter Market at The Gateway for three years now, with plans to continue there until the Rio Grande is operational again (hopefully winter of 2026).”

Carly Gillespie
Downtown SLC Farmers Market
3. Market rules and contracts for vendors
(check out the Resources section for examples). Keep them clear, enforceable, understandable, and fair.

- Times for vendor load in and take down, and the time to begin selling
- Rules about missing markets, late arrivals, and early departures, including when to inform market management of changes in schedule
- Fee structure, including how to pay and when - fees can be a flat seasonal or daily fee, a percentage of sales, a membership fee to the market, or a combination of these. Include information about fee reduction for those who volunteer or sponsor, if applicable. Most of the time a “one size fits all” fee approach won’t work or be fair - consider factors like the size of the stall, the needs of the vendor, what they are selling and their potential market share, how often they will be there, etc. Many markets charge more for arts and crafts or prepared food vendors and less for farmers who offer produce only. Be clear about any additional fees, such as late arrival fines or trash collecting fees.
- Pricing rules (e.g. no “dumping” or lowering prices at the end of the day, a non-compete clause to keep vendors from undercutting others, posting of prices)
- Code of conduct for vendors - stress the importance of maintaining and fostering respect for other vendors as well as customers and managers. Be specific about behaviors not allowed (e.g., “hawking” or aggressive sales tactics, distributing leaflets, offensive or rude language, fraudulent practices) and how to report disputes or problems to management.
- Allowed signage and booth requirements (including sizes, canopy weights, hand-wash systems where applicable, electricity access where applicable, parking of vehicles, and safety measures). Signs should have their name clearly visible, prices visible, product name or description, menus - help them with ideas for making their booths more attractive. Not having clear price signs undermines trust of shoppers.
- Waste disposal and rules for keeping your space clean and free of hazards
- Vendor requirements and responsibilities (e.g., pre-season orientation meeting, reporting sales, accepting SNAP, end of season reporting, training their employees on market rules)
- How your market handles complaints, rules violations, and grievances
- Rules for having children and pets in booths
- What permits, licenses, and insurances are required for different vendors and how to submit them to market management, as well as how to display in booths
- If you require a signed contract or vendor agreement, include details about where and when to submit.
- Rules for market vendors may vary depending on the type of vendor (arts and crafts, food service, musical performers) and so your contracts for different types can vary as well.
- Include a statement that makes clear that market management and staff are the ultimate authority for the market and can make changes at any time for any reason to benefit the market, including the ability to remove a vendor from the market for any reason, with or without notice.

“I think that it is really important for a market manager to balance keeping the vendors happy and the customers happy. Sometimes the vendors don’t like all the rules and regulations, but they are necessary to help keep all the other outside entities happy. Educating the vendors on why the market has rules in general is so beneficial.”

Heather Carter
Festival City Farmers Market
4. Staff and volunteer management policies

(check out the Resources section for examples of staff management guidelines and documents). Staff at farmers markets run the gamut of volunteers, full-time employees, part-time employees, and hybrid managers who split their duties with another job. Many markets begin with volunteers and as they grow and raise funds, they hire staff to fill the increasing job duties. Some markets who are under a parent organization have staff that have many other responsibilities in addition to the farmers market, and some are run by a group of vendors that take turns or share management responsibilities. Your market will have its own needs and circumstances, but there are many commonalities between all types of markets.

- As a good first step, check out the Farmers Market Legal Toolkit for details on employment and labor laws as they apply to a farmers market. Be aware that a for-profit business cannot legally use volunteers, and there are some legal limits on how volunteers can be used by nonprofits as well.

- Job descriptions - it’s important to clearly define what the manager (and other staff members) duties and responsibilities are. A job description should also describe minimum qualifications and desired skills for the position. This will vary depending on the size and structure of your organization, and also the season. The market manager is key to the success of a farmers market and proper planning and thorough vetting are important. Include information about who the manager reports to and who reports to them.

- Employee rules, code of conduct, and contracts - like the contracts and policies you develop for vendors, employee contracts should spell out the requirements and expectations for your staff members. This includes expected behavior, time clock utilization, reporting and record keeping, among other things.

- A plan for utilizing volunteers (if applicable) - define where and when volunteers will be used, expectations for conduct, the training/orientation process, and engagement and recruitment strategies.

Downtown SLC Farmers Market
Depending on the type of organizational structure you have created, you may need these documents:

- Articles of incorporation - see our Resources section for where to find more information on this. This applies to both for-profit companies and nonprofits.
- A business license from your local city government (for LLC, corporation, or sole proprietorship structure) - this link gets you to Utah’s “One-Stop Online Business Registration” system that will register your business with the Utah State Tax Commission, the Utah Dept. of Commerce, and the Utah Dept. of Workforce Services all in one place. This One-Stop Registration is partnered with many Utah cities to provide the city business license as well.
- To register as a charitable organization (nonprofit) with the Utah Dept. of Commerce Division of Consumer Protection.
- A Federal and State tax ID number (find out more here). You will also need to register with the Utah State Tax Commission as a Special Event at least 3 weeks prior to the opening date of your market. Contact information and an FAQ sheet is in our Resources section. Every market has a tax number, and every vendor in the market has their own tax number.

Health department permits

from your county or community health department (see Chapter Five) may be required for your market in general, and will be required for food service vendors.

Make sure you have a signed lease agreement

with the owner of the location where you will hold your market. Ensure that the lease and/or usage agreement is specified for the time you will need it and spells out the fees, responsibilities of each party, specifics of usage, parking, and any other requirements.

Check with your city or local government

to see if a special event permit is required (in some locations this may be called a mass gathering permit).

Depending on your location, you may need fire and police department approvals or permits for your market, particularly if you are planning any road closures. Contact these agencies early in the process to be sure you allow time for inspections and specific needs for your space. Some municipalities require you to do this each year for the coming season.
6. Get your farmers market ("outdoor market") permit
from the Utah Department of Agriculture and Food Regulatory Services Division.

Registering with the Utah Department of Agriculture and Food

A farmers market in Utah is technically classified as an "outdoor market" for regulatory purposes. A permit from UDAF is required annually. Apply by contacting UDAF Regulatory Services. They will assign an inspector to you who will fill out the "Food Establishment" application on-site during the inspection (see Resources section for an example application and contact information).

- If you are starting a new market, contact Regulatory Services early to begin the conversation with them on what you need and how to apply. Utah’s application process for farmers markets can be a bit confusing and requires good communication with UDAF Regulatory Services officials. The application process is not done online. Find a helpful FAQ document from UDAF in the Resources section!

- Registration fees are generally around $75 for a market, but this can change as the state resets its fee schedules each year.

- If you are moving your market from its original location or changing ownership, you DO need to reapply.

- Renewals are annual; notices are sent by UDAF to market managers in November and applications are due by December 31 for the following year.

- Inspections are routine (and unannounced). They will want to ensure that your vendors are in compliance. Maintaining a good relationship with your assigned Compliance Officer is key to a smooth process! Remember that YOU are ultimately responsible for making sure that vendors at your market have current permits, otherwise you should not allow them to sell at your market.

Here is a quote from Cole Dalton with UDAF Regulatory Services:

“Traditional farmers markets (i.e. outdoor markets) are exempt from plan review requirements; if the market is located within a permanent structure, a plan review may be warranted. The operator must contact the Utah Department of Agriculture and Food 30 days prior to operation and receive a pre-operational inspection; the food establishment registration is completed onsite by the Compliance Officer assigned to the review. Once registered, renewal notices are provided annually with instructions in regards to the payment of schedule fees. The farmers market is ultimately responsible for the compliance of their operators. Compliance Officers work directly with the market manager, not the individual operators themselves; questions may be directed to the individual operator, but the farmers market is responsible for all corrective actions. UDAF currently regulates using the U.S. Public Health Service, 2013 FDA Food Code. “Direct-to-sale” farmers markets must implement (and ensure their individual operators stay within) the requirements of Utah Code Annotated 4-5a and Utah Administrative Code R70-570.”

Don’t be confused by the terminology “direct-to-sale” farmers market! Under statute, this means a market that ONLY sells fresh, raw, uncut produce and foods produced under the Homemade Food Act (HB181). Most farmers markets in Utah as we know them do not meet this definition because they sell many other products, but it’s something to keep in mind for a very small market or produce-only market. For these, a permit fee is not required but they do still need to register with UDAF. Remember also that if your market is not “direct-to-sale” but you choose to have a section in your market that allows for food produced under the Homemade Food Act, you will need to have them in a separate section of the market with required signage (see Chapter Five).
Set up a bank account and get a payment system

in place so you can take payments for fees from your vendors. You will need an online system as well as an on-site device that works with credit cards. To offer SNAP benefits at your market, you will need a payment system designed specifically for this (see Chapter Four).

Make sure your market has liability insurance, directors and operators insurance, auto insurance if needed, and any other policies you may need to protect yourself and your organization from loss and liability. Check with other local nonprofits to see what companies they use. Local insurance companies can be of help too. If your market is organized under a parent organization you will likely be covered by their insurance but will need to check to be sure they have special events coverage. Find out more about insurance coverage for your type of market at the Farmers Market Legal Toolkit website and in our Resources section.

“We actually came up with a great solution for market insurance this year - piggybacking off of our local Boulder Arts Council insurance. Getting our own policy was going to cost over $400 for the year (we hold our market on UT State property at the Anasazi Museum so they require a $2M liability policy) but adding the market to the events sponsored and covered by the Arts Council’s insurance cost just $20 for the entire season. For our tiny market, this was a huge win - we have struggled to cover costs like this in years past with only 5-6 full-time vendors.”

Paige Collett
Boulder Farmers Market
SET IT ALL UP - SITE DESIGN AND LAYOUT

1. **The minimum size for stalls**
   is often based on an average canopy size of 10’X10’; allow for 10’X25’ feet per stall to allow for trucks to park behind the booth. If vendor vehicles cannot be parked next to or behind the stall, you will need to allow for vendor parking nearby and an unloading/loading zone for them to set up their stalls on market day.

2. **For the best customer flow,**
   allow for 10’-12’ minimum between rows of stalls. Vendor booths should be kept close to each other without empty spaces between - this makes the market seem more full and active, and keeps customers going through the whole market rather than slipping in and out between vendors. The flow should be natural and lead from one end of the market to the other or in a circular pattern. Avoid “dead-ends” where customers are unlikely to go or where the pattern doesn’t lead naturally to the next vendor.

3. **Keep the market safe**
   by eliminating physical barriers to foot traffic flow and blocking off cars from pedestrian areas. Watch for cords, cables, large signs, etc. and place them where they won’t be tripped over, or tape them down. Take vehicle traffic and parking into consideration - you want a market that’s easy to navigate and safe to get to.

4. **Sketch it out.**
   A circular or box pattern might work in an open lot, while a row might work better in a city park along a sidewalk. Layout will usually be dictated by the location aspects. You want to create a bustling and festive atmosphere but not be too crowded or too spread out. Be flexible and move booths closer at the beginning or end of season when there are fewer booths. Place large flagship produce vendors at the entrances of the market to create excitement. Spread out vendors who have similar items so they aren’t right next to each other.

5. **Food trucks and prepared food vendors are ideal toward the center of the market with seating and shade nearby.**
   Entertainment can be spread out if small (like individual buskers), or centralized near the eating area if you have a large and amplified band. This encourages people to sit and eat while watching or listening to the entertainment, which helps create a festive atmosphere and encourages them to spend more time and money at the market.
6. **Place trash cans in easily accessible places**
with clearly marked bins for recycling and other collections.

7. **Consider placing a map at the entrance(s) to the market**
that shows where restrooms, eating and seating areas, parking, trash cans, and general vendor types (like arts and crafts, produce, etc.) are located. Good signage throughout the market can be a big help to answering customer questions and re-enforcing the rules of the market.

8. **Your market information booth should be clearly marked**
with prominent signage. Make it stand out! Decorate it, use bright colors, put it in a spot that no-one can miss. This is most often where SNAP benefits are located (see Chapter Four) and should have good visibility. You can place a map of the market here as well - one idea is to make a poster size map and then place sticky notes (or Velcro markers) with vendor names on the stall locations, so that they can be changed as conditions change. Consider also having manager and staff “uniforms” or shirts/vests labeled with “Market Staff” so customers and vendors can easily pick you out of the crowd.

9. **Many vendors will want the same location year-to-year**
so that customers can easily find them. Long-time vendors will expect to have priority on location over new vendors. Set your placement policies early and be fair in enforcing them - know your mix, respect seniority, feature popular and seasonal items, know your prime spots and who has the longest lines of customers, and what your highest value items are. New vendors could benefit from being placed near a flagship vendor to help create recognition for them, but you may want to think twice before placing obviously competing vendors near each other. Likewise, there may be compatible or complimentary vendors that might naturally go together. There is a psychology to vendor placement. Avoid conflicts by taking into account all these aspects. Make a spot for vendors who are always late. If you have empty space, make it look intentional. Think about the idea of drawing customers through the market to see all their favorites. You may want to create a sitemap to share with vendors and stakeholders that is separate from the one you share with customers, one that shows important features like bathrooms, exits, parking, traffic control, water, electricity - this can ease vendors’ worry and anxiety as they will know the things they need to know in advance.

10. **In the event of an emergency, you will want to have a plan**
in place for how emergency vehicles will get to the market and how people can be managed. (See more in the Management Documents section above and in the Resources section.)
In this chapter we’ve outlined the fundamentals for planning and starting a farmers market. Whether your market is large or small, urban or rural, the basics remain the same and your must-have checklist for a successful farmers market includes: a good location, a great manager, the proper governance structure, clear and enforceable by-laws, having all your permits in order, the best vendors, clear vendor contracts, robust marketing materials and signage, and a little luck!

In the next chapter we will focus on the details of managing a market, now that you’ve put your plans into place. As always, check out our Resources section for lots of good information and some templates and examples to help you.
Managing Your Market

What does a market manager do? Your job duties are wide reaching and widely varied. You set the tone and culture of the market, and you represent the market to customers, vendors, the community at large, and to staff and volunteers.

You are quite literally the “face” of the market. You are responsible for all aspects of operations and are the main contact go-to for the market. You handle marketing, promotions, outreach, fundraising, staff management, SNAP management. You do the bookkeeping, ensuring that vendors have proper permits and tracking their fee payments.

You take care of all the details of day-to-day operations, including problem solving, setup and takedown on market day, monitoring conditions with your vendors, and enforcing the rules and policies of the market. You create reports showing successes and community impacts.

And so much more! Regardless of the size or structure of the market, many of these duties remain the same whether you are a volunteer or a full-time paid employee. Your job may be year-round full-time, seasonal part-time, volunteer, or some combination (in 2023, 27 markets in the Utah Farmers Market Network had paid staff and 8 were run by volunteers).

“The ideal Farmers Market Manager candidate is a detail oriented, big thinker with experience as an event organizer, attitude of a diplomat, eye of an artist, ethic of a judge, entrepreneurial spirit, with the endurance of a marathoner; and believes duct tape can fix most things. Also has a passion for farms, local food, and small businesses, while getting along with all kinds of people and being willing to work every Saturday between May and October. All for humble wages and fresh farm products as the benefit package.”

Washington State Farmers Market Association

As a hard-working manager, it’s important to build a sustainable routine for yourself. Planning ahead and having good processes pays off in the long run. Find efficiencies and tools to help you keep permits up to date, bills paid, equipment in order. What systems do you need to help you with all these duties? Are there tools out there that you can use to make your job a little easier? What specific things are important to track for the success of your market? Let’s break it down for you.
“We are not currently a nonprofit, but we are able to keep our vendor costs very low because the city allows us to use the space where we hold the market at no cost. There are not currently any paid staff members by the market. Decisions are made mostly by myself and one other vendor. At some point it would be nice to have a real market manager, form a nonprofit organization, and have a managing board, but we aren’t there yet. Since my main job is farming, managing the market and selling at my farm booth often proves challenging. However, there don’t tend to be a lot of market administration tasks that typically take a lot of time during the market, so it has worked out thus far.”

Chris Pyper
Midway Farmers Market

“As a market manager, my job at its core is to make sure that the vendors and food pantry that make up our markets have the resources and support that they need to successfully sell and/or distribute food into the community. That means making sure everyone has their booths set up on time, that our benefits booth is operating efficiently and is correctly dispensing produce incentive programs, that financial recordkeeping is accurate so that vendors can be paid appropriately, and equipment and leftover produce are properly removed from the site and stored correctly at the end of the market. That is just some of the nuts and bolts of the work, though. On a higher level, New Roots market management is all about empowering socially disadvantaged farmers to sell local and organically grown produce to a refugee and immigrant community that often struggles to find and afford culturally appropriate produce.”

Elise Watt
New Roots Redwood and Sunnyvale Farmers Markets

“What my role is right now is a special events coordinator that oversees the event and success of a street farmers market. What I would like my role as a Farmers Market Manager to be is a local food warrior connecting the food system and supporting small farmers, to better unite and educate the community, while fostering an environment of growth.” Sher Rowley, Ogden Farmers Market

Sher Rowley
Ogden Farmers Market
1. Preparing for the season:

Making sure your market is ready to go on market day is your number one priority. Before the season starts, here are some things you will want to do:

- Apply for necessary permits and insurance and maintain good records of them, including renewal dates, fees, associated inspections, and contact information for the permitting agencies.
- Prepare a budget and keep records of bank account information, and expenses and income (this may be done in partnership with the Treasurer, if applicable).
- Map the market - choose locations for all your vendors and other important physical aspects of the market. Arrange for the necessary amenities like trash cans, restrooms, electricity, tables and chairs, etc. Create informative, inclusive and friendly signage that highlights your market features and explains the rules.
- Gather your equipment and make sure it all functions properly. Put together a physical toolkit that contains your payment machines, pens, tools, etc. that you will need on market day.
- Get authorized for SNAP and apply for grants to assist with management, as well as any additional Nutrition Incentive Programs (see Chapter Four).
- Hire and train your staff and/or volunteers.
2. Keeping records:

So much of what you do revolves around maintaining a record-keeping system. Having good, complete, and up-to-date records is vital and will help you tremendously in your day-to-day operations as well as provide a solid foundation for the next manager. This information can also help you in preparing reports and securing support for your market, as well as analyzing your organization’s strengths and weaknesses. Make it a habit to record market data as soon as possible after your market day so you don’t forget the details. When the information is at your fingertips, it is much easier to make informed operating decisions. Don’t rely on your memory to make decisions about your market and its future, let your organizational skills and good records support you instead! Write it down, make lists, keep yourself organized. These good habits will pay off in the end, we promise.

Be sure your records are stored in a safe and secure place. Back them up! Never take original documents that are important off-site, make a copy and keep the originals intact. Consider cloud-based storage as well as locked on-site storage for critical information.

There are many management software systems available that are specifically designed for farmers markets (see Resources section), but you can also use simple Google Sheets or an Excel Spreadsheet (a Gantt Chart is one option in Excel, find an example one in Resources) to track the information you need. Here are some of the items you should track:

- Vendor details: contact information, their application form, the products they sell, their permits and licenses, their insurance, their attendance record, fees due/paid, signed contracts or agreements, sales data (this needs to be collected in a way that is anonymous and privacy protected), and any problems or specific issues that have arisen. It may be helpful on your vendor application to ask for information about their farm (acreage, etc.) - this can help you tell the story of the market’s impact on the farming community and the state’s agricultural heritage.

- Staff and volunteer records: contact information, schedule and duties, attendance record, hourly wage (if applicable), training needs, emergency contact information, and any problems or issues that have arisen.

- Market metrics and operational information, including attendance, equipment and supplies, weather impacts, community events, special circumstances like road closures, etc.

- SNAP and Nutrition Incentive Program details (see Chapter Four - these programs have their own reporting and record requirements).

- Expenses and budget details, including any applicable taxes. Your financial planning should include operational expenses (advertising, equipment, utilities, lease fees, insurance, salaries, licenses and permits, office space, storage space), and projected revenues (vendor fees, grants/sponsors, city/govt support, fundraisers).

- Supplies, equipment, and merchandise inventories.

- Signage inventory and where it goes at the market.
3. Public relations:

Since you are the face of your market, you are in charge of public relations and communications for your market. You’ll need good communications skills and to be able to talk with different audiences depending on the situation. Some duties might include:

- Attending board meetings, if applicable, and preparing reports for stakeholders (this includes the property owner of your market location as well as funders and sponsors);
- Connecting with potential sponsors and donors and maintaining those relationships, including with local government representatives and agencies;
- Working with permitting agencies, like Utah Department of Agriculture and Food and your local health department;
- Writing press releases and developing relationships with the press, to communicate the importance of the market and the benefits of shopping there;
- Creating a calendar for the season ahead that includes special events and highlights seasonal items.

4. Marketing and promotions:

Getting the word out about your market is one of your most important duties - without customers, you have no market! Build a marketing strategy that highlights the positive benefits of shopping at a farmers market, and tells the stories of your vendors and of your success with your partnerships and community. Make it personal and keep the focus on the connections a market fosters. Identify your customers. Farmers market shoppers are most often looking for quality, freshness, and local integrity (knowing the farmer) rather than price, but are also looking for convenience and consistency. Take the time to get to know your customers and understand their motivations, this will help you target your communications and marketing strategies.

- Keep your website up-to-date with a current calendar, vendor information, and news about special events or promotions.
- Maintain an email list for sending out newsletters and market information.
- Consider having a separate email list for customers and one for vendors and other stakeholders in order to better target your communications.
- Create regular email newsletters that help to spread the word about special events and seasonal items as well as any circumstances you want people to be aware of, like road closures.
- Utilize social media and post regularly to help share the market information with a broader audience and keep your visibility high.
- Consider using a separate Facebook group for vendors to get them pertinent and timely information.
- Develop your branding and merchandising to offer items that customers may want to purchase, like t-shirts or bags.
- Plan and execute special events and market programs.
- Advertise the market through a wide variety of avenues including posters, flyers, ads in local newspapers and magazines, radio spots and interviews.
- Make sure your Board members, staff and volunteers know your mission statement and the fundamentals of the market so that they can be your unofficial ambassadors to the community, spreading the word about the market and representing it in a positive light.
“We know that our audience is multi-generational and looking in different places for information, so it’s important to use all of the available channels to reach our community. With social media, we advertise on our own accounts (Instagram and Facebook) but also provide our vendors with graphics to share on their accounts. We place print ads, hang posters, pass out postcards, and promote in our email newsletter, plus we spread the word to our local community radio station DJs.”

Melisa Morgan
Moab Arts & Ag

“We drive from southern Idaho to sell at farmers markets in Utah because we can get a high volume of people to see our products in a condensed amount of time. We don’t do any advertising so we depend on the farmers markets we go to for bringing in the customers so that we can talk with a lot of people, hand out our brochures, and sell our grass-fed meat to them. We live in a very rural area so we need to come to where the people are to sell. It’s great when the market has done a lot of good advertising and is really able to get the customers there. It makes it worth our while to come this far.”

Lori Anne Lau
Lau Family Farms
Marketing 101 - Josh Jones’ Top 5 Tips for Farmers Markets

1. **Hire, or find a volunteer photographer.**
   Capture the essence of your market: happy patrons enjoying the day, vendors interacting with buyers, children smiling, etc. And, of course, lots and lots of beautiful pictures of fresh foods, yummy prepared foods, and unique arts and crafts. “Show, don’t tell” what people can expect at your market. Create a “fear of missing out” through those beautiful peach and cherry shots! Photos are great, but video is even better.

2. **Share and reshare on social media.**
   An easy way to capture new audiences and “eyeballs” is to share the posts that your vendors and your patrons are posting! Follow your vendors and patrons back on social media. Look for people with large followings and tag/interact with them. Remind people about the market and what they will see there. Let them know about new seasonal crops and special events.

3. **Start a newsletter.**
   Capture the email addresses of your vendors; as well as the patrons who come to the market booth. Start a community! Popular software for newsletters are Constant Contact and MailChimp. This is a place to show off your market’s ‘personality’ (and personalities!). It can be especially useful to feature sponsors and show value to them.

4. **Don’t forget the “other” media.**
   Find the local reporters that are interested in fresh foods. Smaller markets might just email the editor of their local newspaper. Along the Wasatch front, reach out to the restaurant critic, and business, lifestyle, and food reporter. Send press releases with pitch ideas like a small business with an interesting background, or someone offering unique foods. Don’t be intimidated—reporters and news outlets are always looking for stories!

5. **Educate yourself.**
   Need a little help with social media? Want to learn how to write a press release? Look for a class at your local extension office, college or university, or even online. Educate yourself on the ins-and-outs of marketing and social media!
SEASON-TO-SEASON

1. Market day:

Market day has arrived! Here is a list of some of the things you will be doing.

- Supervising the market set up and take down,
- Overseeing the market information booth and market signage,
- Monitoring vendors - compliance with rules and regulations, stall location, problems or issues, questions and concerns,
- Handling customer service - questions or complaints, selling merchandise, directing traffic flow,
- Resolving conflicts and enforcing the rules,
- Managing SNAP and any produce incentive programs (see Chapter Four),
- Collecting market data - customer surveys, vendor surveys (see Chapter Six),
- Ensuring market safety and handling any emergency situations,
- Managing staff and volunteers,
- Overseeing any special events or programs, including music (see Chapter Six).

Get a head start on the day by pulling some tools together to help you through all that the day demands. Having these things prepared ahead of time will ease your mind on market day.

- Gather your equipment in one place (like credit card machines or laptops, pencils, SNAP tokens, First Aid, flyers and brochures for your information table, etc.).
- Make a “cheat sheet” list of what you need to take with you to your market location and check it off the day before.
- Create a folder or notebook to carry with you with important phone numbers, copies of permits, passwords and any other information you need on hand.
- Create a map showing where your signs and other important features go. A vendor map can be super helpful when there are disputes about booth spots or when someone doesn’t show up and you want to fill in the space.
- Make a checklist of duties and who will do them - include the things that need to be done by yourself as well as other staff members or volunteers.
2. End of season wrap-up:

- Aggregate all your data (see Chapter Six).
- Make sure final payments are made and fees collected; total up your sales, fees, and income and expenses.
- Send thank you’s to your supporters and vendors (your Board can help)! A little gratitude and positivity go a long way to forging solid relationships.
- Consider an end-of-season evaluation survey for customers, vendors, and sponsors (see Chapter Six).
- Celebrate the season - have a party or a potluck! Include staff, vendors, sponsors, and other stakeholders.
- Do an equipment inventory and clean-up.
- Create a summary post on your website and social media, including any important benchmarks and photos.

"Because we are a non-profit, we evaluate the season as a board, but I continually evaluate things as I go. For instance, I realized there was some inconsistency in the flow of traffic in some areas and needed to figure out how to help it be better. I did what things I could this year, but next year the layout of the booths will be altered to hopefully negate those problems. I would say that you have to constantly evaluate what the market needs and try things to meet those needs. We often say you have to "live the market" during the season to make and keep a successful market. It truly is my life for 6 months out of the year. Well 9 months if you count all the work that leads up to opening the market."

Dani Pace
Cache Valley Gardeners Market
3. Between seasons:

After your market season has ended, and before the next one starts, it’s important to take some time to reflect on how it went. Give yourself a pat on the back for a job well done! Celebrate your successes and analyze your errors so that next season you have a head start. Discuss the season with your stakeholders (staff, vendors, customers, sponsors) to see if there are lessons learned and achievements to duplicate. See the Resources section for some helpful links. Here are some of the things you may want to do during the in-between time:

- Analyze the data collected during the season and create reports (including financial) - this helps your market track growth and changes. Your report shouldn’t just be statistics, it should help tell the story of the market and how it supports family farms, increases access to healthy food, provides economic opportunities, and builds community. An Annual Report to sponsors, donors, vendors and customers puts a “bow” on the season and can be an important way to share market information and keep your community informed and engaged.

- Advertise and take vendor applications for the coming season. Have a look at your fee structure to make sure it is fair and appropriate.

- Recruit and vet new vendors - refine your vendor mix to keep the market fresh and vibrant and create more opportunities for economic growth.

- Hire and train new staff and volunteers. Take a look at your wages and job descriptions to see if any updates are needed. Reconnect with current staff pre- and post-season. Review policies for code of conduct, dress code, etc. Reward them for a season well done!

- Connect with other markets for advice and ideas - collaborate, share, and find support in a non-competitive setting like our UFMN networking sessions! Email us at info@utahfarmersmarketnetwork.org for more information.

- Further your own education - seek opportunities for professional development or to develop some new skills.

- Review and refine your policies and procedures, your market layout and operations, and any safety measures needed. You may need to adapt your market requirements if the difficulty finding farmers increases, as agricultural land disappears in Utah or converts to smaller, more urban farms selling different products than before.

- Prepare for the next season and assess market needs - order any needed equipment, update merchandise and signage, send out any end-of-season surveys and information to staff, vendors, customers, and sponsors.

- Plan special events and enlist partners and supporters.

- Do your financial planning and budgeting for the next season as well as long-term to plan for growth or changes in the coming years.

- Do strategic planning for the future of the market. Utilize tools such as a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to help you define your market and identify what you do best and what you could do better.

“Because of the growth in customers we’ve seen recently, we have been asking farmers to grow certain things to help meet demand, like we’re talking to them at the beginning of the year asking them to grow more pumpkins because that’s what people come to the market for in the fall.”

Jen Corrington
Eagle Mountain Farmers Market
4. Create a Succession Plan:

A very important aspect of your job is to build the foundation for the next person who will be in your shoes - you want them to be as successful as you have been and preserve your market’s integrity and safeguard its future, for the farmers and for the community. Creating a Succession Plan helps with this process by defining the information that needs to be kept and how it will be transmitted to the next person. Find lots of resources in the Resources section!

- Keeping good records as discussed above is your first step.
- Maintaining these records in a safe and secure place is vital. Consider keeping both a printed version and a digital one, in a secure cloud-based storage system.
- Create a “Legacy Binder” that contains all the important resources and materials for the manager - passwords to accounts, locations of vital documents, contact information for insurance and other necessary documents - that can be passed to the next manager. It also functions as a list of your responsibilities and duties, outlining your skills and how your position impacts the market and the community.
  - “A well-maintained legacy binder provides instant access to history, context, and procedures that are essential for onboarding a new market manager, keeping a market operational during unexpected absences, and during other times of transition.”
  - A legacy binder should also include your market’s history and mission, emergency procedures and staff contact list, community resources, media contact information, sponsor and partner information, a list of the records you keep and where to access them, forms and reporting tools, and whatever else you feel is important for the continued smooth running of your market. This information should be both current and historical.
  - Remember to keep your legacy binder updated as information changes! It’s a good idea to go through this material at least once a year, a good project for after the end of the market season.

“Transitioning into this role was wonderful in many ways. I’m lucky to have been welcomed warmly by the Utah Farm Bureau Federation and to have their support and resources. The prior farmers market manager was able to stay on in order to train me and ease my transition into the role, and that has been invaluable. It has however been challenging to discover some of the unwritten rules and norms of the market, in the absence of detailed handbooks or records, much of it has been pieced together via word of mouth or by talking with the former market manager and vendors.”

Adelaide Corey-Disch
Murray Park Farmers Market

“As a new manager entering a historic market, one must remember that you are a newcomer, however, you bring with you the spirit of innovation and the willingness to challenge the status quo. As you lead your team towards progress, the key to success lies in blending innovation with respect for tradition. You have to find your center and the reason you have chosen this role. Otherwise, you will be swayed by the many opinions and expectations of others.”

Nichole Mathews
Downtown SLC Farmers Market

“It’s very important to write everything down for the next manager (and for yourself)! Make a “little black book” where everything is recorded.”

Kimber Larsen
Brigham City Farmers Market
5. Take care of yourself!

This may be your most important job of all. If you are feeling stressed or the job is weighing you down, you won’t be at your best for all the folks that depend on you to keep the market running. Burn-out is a real issue for market managers. In three years of tracking farmers markets through our network surveys, our data showed that 50% of Utah market organizations lost a manager during that time. We know that it can be hard work to run a farmers market, and it can seem isolating, especially if you’re in a rural area. This Handbook and our Network is here to provide you with some support. Here are a few more thoughts:

- Building a routine and putting good systems in place early on will help make each day go more smoothly, and will give you a solid foundation. Find your “Best Practices” and make them your daily routine.
- Develop a support system that you can rely on for help and advice. Reach out to other market managers through our network. Call on friends and family for support.
- Ask your Board for help - there are often many tasks a Board member can take on, like fundraising, public relations, volunteer training, and more. Asking for help is the first step to relieving some of your burden, plus it helps keep your Board active and involved and caring about the market.
- Stop and enjoy your market! Take a look around at what you’ve created and know that you are making a real difference in our community by helping farmers and increasing food access. Take credit for your hard work and your impact! You do this work because you care and are passionate about local food and farming, and it shows in the market you have brought together.

- Chapter Six has more ideas on how to increase support and funding for your market. We realize that many times a farmers market is operating on a very tight budget that can affect your and your staff’s morale and stress level.

“"There are so many things that make a good manager. I think people need to realize as a manager your job is your vendors, without them you don’t have a market. This doesn’t mean you have to take any crap, but know that if you don’t care, neither will they. It's easy to get "product-blind" and feel like you've seen it all and every beaded bracelet makes you want to choke or how can you possibly get stoked about another tomato? But if you take the time to talk to your vendors and educate yourself about their product you all of a sudden can see why it matters. You build that community with them first and it becomes the most rewarding part of your job. And that's what will sustain you through the burnout - the relationships you make.”

Kat McCracken Puzy 
St. George Downtown Farmers Market

“I get joy and happiness and I smile when I see all my farmers and vendors. I don’t get burnt out. For me it's about bringing the best food to Summit county. It's not about the money. Treat your vendors like gold because without the vendors you will not have a farmers market. Please treat them kindly even if they make mistakes, make sure they do it right. Pick them up and treat them nice. You cannot have a good farmers market without good vendors, that should be your first priority.”

Volker Ritzinger
Park City Farmers Market
VENDORS - THE HEART OF THE MARKET

Don’t forget the “farm” in “farmers market”! Farmers markets are important outlets for small farms to sell their products. One California study showed that more than half of small farmers selling at markets were relying on these markets exclusively to sell their products and many felt that it was their only choice if they wanted their farm to survive. In Utah we can all see how fast the farmland surrounding our communities is disappearing as our population grows, and we all care deeply about local food - that’s why you’re in the farmers market business. Don’t underestimate the importance of your market to our local and small farmers. Put the emphasis at your market on farms and on helping farmers. You as a manager can be a critical ally and advocate for farmers and for preserving our agricultural heritage in Utah. Highlight and feature the farmers at your market in all your communications and marketing. Put them at the center of your market for maximum visibility. Farmers must plan ahead months in advance for the market season. They need to know they will have an assured place to sell at your market, that it will be consistent week to week, and that they will be treated fairly and equitably. Help them succeed and we will all benefit!

While farmers should be the main focus of your market, most farmers markets in Utah are not only made up of farmers, they also include a wide variety of prepared foods, ready-to-eat foods, baked and manufactured foods, arts and crafts, and so much more. They are important venues for business incubation and serve as a launching pad for entrepreneurs in our communities. These non-farmer vendors add variety and diversity to your market, and it’s important to maintain a good mix of products that are being sold. Find a balance that works for you and for your community.

“The Downtown Farmers Market, like many markets across the country, acts as an incubator of small, locally owned businesses. We offer a low-barrier to entry sales platform that attracts tens of thousands of customers. It is a place where many people have launched businesses, grown their customer bases, and eventually opened their own brick and mortar stores.”

Carly Gillespie
Downtown SLC Farmers Market

“The most important thing a market manager can do for their vendors is support and defend their farmers. There is no farmers market without farmers. Crafters, bread makers, artists, artisan producers, bakers, food trucks do not make a farmers market. Farmers make a farmers market. So make sure we are around!”

Sara Patterson
Red Acre Farm

“I started at the SLC Farmers Market 25 years ago selling beans and that first week I only sold two boxes of beans. But I stuck with it and worked hard. I was able to come from a different country and create a great business and land in a great community at the farmers market. For that, I will always be grateful.”

Jorge Fierro of Rico Brand
long-time vendor at the Downtown SLC Farmers Market

“I sell at the farmers market because I get to do what I love, I get to sell to my friends, plus if I stayed home on Saturday I’d have to clean my house (hahaha).”

Julie Clifford
Clifford Family Farms

“Selling at the farmers market was a perfect way to launch my business. And I also love the community that I’ve been allowed to be a part of here.”

Cori Norton
Pie Party
How do you recruit new vendors for your market?

Here are some ideas:

☐ Hold a Vendor Fair in cooperation with the local Extension office, Farm Bureau, or department of agriculture. Offer refreshments and have representatives on site that can explain the market and the application process.

☐ Think about current food trends - these may lead you to potential new vendors.

☐ Ask for recommendations from your current vendors, customers, Board members, partners or sponsors. They may know someone who would be a good fit for your market. Word of mouth is often the best way to find new and exciting products.

☐ Reach out to other organizations who work with food and farmers. Gardening groups, restaurants who use local produce, and immigrant organizations are just some examples of these.

☐ Go to another local farmers market who is not on the same day as yours (you don’t want to “poach” vendors) and talk directly with farmers and vendors there. Go to farm conferences. Pay a visit to a local farm!

☐ Talk with educators at Utah State University and other schools where agriculture is a focus.

☐ Do some direct marketing through press releases, posters and flyers, media interviews. Create a one-page recruitment flier that spells out the details of your market and application process. Highlight the benefits to potential vendors of joining your market.

☐ Once you find a potential vendor, don’t forget to follow up with them and encourage them to apply.

☐ Hold a pre-season vendor recruitment event to give more information to those who are still on the fence.

☐ Is there another vendor who might act as a mentor to a new and beginning vendor? Having a support system can make the difference for someone who is socially disadvantaged or brand new to farming and direct-selling.

☐ Consider offering a “trial run” - a free week or two so that a new vendor can gauge the market’s viability for themselves.
Best Practices for Recruiting and Retaining Vendors

1. Put your well-written policies and vendor guidelines front and center.
   - These policies should spell out what types of booths/vendors are allowed at your market. Specify whether you will allow religious or political booths, nonprofit organizations (and what kinds), food not produced in Utah, etc. Written policies give you something to fall back on when presented with a new or unusual request and prevent misunderstandings when you say no. Post these policies on your website. Transparency is key!
   - Consider creating a Vendor Handbook where all the relevant information is stored and easily accessible.

2. Make your application process clear and easy to follow.
   - Post your application online, along with a contact person for questions, and a short list of helpful FAQ’s.
   - Be specific about timelines and due dates.
   - Make it easy for them to upload their permits, license, and insurance at the time of application (this saves you time too!).

3. Explain your vetting process.
   - Will you have a jury system or a committee? Explain how the process works and who decides.
   - Vendors can either add to the market’s integrity or detract from it. Be aware of how vendors fit it with your current market or the one you are trying to build.
   - Recruiting new vendors helps keep the market fresh, but there is a balance to maintain with the new energy a vendor can bring and the disruption they could cause to long-time vendors.

4. Create a fair fee structure with options for different types of vendors.
   - Specify due dates and payment options.
   - There are some vendors who may need more assistance with an online application or with paying fees due to language barriers, comfort with technology, or that they are new to farming or vending. Giving these potential vendors help in this way helps make your market a more welcoming place.

5. Be clear about market requirements.
   - Are vendors required to attend orientation or trainings? Are there options for in-person or online training?
   - If your market will take SNAP benefits, be sure to assert from the beginning that it is required for all vendors to accept them. Show them the value of the program and help them with questions and concerns.
   - Specify dates and times of the market and how many markets vendors are required to attend.
   - Help them out by creating “Cheat Sheets” or handouts (see the Resources section) with helpful hints and tips on what to do on market day and beyond. This is another way to reinforce the rules as well as just provide practical advice. You might have a one-page “what to bring on a market day” piece, or a checklist for set-up and clean-up requirements. You might create one-pagers for each type of product (produce, meat, eggs, nursery, etc) that summarizes unique production, packaging, documentation, and signage requirements for the product. Be sure these are consistent with your policies documents and be sure to review the cheat sheets when you update the rules.

6. Let them know how you market your market and what kinds of promotions you do.
   - Can they share social media posts and other advertising?
   - What other ways can you promote them, and vice-versa?
   - Good marketing is key to sustaining a successful market. Your vendors want to know that you are doing all you can do to promote the market and get customers there.

7. Be consistent with the rules and with your market layout.
   - Vendors need to know what to expect and where to find their spot. Major changes should be made infrequently and for good reason. That being said, you may need to build in some flexibility as the seasons change and different foods are available.
8. **Set realistic market expectations for vendors.**
   - Let them know your expected customer attendance. If there are special events or nearby attractions that could bring an influx (or be a detriment) to attendance, let them know that too.
   - Some vendors may want to know how many other vendors of their product will be at the market. Be careful about too much competition and allay fears by maintaining a good vendor balance.
   - Provide some guidance on what gaps there may be in your market and what kinds of items would be a good addition (for example, early or late season crops, fruits, etc.). Mentoring and training for vendors can be an important part of your vendor retention and helps keep them up to date on the market aspects.

9. **Practice your communication skills every day!**
   - Make yourself available! Get out and visit your vendors and make sure things are going well each day if possible. Check for potential problems before they happen, be proactive.
   - Get to know your vendors. Offer help when needed and touch base on any special circumstances or needs. What do they grow? How is it produced? Are there other things they might consider growing to fill gaps in the market and increase their sales? Be patient with new vendors who are just learning the ropes. Visit farms when you can.
   - Make sure vendors have your contact information and that there is an open line of communication. You might use a separate email list or Facebook page to communicate with vendors to keep them apprised of any new information or issues to be aware of.
   - Put critical information and communications in writing.
   - Keep good records of vendor issues or problems as you go through the season. This will give you information you may need if a change is required or if you need to give feedback to the vendor. This is also invaluable in times of management transition and succession.
   - Be friendly and respectful. Don’t make conflicts public. De-escalate, listen and be calm. Find more on conflict resolution in Chapter Six.

10. **Involve your vendors in your market.**
    - Consider having vendors on your Board and involved in management decisions.
    - Ask vendors to serve on committees, such as your vetting committee for new vendors, policy committee, site layout committee, etc. This can help to create a team atmosphere.
    - Send out vendor surveys to get feedback on your management policies, marketing, and other aspects of the market.

11. **Celebrate them! Your vendors are truly the heart of your market!**
    - Highlight and feature them in press releases and media coverage.
    - Spotlight them in social media and website posts.
    - Hold a Vendor Appreciation Party at the end of the season, or regular pot-lucks or an open house to get to know each other and celebrate their success at the market.

“Listening and communicating is key between the market manager and the vendors. We all have to work together in order to have a successful event.”
Ashley Tiller, St. George Downtown Farmers Market

*St. George Downtown Farmers Market*

Ashley Tiller
We asked vendors at Utah markets what their advice to a market manager would be. Here’s what they said:

Anonymous quotes:

“Provide support and assistance, especially to newcomers. Help them understand the culture and dynamic of the market, help them with pricing strategies and what customers prefer, help them set up and break down if they need it, have volunteers that can help answer questions and address concerns.”

“Be willing to enforce the rules so it’s a fair and level playing field for all the vendors there.”

“The rules don’t always seem fair and they don’t have to be liked by everyone, but they should be clear and communicated well.”

“The best thing they can do is to handle the financial parts well and be transparent to build trust.”

“Building a strong community network can create additional opportunities for vendors and enhance the overall market experience.”

“Inspect! Quality control is so important. Take the time to go out and see what these farms are growing so customers can feel good and other vendors don’t have to wonder what the other guy is doing or isn’t.”

“A successful market manager fosters a positive and supportive environment so vendors thrive and customers have access to the best local products available. There needs to be a feedback process from vendors to managers (and vice-versa) on operations, rules, customer behavior. Managers need to be willing to accept suggestions for ways to improve the market so they can make more informed decisions and make the market experience better for everyone.”

“The best thing they can do is to handle the financial parts well and be transparent to build trust.”

“Provide good coordination and layout of the market stalls, so traffic flows and everyone’s visible and so load-in and load-out is as pleasant as possible.”

“Inspect! Quality control is so important. Take the time to go out and see what these farms are growing so customers can feel good and other vendors don’t have to wonder what the other guy is doing or isn’t.”

“A successful market manager fosters a positive and supportive environment so vendors thrive and customers have access to the best local products available. There needs to be a feedback process from vendors to managers (and vice-versa) on operations, rules, customer behavior. Managers need to be willing to accept suggestions for ways to improve the market so they can make more informed decisions and make the market experience better for everyone.”
“Market managers should know who has the hookup on the best that the local food shed has to offer and encourage market goers to support local agriculture by spending their food dollars directly with the producers in their community.” TK Kern, Red Acre Farm

TK Kern
Red Acre Farm

“The most important thing a market manager can do for their vendors is to provide a comfortable space and relationship for them and their customers.” Lachelle Larson, Manna Bread

Lachelle Larson
Manna Bread

“Create a friendly environment. It’s not really something you can teach in a handbook but it just has to be someone with the right personality. Someone who’s authentic and cares about building community and supporting local. Not someone who’s fake, can’t be bothered to say good morning at the market, doesn’t seem interested or excited in what the people are selling. That can create a bad vibe and it rubs off on vendors and then onto customers. That’s the most important thing to me and it’s my favorite thing about the market I’m in.” Megan Roady and Alex Wisniewski, Lemon Lab

Megan Roady and Alex Wisniewski
Lemon Lab

This chapter focused on the many tasks involved in starting and running a farmers market. These daily and seasonal tasks will obviously vary from market to market as your markets vary from each other, but we hope this chapter gives you a good general idea of what’s involved in being a market manager. A new manager at a new market has different needs than a new manager at an existing market, and each one benefits by thorough planning and strategizing. Finding the best vendors, helping your vendors succeed, keeping them engaged, and retaining them through the years - there is a lot that goes into managing vendors at your market! But it all comes down to maintaining good relationships with them and having some Best Practices that you rely on.

In the next chapters we will take a look at SNAP programs, the rules and regulations for your market, and how to do the extra things that help your market thrive, like fundraising and data collection. Read on for all the details to help you with these important parts of your market, and don’t forget to check out the Resources section for links to much more.
FOOD ACCESS FOR ALL: Accepting SNAP at your market

Food insecurity is often a hidden problem, and it impacts families and individuals in all communities, regardless of geography. The United States Department of Agriculture (USDA) defines food insecurity as a lack of consistent access to sufficient food for an active, healthy life.1 Simply put, people who experience food insecurity cannot afford to buy enough food. Food insecurity rates in Utah are similar to the national average with 11.2% of Utah households - more than 350,000 people - experiencing food insecurity.2

While there are several factors that contribute to food insecurity, food access and cost are major factors. Farmers markets are critical in increasing access to healthy, local foods and in making community members from all income levels feel welcomed and included. One important way that your farmers market can do this is by participating in the Supplemental Nutrition Assistance Program (SNAP), which helps families stretch their food dollars. Read on to discover how your market can implement a SNAP program, and help combat food insecurity in your community.

“[City/State] Farmers Market is such a great way to feed and build our community. It gives people the opportunity, who might not otherwise be able, to meet farmers and use their EBT for local food, fresh produce, that in turn feeds our local economy. It’s a wonderful opportunity for our community.”

Sherokee Rowley
Farmers Market Ogden
What is SNAP?
The Supplemental Nutrition Assistance Program (SNAP), formerly known as food stamps, is the country’s most important and effective federal nutrition and anti-hunger program. It is a federally funded program of USDA’s Food and Nutrition Service (FNS). SNAP provides food assistance to low-income individuals and households experiencing food insecurity. In order to qualify for SNAP, participants need to be at or below 130% of the poverty level. Funds are loaded onto an electronic benefits transfer (EBT) card that individuals can use like a credit or debit card. In Utah, this card is known as the Horizon Card and SNAP is administered by the Utah Department of Workforce Services. Annually, SNAP helps more than 156,300 Utahns (5% of state population) put food on the table.

“Word Salad” – Some important acronyms to know:

- **DUFB**: Double Up Food Bucks (Double Up)
- **EBT**: Electronic Benefit Transfer
- **FMNP**: USDA’s Farmers Market Nutrition Program
- **FNS**: USDA’s Food and Nutrition Service
- **Horizon**: Utah’s EBT card
- **POS**: Point of Sale device for accepting EBT
- **SFMNP**: Senior Farmers Market Nutrition Program
- **SNAP**: Supplemental Nutrition Assistance Program
- **USDA**: US Department of Agriculture
- **UDHHS**: Utah Department of Health and Human Services
- **WIC**: Women, Infants and Children Nutrition Program

**Utah’s Horizon Card**

- 53% of SNAP recipients are children.
- 86% of SNAP families have at least one working adult.
- 12% of SNAP families have disabilities.
- 6% of SNAP recipients are seniors.
“Making a commitment to support local businesses and eat healthy is not always the cheapest option, and we as farmers understand that. Having a farmers market that makes it easy for SNAP users to utilize their benefits on healthy, local foods is amazing. It’s a win-win for everyone.”

Thomas and Aysha Maddox
Maddox Family Farms

“Over half of sales from the Sunnyvale Farmers Market are generated from customers using their SNAP benefits and our state funded match incentive. Accepting SNAP increases sales for our vendors, while also making the market more accessible. Farmers selling at our market come from refugee backgrounds and grow produce relevant to the communities living in the area. Accepting SNAP means farmers can receive market value for their crops even while selling to low-income populations. It means that our market based in a low income/low-access area can actually operate and be successful!”

Margot Draeger
Sunnyvale Farmers Market

Why accept SNAP?

- Increase financial stability and access to healthy food.
- Bring in new customers for your vendors and enlarges your community reach.
- Stimulate the local economy and support small businesses and farmers.
- Help families become more resilient and healthy.
- Acceptance makes your market a more welcoming and inclusive place.

"Making a commitment to support local businesses and eat healthy is not always the cheapest option, and we as farmers understand that. Having a farmers market that makes it easy for SNAP users to utilize their benefits on healthy, local foods is amazing. It’s a win-win for everyone.”

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Margot Draeger
Sunnyvale Farmers Market
How does SNAP work at your market?

1. SNAP customers bring their EBT cards to your market info booth before they shop and tell you how much they’d like to spend.

2. Swipe the card for the requested amount and the customer enters their PIN. Write down the customer information (customer ID number, amount and zip code) on a tracking sheet. Give the customer SNAP tokens or scrip (paper vouchers) that can be used to purchase eligible items from market vendors.

3. Customers use the tokens to make purchases with market vendors.

4. Vendors get reimbursed by the market for the tokens they accepted. You record vendor information (vendor name, amount, and signature) on a tracking sheet.

5. The money customers exchange for SNAP tokens is deposited into your market’s account. Your market submits the tracking sheets (FM Works online, provided by UDHHS) and records to UDHHS for Double Up and other incentive programs.

Setting up your SNAP market currency:

You will need to design and purchase the tokens (or paper scrip) that SNAP customers will use to make purchases from vendors at your market. Most markets use market-branded wooden SNAP tokens in $1 and $5 denominations. There are many token companies out there. You can use this calculator to determine how much tokens might cost your market - [ot-wooden-nickel.com/price-calculator](http://ot-wooden-nickel.com/price-calculator).


Examples of market-branded tokens and green DUFB tokens
The SNAP Quick-Start Guide to Success

Here is a summary of the steps needed to start and manage your SNAP program. For more details on each step, check out our SNAP Toolkit! Find even more resources and helpful links below, as well as in the Resources section of this Handbook.

1. **Determine your capacity and commitment to managing the program** - how you will support and fund your SNAP program management, defining your customer base, and what you need to make it successful. Visit farmersmarketlegaltoolkit.org/snap/

2. **Determine your eligibility** at fns.usda.gov/snap/retailer/eligible

3. **Apply to USDA FNS to become authorized** at fns.usda.gov/snap/apply-to-accept For link to a Step by Step Guide click here and find more information here. (See Resources section!)
   - A. Get your eAuthentication USDA account set up
   - B. Submit your application (remember to allow 6-8 weeks for processing)
   - C. Send in your supporting documents

4. **Create a management plan and set up your EBT system** at fns.usda.gov/snap/ebt-equipment-resources
   - A. Get your POS equipment at farmersmarketlegaltoolkit.org/snap/legal-topics/20equipment-and-scrip/obtaining-a-point-of-sale-%20device/
   - B. Set up an account with a service provider at farmersmarketcoalition.org/education/snap/ebt-equipment-services/
   - C. Set up your market currency (tokens/scrip) at fns.usda.gov/ebt/scrip-system-paper-scrip-token-or-receipts
   - D. Assign roles and staff within your organization
   - E. Create an accounting and record-keeping system at farmersmarketlegaltoolkit.org/snap/legal-topics/accounting-taxes/
   - F. Set up a vendor reimbursement system and schedule

5. **Train your staff and vendors**
   - A. Include SNAP information on your vendor agreement forms/contracts, and in your employee orientation and training (see Chapter Two of this Handbook)
   - B. Join the Utah Farmers Market Network and learn about other markets’ experience! Email us at info@utahfarmersmarketnetwork.org to sign up for our listserve and join our Network calls.
   - C. Join in the conversation on our Facebook Group at facebook.com/groups/136432023776342.
   - D. Ask the experts at the Farmers Market Coalition by joining their listserv at farmersmarketcoalition.org/networking/listserv.

6. **Market and promote your program** - create signage and flyers, social media posts, and advertise with local media. Find example signage in the Resources section.

7. **Establish partnerships with organizations that can help spread the word and help raise funds for your market!** Partner with local businesses, USU Extension and SNAP-Ed to create cooking demonstrations and other educational events to help make your market a fun and inviting place to shop. (Optional) Add in the Produce Incentive programs for Utah (UPIP): DUFB (Double Up), SFMNP, Produce Rx (more information is below and also check out the Resources section for sample flyers and promotional materials)
   - A. Contact UDHHS (DoubleUp@utah.gov) and apply (deadline March 15) - remember you can apply for the incentive programs while you’re waiting for your FNS approval!
   - B. Apply for grants from UDHHS (deadline March 15) to help fund these programs at your market

“Creating a successful SNAP redemption program at your farmers market is more than acquiring the terminals, tokens and signage. It’s about creating a strong infrastructure for the program; developing a sustainable funding strategy; understanding and meeting the needs of a diverse customer base; and creating community partnerships to extend the reach of the program through marketing, promotions and incentives.”

Helpful SNAP hints and tips

Check out the Utahns Against Hunger website for some basic SNAP information. UAH can also help with up-to-date info on available grants for managing your SNAP program, and potential free equipment opportunities. Contact them at info@uah.org.

The USU Extension publication "Encouraging SNAP Shopper Participation at Utah Farmers Markets: A Best Practices Guide" can be found here, and is filled with great information on creating a social marketing program for SNAP at your market.

The UFMN website has a sample budget for you to use when planning for your SNAP program. Check it out here or in the Resources section of this Handbook.

Did you know that SNAP benefits can also be used to purchase seeds and plants that grow foods?

MarketLink is a program of the National Association of Farmers Market Nutrition Programs (NAFMNP). In 2019, MarketLink was awarded grant funding from USDA with the specific goal of expanding SNAP acceptance at direct marketing farmers and farmers markets. MarketLink helps farmers markets by guiding them through the USDA SNAP application process, and by providing SNAP processing equipment. The equipment provided is a free bluetooth card reader and a one year subscription to the SNAP Point-of-Sale App called TotilPay Go (TPG). TotilPay Go also offers additional options for integrated credit/debit payment processing. Find out more at marketlink.org.

USDA has published an FAQ for Farmers Markets and SNAP, as well as a list of EBT service providers. Find those in the Resources section!

From partnerships to donations, there is no shortage of creative ways to help fund your SNAP program. The Farmers Market Coalition’s TOP 10 WAYS TO FUND YOUR SNAP PROGRAM farmersmarketcoalition.org/education/snap/ten-ways-to-fund-snap-ebt/ can help get you started!
Optional Utah Produce Incentive Programs

Make Your SNAP Program Go Even Farther!

Consider enrolling in these programs offered by the Utah Department of Health and Human Services (UDHHS) DoubleUp@utah.gov:

**Double Up Food Bucks (Double Up)** is a state-run produce incentive program that matches SNAP benefits dollar for dollar at participating farmers markets and farm stands. In 2023, SNAP participants could match dollar-for-dollar up to $30 per market visit (your market needs to acquire a free USDA FNS number to accept SNAP as payment, similar to any other food retailer.) UDHHS provides the funding, the green Double Up tokens, the record-keeping materials (paper tracking sheets and access to the online tracking system “FM Works”), marketing and social media tools, and ongoing training and support throughout the year. This program is a win-win for everyone, putting more fresh local produce on the tables of Utah families and more money in the pockets of Utah farmers, strengthening our communities and our local economy. By enrolling your market in Double Up, you will be included in all Double Up promotional materials. Participating markets may also be eligible for additional funding to cover the costs of equipment, staff time, and materials to implement and promote Double Up at their markets. Contact DoubleUp@utah.gov for more information.

**Here is how the program works:**

1. SNAP customers bring their Horizon EBT card to your market information booth before they shop and tell you how much they’d like to spend.
2. You swipe the card for the requested amount and give the customer SNAP tokens, recording the customer information in the record-keeping system (FM Tracks online as well as tracking sheets - see Resources for examples).
3. You also give the customer Double Up tokens good for fruits and vegetables, matching dollar for dollar the amount of SNAP tokens, up to the $30 limit. The Double Up tokens are GREEN and are provided to the market by UDHHS.
4. Customers use the tokens to make purchases with the market vendors.
5. You then reimburse the vendors for the Double Up tokens they accepted, just like the regular SNAP tokens. Your market will need to keep good records for both, and use the UDHHS system for Double Up (see Resources section for examples).
6. Your market receives a lump sum up-front for the Double Up program, then submits records to UDHHS. (Tracking sheets and info about managing the program are given to the market in a binder by UDHHS - check out the Resources section for examples.)

**Senior Farmers Market Nutrition Program (SFMNP)** is a produce incentive program offering $50 to qualified seniors to spend on fresh fruits, vegetables, and honey at authorized farmers markets. Through partnership with Commodity Supplemental Food Program (CSFP) and WIC offices, the program helped nearly 700 seniors in need across the state in 2022. Your market does NOT have to be SNAP-authorized to participate. (NOTE: vendors must be authorized by UDHHS to participate in this program, contact DoubleUp@utah.gov for more information).

**Here is how the program works:**

1. Your market must have access to Wi-Fi for this program. (UDHHS can provide a stipend for this expense.)
2. Customers who are enrolled in the Commodity Supplemental Food Program (CSFP) may have a CSFP participation card to show you that proves they are eligible. If customers are not enrolled in CSFP but meet the SFMNP requirements, they can complete a Self Declaration form onsite (provided by UDHHS).
3. Market staff records the customer information and gives the customer a booklet of 10 $5 vouchers.
4. Customers use the vouchers for purchases from authorized vendors.
5. Vendors get reimbursed by the market for the vouchers, just like with tokens for SNAP. You will need to keep records using the UDHHS system.
6. Your market submits the vouchers to UDHHS for reimbursement.

_Utah Produce Prescription Program (Produce Rx)_ is a fruit and vegetable voucher program implemented in healthcare settings to facilitate productive conversations about food security between patients and providers. Healthcare providers screen and enroll eligible patients during regular clinic visits and prescribe increased produce as treatment in the form of redeemable vouchers. Prescribed patients can redeem $20 vouchers at participating farmers markets and grocery stores in exchange for fresh produce. You market does NOT have to be SNAP-authorized to participate.

_Here is how the program works:_

1. Patients are prescribed and given Produce Rx vouchers by their doctor.
2. Produce Rx customers bring their vouchers to your market information booth before they shop.
3. Market staff collect the voucher, record the voucher # and customer zip code on the tracking sheet and exchange the $20 voucher for $20 in **PURPLE** tokens.
4. Customers use the tokens for purchases.
5. Vendors get reimbursed by the market manager for the tokens they accepted, just like with regular SNAP tokens. You will need to keep good records for the separate programs.
6. Your market submits the vouchers to UDHHS monthly for reimbursement.

Offering SNAP and the additional Produce Incentive Programs at your market helps to create an atmosphere of inclusion for people of all incomes. The fresh, locally grown produce and healthful foods available at farmers markets bring great benefits to the community, including better health and nutrition, public engagement, and an economic boost to the local economy. We hope the information in this section will help you as you bring these programs to your market!

“The SNAP program was a great recruitment tool for smaller farmers and gardeners. They want to help and serve their community and can’t accept SNAP at their houses so it’s a win for them to be able to serve and make some money and a win for our SNAP customers.”

_Corinne Hoffmann_
former manager of the Utah Botanical Center Farmers Market

“At one of the markets we attend, they let me write a receipt for the total amount that a SNAP customer buys, then the customer goes to the market EBT booth with the receipt and runs their card and it’s deducted from their account. This way the customer who is buying a lot of stuff from a vendor doesn’t have to feel self-conscious about handing a vendor a big pile of tokens, and I don’t have to hassle with managing a huge pile of tokens. It works well at that market but every market is different! I appreciate that the SNAP customers can buy what they need just like everyone else.”

_Lori Anne Lau_
vendor at several Utah markets
## Quick list - SNAP contacts

<table>
<thead>
<tr>
<th>Organization</th>
<th>Website</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA Food &amp; Nutrition Services (to apply to be SNAP authorized)</td>
<td>fns.usda.gov/snap/farmer-producer</td>
<td>SNAP Hotline: 1-800-221-5689</td>
<td><a href="mailto:SM.FN.ROB-WC1RETReply@usda.gov">SM.FN.ROB-WC1RETReply@usda.gov</a></td>
</tr>
<tr>
<td>Utah Dept. of Health and Human Services (Produce Incentive Programs)</td>
<td>dhhs.utah.gov/</td>
<td>385-490-0136 385-408-6746</td>
<td><a href="mailto:doubleup@utah.gov">doubleup@utah.gov</a></td>
</tr>
<tr>
<td>Utahns Against Hunger (for Utah SNAP information)</td>
<td>uah.org/get-help/snap-farmers-market</td>
<td>801-328-2561 800-453-3663</td>
<td><a href="mailto:info@uah.org">info@uah.org</a></td>
</tr>
<tr>
<td>Farmers Market Coalition (for educational resources and management tools)</td>
<td>farmersmarketcoalition.org/education/snap/</td>
<td>farmersmarketcoalition.org/joinus/contact-us/</td>
<td></td>
</tr>
<tr>
<td>MarketLink (for EBT equipment, grants, and helpful resources)</td>
<td>marketlink.org/</td>
<td>833-372-9489</td>
<td><a href="mailto:info@marketlink.org">info@marketlink.org</a></td>
</tr>
<tr>
<td>USU Extension - Create Better Health SNAP-Ed Program</td>
<td>extension.usu.edu/createbetterhealth/</td>
<td>extension.usu.edu/createbetterhealth/contact-us</td>
<td></td>
</tr>
</tbody>
</table>

### Use SNAP for these items:
- Fruits
- Vegetables
- Honey
- Baked goods
- Cereals
- Milk & Cheeses
- Eggs
- Coffee beans
- Coffee grounds
- Dips, Salsas
- Frozen food
- Meats
- Poultry
- Nuts

### Use Double Up Food Bucks for these items:
- Fresh fruits and vegetables
- Food plants and seeds
DIVERSITY, EQUITY AND INCLUSION - Does My Market Reflect My Community?

Diversity means all the ways that people differ: race, gender, age, sexual orientation, disability, socioeconomic status, religion, language, and more. Equity stands for fairness in the way people are treated so that everyone has access and opportunity. Inclusion is diversity in practice - the act of welcoming, supporting, respecting and valuing all people.

What does DEI mean for a farmers market? Why does it matter?

Farmers markets play a vital role in supporting communities by providing gathering spaces and fostering local agriculture and economic development. However, market demographics in Utah are predominantly white across staff, vendor, and customer populations, posing high barriers to entry for people of color. According to 2021 census data, diversity within the state of Utah is steadily increasing. It is projected that one in three Utahns will identify as nonwhite by 2060.

In their Diversity in Utah Databook, The Kem C. Gardner Policy Institute found that minorities in Utah have unfavorable health and wealth disparities compared to their white counterparts. Governor Cox’s office posits, “women, people of color, and LGBTQIA+ communities in Utah have unique historical, socio, cultural, and economic barriers preventing them from participating fully in our state” (One Utah Equity & Opportunity: Progress & Accomplishments).

In the summer of 2020, our communities were not only navigating a worldwide pandemic, but also found ourselves in a state of shock, grief and anger over the murder of George Floyd. Community-based organizations everywhere decided that they could no longer ignore systemic racism, and were propelled to consider how their organizations were both being affected by racism, and how they were perpetuating it. Farmers market organizations throughout the U.S., sometimes finding their markets along the physical path of protests, were grappling with these questions as well. Our network understood we had to play an active part in combating systemic racism and structural inequities, and so we launched a Community of Practice in 2021 to begin to explore these issues.
We are now several years out from the summer of 2020, but the consideration of Diversity, Equity, Inclusion, as well as other concepts of Justice and Sovereignty in the farmers market space remain just as important and urgent. Systemic racism still persists, and in some cases is on the rise. In addition to racism, people face many challenges in feeling welcome in public places - those who are living with disabilities or low incomes, who know English as a second language, who are members of the LGBTQ+ community, etc. By building up knowledge and a DEI lens, you as a farmers market manager can begin to consider who is welcome and who might be left out. As Utah continues to grow and change, it’s important that our farmers markets change too.

Four arguments for change:

- From a moral and social justice standpoint, each person has a value to contribute and we must address barriers and historical factors that have led to unfair conditions and prevented participation;
- From an economic perspective, organizations that are more diverse are stronger and more efficient as they leverage a broader talent pool - just like a healthy ecosystem, a diverse market is also a more inclusive and economically stable market;
- From a market standpoint, we can better serve our customers if we reflect the diversity of our market base - diversity is critical to growing market share and bottom line;
- From a results perspective, diverse teams lead to better outputs - the diversity of perspectives within them will lead to better solutions to market problems.

How can you make your market more inclusive and welcoming?

Embodying the values of DEI in our personal lives is essential to transforming our organizations (and larger social systems), and both require long-term work. We begin this DEI work on the personal level, as this is where we have the most power and influence. The work begins with us. Then we apply what we have learned to our interpersonal relationships with friends, family, and coworkers. Next we address how our institutions -- in this case our markets and market organizations -- can reflect DEI principles. The ultimate goal for real, overarching, long-lasting, widespread change is in combating the aspects of our systems and structures that perpetuate oppression (i.e. the food system or healthcare system).

UFMN’s DEI Market Best Practices guide, developed in 2021 through an interactive Community of Practice, lists some concrete first steps you can take, as well as more in-depth work to carry you forward in making your market the best it can be. Consider it a “primer” to get you started in this important and ongoing work.

"Learning about the imbalance of power and opportunities was a real eye opener. Focusing on understanding the needs of underserved communities can be a conduit for creating more opportunities and open up understanding about the diverse nature of all our experiences in the world."

Nichole Mathews
Downtown SLC Farmers Market
UFMN’s website has many links to tools that can help you take a good look at your own market and see how it’s doing - data collection and analysis, discussing the issues with your staff, volunteers and board - and how it can do better. You’ll also find many resources to help you take a deep dive into issues of equity and inclusion. Creating your organization’s strategic plan through the DEI Strategic Planning Workbook is your ultimate goal, but you can begin by doing the Community, Organizational, and Market Environment Scans found on our website and in the Resources section of this Handbook, where you’ll also find the Workbook, the Best Practices guide, a Glossary of Terms, and many other helpful links!

Farmers markets are many things to many people, but perhaps one of the most important functions of a market is a community convenor. Because markets are so visible, longstanding, and persist for several months, they are in a unique position to lead the community to new ways of thinking. With work and intention, markets can become safe places, places that harbor diversity of thought and respect and appreciation for our differences.

We hope that the topics explored in this chapter will help you create a market that is welcoming to everyone! As you work through the daily tasks and minutiae of managing your market, remember to keep an eye on that target and view all your interactions with a lens that is focused on inclusion, for staff, vendors, customers, and the community as a whole.

Examples of Welcome Signs you can use at your market (for versions of these that you can customize with your market logo, email us at info@utahfarmersmarketnetwork.org)
Rules and Regulations

Farmers markets are the best place to get fresh, locally produced food! With this comes the need to ensure proper food safety. Food safety is a shared responsibility between government, producers, and consumers. As a manager, it’s your responsibility to ensure that each vendor has the proper permits and licenses in order to protect public safety. Vendors who sell at farmers markets in Utah are regulated by different entities – federal, state, and/or local. Different foods are regulated in different ways. It can get confusing! We’ll break it down for you and give you the basics of food safety regulations in Utah, so you can make sure everyone is playing by the rules and helping to create a market that’s a reliable and safe place to shop.

SAFETY FIRST!
FOOD REGULATIONS FOR FARMERS MARKETS

To be clear, each vendor is responsible for their own permits and licenses, and they should know what they need to be in business. Your job as the market manager is to make sure each vendor has their necessary permits before they are allowed to sell at your market. They should display them at their booth and provide you with copies for your records. Understanding what permits are required by what product is being sold will make your job easier.

Take note: this chapter will give you the basics but we can’t cover all the ins and outs of regulation around food selling. This is meant to give you a solid foundation, and for more specific information and detailed questions, please always refer to your state and local agencies for the final say!

Inspections by health departments and/or by UDAF will happen at your market and will most often be unannounced. Establishing a relationship early on with your county and state agencies is a good proactive approach to ensuring that inspections go smoothly and problems are resolved quickly. (See Chapter Two for more details on preparing for your market season, and the Resources section for a list of regulatory agencies and contacts.)

Vendor permit displayed on booth canopy
Market inspections are primarily focused on safety. As manager, your main concern besides making sure your vendors are permitted is ensuring that there is a way for them to wash their hands. Find examples of hand-wash systems in the Resources section. Hand-wash systems are required for any vendor touching unpackaged foods (including baked goods) or prepared, ready-to-eat food. Selling packaged foods doesn’t require a hand-wash system (unless they are giving out unpackaged samples). Fresh produce vendors don’t have to have a hand-wash system UNLESS they are cutting up and giving samples.

LAYERS OF REGULATION - WHO REGULATES WHAT?

County/Local Health Departments: 13 departments in Utah

Samples handed out to customers (except for some sealed in individual sample packages at a processing facility - see below for more details). Be aware that if a food requires refrigeration for safety, so does a sample! It’s up to the vendor to make sure they are following the rules for food temperature control. If you have questions about whether something is being done correctly, contact your local health department inspector.

Food service activities, including food trucks and other on-site food preparation. Food trucks that are inspected in one location are allowed in other locations within the state. *Note that “preparation” does not include packing raw fruits and vegetables into a portable bag or container.

Samples in cups, not pre-packaged at a processing facility

Food truck at Downtown SLC Farmers Market

Seven Utah health departments are single-county districts and 6 are multi-county districts. Source: ualhd.org.
Utah Department of Agriculture and Food (UDAF):

Regulatory Services Division oversees inspections and licensing for:
- Cottage Food Program businesses (one option for home-based processors, see below for details about this program)
- Retail Food Program
- Manufactured Food Program
- They also oversee egg and poultry grading, dairy compliance, and voluntary inspection of cosmetics (e.g., honey lipgloss, goats milk body bars)

Animal Industry Division oversees inspections and licensing for:
- Animal harvest
- Aquaculture
- Many processed animal products (e.g., jerky, frozen steaks, sausage)
- Various levels of oversight for “Exempt” processing (e.g., small poultry flocks <1000 birds)

Plant Industry Division oversees inspections and licensing for:
- Seed crops
- Beekeeping and honey
- Hay and feed
- Organic certifications (crops and processed foods)
- They also conduct inspections of farms growing produce that falls under the Produce Safety Rule (most small farms are exempt from this rule but are still required to register with UDAF)

Federal agencies:

U.S. Department of Agriculture (USDA) has regulatory jurisdiction over all animal harvesting and processing for “amenable species” (including products with more than 3% raw meat, or more than 2% cooked meat). Amenable species includes beef, pork, lamb, goat, most poultry (including emu and ostrich), and catfish.

Utah is part of a cooperative program where State inspectors can conduct inspections of harvest and processing facilities on behalf of the USDA. Processing of meat-based and meat-containing products (e.g., jerky) inspected under the Retail Food Program are inspected at the state level based on FDA Food Code, not USDA requirements.

U.S. Food and Drug Administration (FDA) has regulatory jurisdiction over the majority of this country’s food supply. This includes all processed and packaged foods with no meat, processed seafood (other than catfish), and any meat-containing products that are not under USDA jurisdiction. The FDA sets mandatory standards for Food Manufacturers, and voluntary standards for Food Retailers.

Utah is part of a cooperative program where State inspectors can conduct inspections of food processors on behalf of the FDA (Manufactured Foods Program), and participates in the Voluntary National Retail Food Regulatory Program to inspect other food processors (Retail Foods Program).
## UTAH REQUIREMENTS FOR RAW COMMODITIES - WHAT DO VENDORS NEED?

See ![Resources](#) section for UDAF links for more information! Note: Some items, like eggs, raw dairy, and honey have specific labeling requirements.

<table>
<thead>
<tr>
<th>Food Type</th>
<th>Registration Required?</th>
<th>Requirements to Sell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw produce, nuts, grains</td>
<td>Do not need to register with UDAF if sold direct to consumer by grower</td>
<td>• Must be whole and unprocessed, not cut, peeled, packaged, etc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Can wash to remove dirt</td>
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<tr>
<td></td>
<td></td>
<td>• Must be displayed off the ground</td>
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<tr>
<td></td>
<td></td>
<td>• Can be placed in bags or containers to sell</td>
</tr>
<tr>
<td>Honey</td>
<td>Yes - hives must be registered</td>
<td>• Raw honey must meet Utah definition</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• May be bottled in a commercial facility or in a home kitchen (under the Cottage Food program or the Homemade Food program, only Utah-produced honey allowed)</td>
</tr>
<tr>
<td>Raw dairy (milk or milk products)</td>
<td>No, but must notify UDAF</td>
<td>• Must be sold by producer direct to consumer, up to 120 gal/month</td>
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<tr>
<td></td>
<td></td>
<td>• Must be held at refrigerated temp</td>
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<tr>
<td></td>
<td></td>
<td>• Must be labeled as raw</td>
</tr>
<tr>
<td>Poultry</td>
<td>Must register with UDAF and keep records of sales</td>
<td>• Must be kept chilled</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Small producers (&lt;1000 birds) and those selling under HB181 must be labeled “Exempt R58-11-8(3)”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Small producers (&gt;1000 but &lt;20000 birds) must be labeled “Exempt R58-11-8-(4)”</td>
</tr>
<tr>
<td>Eggs</td>
<td>Owner with flocks &lt;3000 birds don’t need to register with UDAF (if selling direct to consumer)</td>
<td>• Eggs must be labeled</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Must be kept chilled</td>
</tr>
</tbody>
</table>
Chapter 5

Can vendors provide samples?

- **Food service vendors can usually provide** samples to consumers without additional licensing from their local health department.

- **Food processors cannot provide samples** without health department permission (typically a “**temporary food establishment**” permit - different health departments have different processes for this permit, vendors need to consult with the health department in your area) – UNLESS the samples are portioned and pre-packaged in an approved commercial facility, so there is no food service-type handling at the market booth. In some cases, these samples may also be prepared in a licensed under the Cottage Food Program.

- **Anyone providing samples** must follow local health department regulations concerning glove use, hand-washing, and proper temperature control.

**Bottom Line:** All **food service** vendors, including on-site prep, food trucks, and caterers, must have valid licensing from the local health department/health district. Some activities require temporary permits for visiting businesses, but most counties/districts recognize licensing for food trucks and caterers in other jurisdictions within Utah. These businesses must also have a valid business license, issued by their city or county.

Market managers just need to see their current permit from the health department and they are good to go (same for **food processors** who are providing samples).
Home-based Food Businesses – Cottage Food Program
Utah has two separate options for home food processors – the Cottage Food Act (HB339 (2007)) and the Home Consumption and Homemade Food Act (HB181 (2018)). Foods produced under either of these programs can only be sold within the State of Utah. IT IS ILLEGAL to sell food in Utah that is produced under similar laws in other states (e.g. Wyoming, Nevada).

• **The Cottage Food Program** (HB339) is overseen by UDAF. Cottage Food participants must register annually as a Food Establishment with UDAF. All recipes and food labels must be reviewed and approved by UDAF before production can begin. There are some restrictions for sales of Cottage Food, but these do not apply to farmers markets – all Cottage Foods can be sold as long as their permitting is current. Farmers markets require that these foods be pre-packaged for sale².

• **Only non-potentially hazardous foods are allowed**, such as baked goods (without vegetables or cream fillings or meat), honey, non-refrigerated foods, jams, etc.

**Bottom Line:** All Cottage Food Program participants must have a Food Establishment Permit (Cottage Category) that is renewed annually. UDAF requires all food processors to display their permit at farmers markets, fairs, and any other public venues. These businesses must also have a valid business license, issued by their city or county.

Market managers just need to see their permit from UDAF and their business license. You don’t need to ask all the questions about inspections etc., as long as the seller has their permit they are good to go.
Home-based Food Businesses – Homemade Food Act

The Homemade Food Act (HB181 (2018)) does not require any inspection, recipe review/approval, or food safety training (i.e., food handler’s permit), and vendors under age 18 are not required to have a business license. The only restrictions on food products are:

1. no raw dairy
2. no meats or meat products under USDA jurisdiction, except that small poultry processors (<1000 birds) may slaughter and sell birds they raised (including defeathered birds and cut up pieces)
3. all Homemade Foods must be labeled as “Not for Resale” and “Processed and prepared without the benefit of state or local inspection”
4. for farmers markets, Homemade Foods can only be sold at exclusive “Direct-to-Sale Markets” or in designated, cordoned-off sections of a farmers market, with specific signage indicating this to consumers. Each vendor should have a prominent sign that reiterates the market sign.

**Bottom Line:** There are no food safety requirements for Homemade Foods, and the only licensing requirement is a business license (sellers under age 18 are not required to have a business license). Because of this, there are additional restrictions and requirements for labeling and locations where the foods can be sold at farmers markets. Many markets choose not to have any Homemade Foods vendors because of this rule requiring separation from other vendors and a potential for increased liability for the market.

If you choose to allow foods prepared under this category, you must make sure the vendor has the proper signage and that the foods are labeled as required.

**Definition of “Direct-to-Sale”:** A direct to sale market has foods ONLY produced under the Homemade Food Act OR their own fresh raw produce, eggs, poultry as allowed under that act. “Direct-to-sale farmers market” means a public or private facility or area where producers gather on a regular basis to sell directly to an informed final consumer fresh food, locally grown products, and other food items that have not been certified, licensed, regulated, or inspected by state or local authorities.
Does your market allow foods produced under the Cottage Food law or HB181?

“We do NOT allow House Bill 181 category vendors due to the confusion, spacing, and general lack of applications. Because they cannot be part of the main footprint of the market they have a hard time with sales, especially since our market is so large it makes it hard to accommodate the separate spacing and still provide them a valuable location. We do accept vendors that have Cottage licenses that are inspected and approved by UDAF.”

Sher Rowley  
Ogden Farmers Market

“We DO allow vendors with cottage licensing/HB181 to sell at our markets. It’s a bit tricky to have the “home prepared” foods in their separate area, but we make it work because we have mentored many of these vendors into building their businesses into bigger and better enterprises and guided them through the steps of getting UDAF licensing. Our motto is “promoting your business IS our business” and we strongly believe that we can help budding entrepreneurs make a career of their chosen products. People are happier when they’re spending time doing what they love. Vendors are a pure and simple example of this. They have created a product that they obviously love, and with guidance and encouragement, they can be doing what they love and promoting what they love on a full-time basis. We have found that some of our best vendors and most popular vendors are the cottage licensed ones. They’re good vendors because they aren’t allowed at many other markets and they’re thankful that we let them sell their products at our markets. And, there’s something enticing about purchasing something like “grandma’s recipe plum jam” or “family recipe cinnamon rolls”. We all want the “tried and true”, delicious products that can’t be found in the stores and it’s often the cottage licensed vendors that bring those to our markets.”

Denise Christiansen and Natalie Rollinson  
West Valley and Herriman Farmers Markets

“Allowing vendors who are under HB181 is good for our market. Many small markets wouldn’t exist without them, and giving them a start at the market helps to mentor them to grow their business. Even if they don’t grow big, it helps provide income for their families and is good for everyone.”

Jen Corrington  
Eagle Mountain Farmers Market
Commercial Food Processing (non-meat) – Manufactured Food Program or Retail Food Program?

• The FDA defines the cutoff between these inspection protocols as commercial processors doing the majority of sales direct-to-consumer (Retail) or through wholesale channels (Manufactured). UDAF’s Regulatory Services Division may choose to assign a food processor to the Manufactured Food Program (even if they do >50% sales direct-to-consumer) if they have a complicated process or their food is potentially hazardous. This adds an additional layer of inspectional controls and reporting requirements to help ensure food safety.

Bottom Line: Regardless of how the UDAF Regulatory Services Division classifies commercial food processors, they must have a Food Establishment Permit that is renewed annually. UDAF requires all food processors to display their permit at farmers markets, fairs, and any other public venues. These businesses must also have a valid business license, issued by their city or county.

Market managers just need to see their permit from UDAF and their business license. You don’t need to ask all the questions about inspections etc., as long as they have their permit they are good to go.

Commercial Food Processing for Meat and Meat Products – Retail Food Program (Regulatory Services) or Meat and Poultry Inspection Program (Animal Industry)?

• The USDA has jurisdiction over all meats from amenable species, including carcasses and cuts of fresh meat/poultry. Utah is one of several states that participates in a cooperative program that allows UDAF to conduct USDA inspections and stamp meat with the USDA seal, or conduct state inspections and use a designated Utah stamp (only for sales within Utah). Meat sold at Utah farmer’s markets can carry either of these approved stamps.

• For processed products (e.g. jerky, sausage, bacon) made using meat from approved sources, USDA or FDA standards will apply depending on the processor. Some meat processors selling at farmers markets will carry the familiar USDA Inspection stamp (or the Utah Inspection Stamp). Other commercial processors will be inspected under the Retail Food Program (see above). This includes grocery stores, deli’s, and food processors who do most of their sales through farmers markets, fairs, or online sales.

Bottom Line: Regardless of how UDAF classifies meat processors, they must have a Meat Plant License or Food Establishment Permit that is renewed annually. UDAF requires all meat plants and food processors to display their permit at farmers markets, fairs, and any other public venues. These businesses must also have a valid business license, issued by their city or county.

Market managers just need to see their permit from UDAF and their business license. You don’t need to ask all the questions about inspections etc., as long as they have their permit they are good to go.
There are many rules and regulations that vendors must follow to sell at a farmers market, and it’s their job to make sure they are up to date on their permits and licenses. We know the many layers can get confusing! But we hope this chapter has helped break it down for you so you can determine what you need to do as a market manager. Your main concern is making sure your vendors all have the proper permits before they come to sell at your market.

There are many resources to help you, as well as contact information for the regulating agencies, in the Resources section of this Handbook. Check it out!

“We have many ways that vendors can give us copies of their permits. Our vendors are welcome to upload their permits and send them with their application or drop off copies of their permits in person. Some of the least tech savvy will take a picture and text them to me, and sometimes I have to gather them in person at the market. It’s not a fantastic system, it’s more of a by-any-means-necessary type thing. I like to keep them all together in binders so I can pull them up if needed.”

Jane Wylie
Wheeler Farm Farmers Market
STRATEGIES FOR SUCCESS

1. Provide a great customer experience

If vendors are the heart of the market, then your customers are certainly the lifeblood. Drawing people to the market and creating a friendly and rewarding place for them to shop should be a main goal of your marketing strategy. There are different reasons people come to the farmers market: to shop for groceries, meet up with friends, get a bite to eat or a cup of coffee, hear music, or just to see what all the excitement is about. But how can you take some extra steps to turn those visitors into loyal market devotees, as well as bring in more people? We talked about marketing basics in Chapter Three, but we have a few more ideas for you.

- Create a positive atmosphere at your market by setting a good example with your own interactions. Walk around and say hello, thank them for coming!
- Train your staff and volunteers to smile and be courteous and helpful. Help them stand out from the crowd with uniforms or special hats, vests, nametags, etc.
- Solve problems quickly and efficiently, and answer questions with a friendly and empathetic attitude.
- Design your market layout to make amenities, like restrooms, convenient.
- Offer a place for shoppers to stash their purchases while they continue shopping. Some markets have a “Veggie Valet” area, or provide wagons that shoppers can use for big purchases.
- Offer t-shirts, bags, and stickers with your market’s logo so those loyal customers can show their support.
- Consider a “frequent buyers” or rewards program. This could be a punch card with an offer of market merchandise, a discount at a local business for dollars spent at the market, or entry to a prize drawing.
- Organize a “Friends of the Market” group that centers activities around market events or seasonal produce and can provide volunteers for these events – bonus, this group can also be a big help with fundraising!
We asked market shoppers why they come to the farmers market. Here’s what they told us:

<table>
<thead>
<tr>
<th>Market Shopper</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stephen Lobo</td>
<td>I love shopping at the Farmers’ Market because it gives me access to some of the freshest, best quality produce and meat. I enjoy learning about best practices in ranching and agriculture and meeting the farmers, ranchers and artisans who help to enrich our community. Through many years of shopping at the market, I have developed innumerable personal relationships with the vendors.</td>
</tr>
<tr>
<td>Al “Punk Rock Farmer” Grossi</td>
<td>The reason I shop at a farmers market is because I want to know where my food comes from and I want to know the farmers who grow it. It’s so important to me to be able to go right to the source and be able to talk to that farmer, which you can’t do at a big supermarket. Know your farmer, know your food!</td>
</tr>
<tr>
<td>Brooke Cordray</td>
<td>Cooking brings me so much joy, so having access to seasonal local ingredients courtesy of our local farmers is everything in my kitchen. It’s also where I connect with friends and community. Saturday mornings are infinitely better after a trip to the farmers market.</td>
</tr>
<tr>
<td>Kim Raff</td>
<td>I get up in the early morning to come to the market and I’m right there with everybody else, trying to elbow my way in for the good stuff! I’m mainly here for the veggies and the fruit. I’ve had the best melon I’ve ever had in my life from the market, the best pear I’ve ever had, so much more. I just love coming here every week and seeing what’s fresh, what’s available and what’s in season, and then planning my entire week’s menu around that. It brings me so much joy all week long and that’s why every Saturday morning I will be here.</td>
</tr>
<tr>
<td>Chris Riggle</td>
<td>I grew up in a small town in northwest Indiana, surrounded by fields of corn and black Angus cows. My parents and grandparents were farmers and so were all of my friends. I knew where much of my food was coming from and how good it was. Attending the Farmers Market, I am able to continue that feeling of my childhood, knowing the growers and having them as friends. And I get to see many other friends there, too. I love attending and being able to purchase food that I don’t grow, knowing my few dollars are helping my friends stay in business and do what they love, too.</td>
</tr>
<tr>
<td>Adam Kriesel</td>
<td>I shop at the local farmers’ markets in Salt Lake City for a few reasons. The most important reason for me is the quality of the product. There are so many fabulous foodstuffs being cultivated in Utah, including animal proteins, vegetables and grains, as well as other fully prepared products. Beyond the food itself, I feel like it’s super important to keep my food shopping dollars in Utah. No need for me to purchase a product from another company or person located outside the state if I’ve got access right here to outstanding items. And finally, as someone who enjoys being able to really deep dive into where my food comes from and how it’s cultivated, the act of having access to the farmers themselves and the ability to ask questions face to face is unbeatable.</td>
</tr>
</tbody>
</table>
"We shop at the farmers market so we can see our friends and the growers we know and love. And to get the best and freshest produce, meat, and eggs that we can find in the city."

Susan Massey and Lee Kapalowski
market shoppers

"I shop at the farmers market because the food sold there actually tastes like food! The bonus is that I get to know the farmers themselves and learn about all the work that goes into bringing their product to market."

Doreen Kulikowski
farmers market lover

Some quotes from anonymous shoppers:

"The farmers market is a great place to meet people and have fun. I love the festive atmosphere and all the yummy treats!"

"You just can’t beat a farmers market for the best food anywhere! I do most of my grocery shopping here and wouldn’t have it any other way."

"Mostly I come for the food but sometimes it’s a great place to find a gift or craft idea."

"I used to come here with my friends about once a month, it was kind of a social thing. We would have coffee and look around. But I have really discovered over the years just how much great stuff is here and now I’m more of a regular!"
2. Offer special events and programs

Larger markets tend to offer more special events and programming than smaller markets\(^1\), but that doesn’t mean smaller markets can’t do these additional activities. In fact, they often do by utilizing community partnerships and volunteers. Special events can be valuable ways to bring in more new visitors and can also raise money for your market. Here are a few things to think about when considering extra programming at your market:

- Give yourself plenty of time to plan a special event. Ideally, you will be thinking about the possibilities during the off-season and depending on the event, you’ll want at least a few weeks to prepare.
- Look for partners and helpers. Are there non-profit organizations, civic groups, or local businesses that could contribute time, volunteers, or money toward the event?
- Prepare a budget for the event and explore funding sources.
- Investigate what special permits or licenses will be required. In Utah, an event with alcohol will require permission and a permit from the \(\text{Utah Department of Alcoholic Beverage Services}\). Local governments or health departments may require an additional permit as well, depending on the size and additional needs of the event.
- Plan targeted event press releases and marketing materials. Ask community partners to share these as well.
- Make a list of special equipment or supplies that will be needed.
- Plan for any needed additional staff or volunteer help.
- If you plan to have music at your market, be aware of rules that govern use of copyrighted material. You may need to get a license to allow music from one of the organizations that protect copyrighted material, and you should have a signed agreement with your performers in place\(^2\). See the Resources section!

Here are just a few ideas for special events and programs that are done at farmers markets around Utah and other states. Let your creativity run wild!

- Customer Appreciation Day, with activities and special offers or free snacks to say thank you to your loyal customers.
- Holiday-themed events, like a Halloween costume party or contest.
- Scavenger hunts or market bingo where customers can win prizes by seeking out products or items on a list. Get the vendors involved and have them participate in selecting what will be on the list!
- Meet the Farmer - feature a farmer and highlight their products by holding a short Q&A or workshop style event. Put their picture in a Market Guidebook along with a short story about their farm. You could even create trading cards for kids with a different farmer featured on each.
- Cultural days - partner with local organizations to highlight foods from different nations and ethnic groups.
- Live music events featuring local bands and musicians.
- Farm-to-table meals or “Chef at the Market” days featuring local chefs demonstrating recipes that use ingredients from the market vendors.
- National Farmers Market Week is “an annual celebration that highlights the vital role that farmers markets play in our nation’s food system”\(^3\). This nation-wide event features many fun activities and programs that your market can use locally.
Power of Produce (PoP) kids program is another nation-wide program offered by the Farmers Market Coalition that provides educational and interactive opportunities for kids to learn about nutrition and local food.

Create Better Health is a program offered by USU Extension focusing on food and nutrition for SNAP customers and others. They can come to your market and do demonstrations and sampling.

Fitness or yoga session.

Composting or recycling event with a local recycling center or municipality that can collect hard-to-recycle items.

Dog-friendly events, like a dog show or training demonstration.

Crafting Day featuring some veggie-centered craft ideas.

A “Night Market” - a special evening event featuring some of your vendors alongside music, food, and a celebration of the market and neighboring businesses.

Cooking demos and contests, poster contests, “most beautiful booth” contests - competitions for prizes are fun ways to get people excited about the market.

A “Taste of the Market” with samples and tastings of vendor offerings.

Special workshops using seasonal produce - these could be centered around canning or fermentation, cooking, nutrition, flower arranging, anything!

Family-oriented events with fun activities for kids and incentives for parents to shop for market products.

“We have been hosting our Quickle (or Quick Pickle) event as part of Eat Local Week for over a decade. The event is educational and fun for our customers, and impactful for our vendors. Customers can buy fresh produce from our vendors and bring it to the market information booth to quick-pickle it with ready-to-go brines, jars and spices provided by the market. We see families coming to the market specifically for the Quickle event, and after they make their first few jars of pickles they often go back to the farmers to get more produce. It’s a fun way to support our vendors, teach the community about food preservation, and get people to the market.”

Carly Gillespie
Downtown SLC Farmers Market

“We had a couple special things we did this year. We did a Breast Cancer Awareness day at the market where we partnered with the Box Elder Women’s Health Coalition and had music and special offers, to help raise awareness. That helped get the word out about the market too. Also since we are an evening market, when the daylight hours start getting shorter we hang lights up in the trees to help draw attention to the market and make it pretty and festive. And we did a Harvest Festival at the end of the market season, and asked vendors to bring things that are more seasonal. We urged our vendors to be involved with the special events to help draw interest, like drawing for products during the event.”

Kimber Larsen
Brigham City Farmers Market

“We added a lot of Special Events to our farmers markets. We would do all sorts of things: we had a petting zoo one time, we had a butterfly release once, we had the firemen come a couple times, we did a trick-or-treating event the last week in October and it was a lot of fun. We didn’t always add events, but we did every now and then. We also would put out a produce list each week of our produce vendors, and what they were bringing.”

Rachel Hoffman
Draper Farmers Market
3. Build strong partnerships within your community

There are many potential partnerships to be created with like-minded organizations and groups within the food and farming community. Partnering with these groups can help extend your public outreach and strengthen your fundraising efforts. You can assist each other with special events, getting volunteers together for educational programs, making connections in the community, and spreading the word about your mission and about food and farming issues and concerns. Leveraging these relationships can contribute greatly to your market’s long-term viability and success. Find your future partners by asking for suggestions from your vendors, your board, and even your customers. Invite them to participate in your market or on your board. Ask what you and your market can do for them. While the list of potential partners is nearly limitless, here are a few organizations to consider:

- USU Extension’s statewide programs, specialists and/or your local county Extension office
- University and local school groups
- Food banks and food access organizations
- Local health care or health insurance companies
- Community gardens and Master Gardeners groups
- 4H or Scout groups
- Local cooking clubs
- Libraries
- Utah’s Own or Farm Bureau representatives
- Churches or faith-based groups
- City, county, or state governmental agencies
- Nonprofit organizations and advocacy groups
- Art or craft groups or local makers clubs
- Other markets! Join the Network and connect with market managers from all over Utah, get advice and insight into what has worked for others, and make connections.

Partnering with Master Gardeners at Cache Valley Gardeners Market
Aside from money raised through vendor fees, many farmers markets rely in some form on grants, donations, or sponsorships to cover operating costs and provide funds for current programs and future growth. It can be helpful to form a committee to give you a hand with fundraising, as it can be a multi-faceted and labor-intensive task. Before you start, get clear about what you need and what you are asking for - the more specific you are the more successful you are likely to be. Your short-term goals and needs are often very different from your long-term ones. Do you need money for a one-time special event or educational program? Are you seeking a more permanent location for your year-round market? Different goals require a different strategy and will often involve different funding sources. As with your community partners, you can seek out funding source recommendations through your already-existing connections - your vendors, staff, volunteers, board, and customers. Don’t forget about the Utah Farmers Market Network! Reach out to other farmers market managers in Utah to see what they are doing and get some ideas. Use our listserv to post some questions or share your own ideas.

Some creative ways your market can raise money:

- **Sell branded merchandise**, like t-shirts, bags, aprons, stickers.
- **Create an annual calendar** featuring market images, or a cookbook with recipes from vendors highlighting seasonal produce.
- **Gather donations** from market vendors of items for an online auction, or a silent auction held at a fundraising event.
- **Look for in-kind donations**. Perhaps there is a local printing company who would be willing to donate printing for your market posters and flyers; a media outlet that would donate advertising spots; a graphic or web designer that could provide help with your branding; a marketing company that could develop a marketing plan for you. Be creative and think outside the box for ways you could seek in-kind support for specific or one-time needs. Your market location or office space can also be an in-kind donation, where the property owner allows use of the space for free or a discount. Prizes for online auctions or fundraisers are also in-kind donations.
- **Ask local businesses or restaurants** to support you with a “percent of sales” fundraiser, where a set amount of their sales or of a specific item is donated to your market.
- **Put a “Donate” button** on your website and your social media; add a QR code to your printed materials that goes to your donations page.
- **Set up an online fundraiser** for a specific need, like for example a new market truck, through a platform like GoFundMe or similar.
- **Host a farm-to-table dinner** with market produce, partnering with a local chef.
- **Establish a “Friends of the Market” program**. This is a membership-based organization that can have member fees and/or can help the market by providing volunteer time. Some of these organizations become a nonprofit of their own and can do fundraising for the market by applying for grants or by selling merchandise. Find out more in Resources.
Sponsorships

Sponsorships are another important funding source. Sponsors provide support for operations and growth, help with outreach and marketing, and grow your community connections and partners. In return, a sponsor gets their brand recognition in connection with your successful market, and gets their name out there to all your customers and vendors. A potential sponsor should be someone whose values align with yours and who would benefit from supporting a farmers market. Vendors who have built their business at your market are often great potential sponsors, as are local businesses that are in the same neighborhood as your market. Keep in mind that your market image will be affected by the connection with the sponsor as well, so make sure that this connection is beneficial to your market.

- When you approach someone for a sponsorship of your market, keep in mind that the timing of the ask is important. Don’t reach out to the same sponsor repeatedly for different requests within the same season.
- Be specific. Ask for support for a single program or project. For example, some sponsors may be interested in sponsoring your Double-Up Food Bucks or other nutrition programs, some may want to sponsor music or entertainment at the market. Target your requests to donors who would be most interested in and benefit the most from that specific program.
- Ask for an overall market sponsorship. This could be your highest level of sponsorship and would give the donor prominent recognition on your banners and market publicity.
- Create a “sponsor deck” – an outline of what a sponsor gets for their donation at different levels - e.g., will it be a banner on your market booth and website, their logo on your posters, or mentions in all press releases and public media? Defining this in the beginning will provide clarity to sponsors by letting them know what they’ll receive in exchange for their donation.
- Offer a variety of sponsorship levels. This gives sponsors of all sizes an opportunity to contribute. Be creative with the ways that your sponsors can receive their recognition as well.
- Be prepared for a “no”, but don’t be afraid to go back again. Often a “no” can mean “not right now.” Think about refining your request and targeting the sponsor’s needs and goals more specifically.

Tips for developing good relationships with your sponsors and donors:

- Prepare a clear contract and be mindful of your agreements with donors.
- Give donors credit wherever and whenever you can.
- Invite your sponsors to your events and to the market! Give them a personal tour of your vendors and show off your market.
- Send them a year-end report and always say thank you!
- Be ready to share your market data with donors - how did their donation pay off for them? Has market attendance increased? How many “likes” did they receive on your social media? (This is where your data collection becomes especially important - see the last section of this chapter!)
- Stay engaged with sponsors and build your relationship and credibility over time with them.
Grants

Applying for grants can be another important way to provide funds for your market, usually for special programs or specific needs. Grants shouldn’t be used to fund normal operating expenses as they are not permanent or reliable sources, and often are one-time opportunities. Use grants for providing supplemental money toward a larger project. Writing grants takes time and skill so consider your capacity to manage the grant in balance with your need for the funds. Sources include local or national foundations or community organizations, and government at all levels from city to federal. Find more information in the Resources section, which includes a list of potential grants you can apply for.

Regardless of where or how you raise funds for your market, you’ll want to be consistent with your strategy and methods. Before you apply or reach out for funding, make sure you have the capacity and ability to carry out the promised goals, as well as to report on your progress.

Building and securing funding and income sources for your market not only helps your market be more successful and stay in business, but it can also serve as a way to help avoid manager burnout and high turnover. So many markets rely on volunteer managers or part-time employees, and the issue of high turnover among managers is a real one. Finding adequate funding is a crucial piece in the puzzle to maintaining a strong and viable market. The balance between growth of a market and the manager’s ability to manage that growth is a big factor in a market’s success, and securing funding to be able to pay market staff a living wage is often what tips the scales in favor of long-term success.

Using some of the strategies outlined above will help you in your efforts to support your market financially. Find more in the Resources section!

“The produce incentive programs that we offer at our markets (DUFB, SFMNP, Produce Rx) usually come with some grant money that we apply for through the health department to cover the cost of administering the benefits. Our program overall is entirely grant funded, primarily through various USDA grants. Grants often fall into one of two camps in terms of objectives - supporting minority/socially disadvantaged farmers to establish and grow viable farm businesses, and/or supporting farmers in accessing USDA and/or NRCS resources and increasing their production through the adoption of certain growing practices/sustainable agriculture techniques, etc. Often a grant outcome will cover expansion of market access, the number of individuals accessing new market venues, something along those lines. These types of outcomes support our use of those grant funds to run farmers markets.”

Elise Watt
New Roots Farmers Markets

"Moab Arts is the Arts and Special Events division of the City of Moab. Our market, Arts & Ag, is mostly funded municipally and we host it in a City park. The budget is small, historically only accounting for advertising, but in order to incorporate a live music/activities budget, we’ve requested grant funding from both state and federal funding sources."

Melisa Morgan
Moab Arts & Ag Market
RESOLVING CONFLICT AT YOUR MARKET

Farmers markets are fun and festive places to be, but they are not immune to conflicts. Issues can arise between vendors, customers, staff - basically, wherever there are humans interacting! Conflict is uncomfortable and no-one likes to be in the middle of it or to be the one responsible for resolving it, but as the manager, this is part of your job. Defining your authority as the market leader early on with your board, staff and vendors will help you handle these situations as they arise. It’s important that these people have your back and support your decisions. Your ability to manage conflict is key to maintaining a friendly, peaceful atmosphere at your market.

The 4 Steps to Resolving Conflict:

1. Identify and Define the Problem
2. Develop all the Possible Solutions
3. Decide on a Resolution
4. Implement the Solution

“It all comes down to respect. From a vendor perspective, they spend a lot of time preparing, loading, traveling, unloading, getting to the market so sometimes they might be agitated if something’s not right or someone’s in their booth or something else has happened. So have patience with the vendor, we sometimes work 24 hours straight to get to the market. Also if we have suggestions it’s not because we think you are doing it the wrong way, we just might see it from a different perspective and think a problem could be fixed if we look at it from another angle.”

Kent Pyne
Pyne Farms
Best Practices for Conflict Resolution

Here are our suggestions to help you negotiate these situations and return your market to equilibrium:

Stay calm and LISTEN.
- Focus on understanding the situation and hearing all sides.
- Appeal to their “better side” to find a path forward.
- Repeat back to them what you heard to be sure you understood what they meant.
- Encourage all parties to tell their side and let them know they are heard.
- Use humor to deflate a tense situation.
- Keep your language simple and direct.
- Kindness and respect go a long way toward helping you and others relax.
- Take it aside and don’t make a bad situation public.

Don’t take it personally and avoid a you vs. them mentality.
- Don’t accept blame and don’t blame others.
- Avoid getting emotional or angry.
- Finding a neutral third-party to help can sometimes be beneficial.
- Fall back on your rules and policies. They give you the supporting foundation for what's acceptable and what’s not.
- Be clear and consistent in your enforcement of the rules.
- Train your staff to stand united behind you and the rules and policies.
- Establish a culture of fairness at your market.
- Know your boundaries and your values, do what’s best for you and your market.
- Don’t break your rules but be willing to bend the boundaries if the situation requires.
- Be willing to take a stand when it’s necessary. Know your bottom line.
- Have a clear grievance policy and process in place.
- Get back-up from your board if necessary.

Give yourself time to consider all sides and gather the information.
- Set clear expectations for when and how you will resolve the situation.
- Don’t rush to resolve disagreements immediately. Let the tension diffuse to allow all parties to work together towards a solution.
- But don’t wait too long. Don’t leave something hanging that will come back to haunt you later.
- Put your resolution into action. Follow-through is critical.

Put it in writing. Make a record of the situation and its resolution.
- Allow the disputing parties to send you written comments or complaints.
- Put warnings or contract violations in writing to keep things clear and enforceable.
- Follow up afterwards to ensure that the situation has been resolved.

Remember that not all conflict is bad. It can often lead to beneficial changes in market policies or structure. Be open to change and the opportunities for growth that arise when diverse perspectives are respected. As strange as it may seem, conflict can actually improve your market and allow it to thrive. Find more information in the Resources section!
MEASURING YOUR MARKET PERFORMANCE

Congratulations! Your market is a big success! You’ve planned, prepared and read through this Handbook for a successful season. We are really happy to have been part of that! You know and we know that your market has been successful, but how do you measure that success? Is it in numbers of vendors, total sales, and numbers of customers? Is it in the programs and special events you’ve done? All these things are important and the information you gather throughout your season on each of these points (and more) can make a big difference in the next season’s market.

Why collect data?
If you are looking to make changes to your hours, vendors, programs, or any other area of your market, having the right data on hand gives you a leg up in the planning process. This data can also help you secure support – financial and otherwise – for your market. Collecting information as you go through your season helps you spot problems before they become unwieldy, and can make you more efficient with your marketing efforts and budgeting. Data helps establish baselines, gives you a look at trends, informs your decisions and justifies them, and helps with grants, taxes, promotions, media, and your credibility. Data is a powerful tool that can help you tell your story, garner support, highlight your strengths and weaknesses, and influence how you make decisions. It will help you track and record your market’s history and plan for its future.

5 Reasons Why You Should Collect Data:

1. Demonstrate to local government, economic development groups, and other partners the market’s economic contribution.

2. Provide potential sponsors with evidence of how many customers will see their logo on your signage if they fund the market.

3. Show potential new vendors the number of customers they will see and the desire for their specific product.

4. Support any proposed changes to the market (e.g., change of location, change of hours, addition of programming or events.)

5. Be aware of trends in market sales, attendance, or customer demographics that can help improve the market over time.

You know it’s important, but what are some of the specific things you should be measuring? How do you collect that data, and what do you do after you have it?
What data should you collect?

First, decide what you want to gain by the information you will gather. Tailor your data collection methods and strategies to the needs of your market and think about what is realistic to collect and aggregate, and what will be the most meaningful for your overall market goals. What metrics will be the most valuable to you and how will they help you?

The list below is not all-inclusive but these are some of the most common and important metrics. These things don’t need to be counted at every market, sometimes once a month or a few times a season can be enough. You don’t need every one of these metrics - focus on what serves you best and what you have the ability to manage. Find more information about what to measure in the Resources section.

Metrics that matter:

- **Number of vendors, by type, and their attendance**
  This helps you see where your vendor mix could be adjusted, who shows up regularly, etc.

- **Vendor sales**
  This information helps you assess your market’s overall financial impact, how it compares week by week or year by year, and how each type of vendor is doing, which can be valuable for vendor recruitment or adjusting your vendor mix. It’s vital to ensure that this data is kept private and confidential and only used in unidentifiable aggregate. Asking for estimates rather than actual amounts can make vendors feel more comfortable with sharing. Find a sample letter to vendors about collecting this info in Resources.

- **Number of attendees at the market**
  This can be simply by the numbers or can include a survey of them to gather more information.

- **Volunteer and staff hours**
  This is part of your budget process and can be used to justify hiring more staff or ramping up your volunteer program.

- **SNAP data**
  The numbers of SNAP customers and their data is generally part of your SNAP management program and so this information should already be close at hand (see Chapter Four). This data helps you and your community understand the food access impact of your market.

- **Social media metrics**
  Total number of followers, tags, interactions, etc. This can help you gauge the effectiveness of this type of communication and look for ways to improve it.

- **Donations and sponsorships**
  This gives you information on the support your market has in the community and its financial wellness. This information is generally tracked as part of your budget and daily management tasks.

- **Sales of market merchandise (if applicable)**
  Do you have t-shirts or other branded merchandise for sale? Tracking the sales by type of merchandise helps you narrow or broaden your focus for this type of marketing.

- **Special events impacts**
  You want to know if the time and effort that goes into planning a special event pays off. Is attendance increased or decreased? Do vendors report a positive or negative impact? You will also need to track expenditures and any additional income for the event.

- **Weather conditions**
  General weather and other conditions that impact the market should be noted in your daily records, as well as an overall “feeling” about how the market went that day and any notable customer/vendor interactions. This can help you connect the dots to how trends in attendance and sales at your market are affected by outside factors. This type of information is qualitative and can’t be “counted” but can still be valuable to look back on to gain a better understanding of your market.
How will you collect data?

Next, think about how you will collect this data, and how often. Do you have access to volunteers or staff to gather the data? Doing surveys takes time and human-power, so plan ahead for who you can enlist to help you with data gathering. You may be able to ask for help from your board, your volunteers, a partner organization, a local scout organization, or other community groups who care about the market. Keep in mind that the data you collect and how it’s collected needs to be consistent, so you will want consistent data collectors as well. Some information is easier to gather while some requires more work. Once you decide on what and how you will survey, stick with that throughout the process to make the data you gather more meaningful. Communication is key - let your vendors and market participants and staff know what you are doing and get buy-in from them to ensure the process goes smoothly. Set your expectations early and explain why it’s important. In addition to the list below, be sure to check the Resources section for links to many online resources to help you!

Survey strategies:

**Customer Counts**
A simple method is to station volunteers with counters at each market entrance. Have them count every customer who enters for 20 minutes, every hour of the market and multiply the total count by 3 to approximate the total number of customers. Repeat this process once a month to get an estimate for the season. Or, pick a single day to count all of the customers at your market. Let your customers know ahead of time and direct them to a single entrance through which you can count them.

**Customer Surveys**
These can be done virtually or in-person – either on paper or with a tablet or phone. Provide a QR code on a sign at the market or on your website that links to a survey, or send volunteers around your market to survey customers. You can also set up a dot survey board at your market info booth. Try to keep your collection method simple and fit it into your existing communication strategy – like providing a survey link in your email newsletter or on social media. You can offer a gift to those who complete the survey, like a gift certificate, market merchandise, or something from a market vendor.

**Vendor Surveys**
You can use simple paper forms with envelopes that the vendor can fill out, put in the envelope and give back to you without any identifying information. Online options include an anonymous Google Form, Cognito Forms, or other type of survey app. Some management software like MarketSpread or MarketWurks have this ability as well. Make it simple and integrate it into what you are already doing, like adding it to when you collect booth fees. Some data is automatically provided by vendors when they apply, like how far they travel to market, what they sell, how large their farm is, etc.

**Partner/donor/sponsor surveys**
These are best done through emails, direct mail, or online to gather feedback on their interest and understanding of your market, as well as potential for continued support.
How will you use the information?

Finally, how will you manage and utilize the information you have gathered? You will want to be able to integrate the data you have collected into your existing market management methods. Most management software has the ability to analyze data and produce reports. Make it work for you and keep it simple. Once you have the report, consider who your audience is so you can refine the information you’d like to share. Donors and sponsors will likely want to see the impacts of their contributions. Customers want to see how busy the market is and what items are available for sale. Vendors (and potential vendors) want to know that the time spent at the market is worthwhile for them and that the market mix is beneficial. Share the data through your newsletter, social media, annual report, and marketing outreach. Consider doing a press release to highlight your successes and tell your community about your market’s impact. If you’re new to doing surveys and data collection, start small and build from there as you get familiar with the processes and methods. Check out the Resources section for more information on sharing your story through data! We would love to have you share your data with us at the Utah Farmers Market Network too, so we can build a statewide advocacy network for farmers markets and demonstrate their value to our communities with real data. Email us at info@utahfarmersmarketnetwork.org.

Data can help paint a fuller picture of your market, but don't forget about the power of storytelling. Personal stories make up your market's history and its character, and telling them can draw more people to your market. Don’t be shy about sharing the reasons why your market is a special place!

“Stories of how the market makes an impact are what makes all the work worthwhile. One was the 7 year old boy who grew pumpkins all year. He even picked the squash bugs off the underside of each leaf by hand. He was SO proud when he brought those pumpkins to our October market and sold them! I loved watching him as he talked to people and sold every one of those pumpkins. Another story is of a single mom who made simple felt children's costumes. I was worried because she hadn’t sold out. But she was so excited because she had sold enough to cover all the material costs AND gave her the gas money she needed for the next month. Then there was the mom who wanted to teach her children about working and business, so they found recipes and made soaps and lotions and sold them. When I asked how they did, the mom told me that the girls were ecstatic because they had been able to take the $30 they earned and go around to buy their own things at other booths. I also loved watching the families who came making memories of choosing homegrown or homemade foods together, playing on the bouncy slide, riding the train, or visiting with old friends. The stories like these go on and on. It is so satisfying to give people - old and young - a way to help themselves. Providing people and families a way to make great memories together is another bonus of running a farmers market.”

Theresa Echols

West Mountain Farmers Market, Payson
How do you define a successful farmers market? It should be well managed, contribute to the community, support its vendors and customers, and stay in business for the long-term. We hope this Handbook has been, and will continue to be, useful to you in achieving those goals! We want you to be successful with your market and with your career. So much at a farmers market depends on the manager! Thank you for doing what you do, we know you love local food and are passionate about helping the farmers at your market to thrive. Use this Handbook and the Utah Farmers Market Network as a resource, a support system, and a guide in your daily adventure as a farmers market manager. Join in our Network sessions and reach out to us with your questions at info@utahfarmersmarketnetwork.org. We hope to see you soon!
Chapter One


Chapter Two


Chapter Three


Chapter Four


Chapter Five


Chapter Six


Chapter One
FARMERS MARKETS MATTER!

Resources

Farmers Market Coalition
- Resource Overview Sheet with links to some of their most useful tools, from linked toolkits to working with media and utilizing tech at the market, they cover it all! https://farmersmarketcoalition.org/wp-content/uploads/2022/01/FMC-Resource-Overview-2022.pdf
- Great info on the impacts to the economy from farmers markets https://farmersmarketcoalition.org/education/stimulate-local-economies/

Alaska Farmers Market Association Toolkit
https://www.alaskafarmersmarketstoolkit.org/

Washington Farmers Market Association Management Toolkit
https://www.wafarmersmarkettoolkit.org/

Northeast Iowa RC&D Farmers Market Toolkit
https://northeastiowarcd.org/toolkit/

World Farmers Market Coalition
http://worldfarmersmarketscoalition.org/

Utah Farmers Markets list
https://www.utahfarmersmarketnetwork.org/find-a-farmers-market

Foodwise (formerly CUESA) and the 10 Reasons to Support Farmers Markets
https://foodwise.org/support/10-reasons-to-support-farmers-markets/

More good resources:
- USDA National Agricultural Statistics Service has a publication with the stats of farmers markets in America 2019 https://www.nass.usda.gov/Publications/Todays_Reports/reports/nfar0820.pdf
- Recent research on the impacts of farmers markets https://www.mdpi.com/2071-1050/13/6/3423
- Frei Family Farm - the last fruit stand in Santa Clara https://freifamilyfarm.com/our-story/
- Another good reason to go to the farmers market! https://thetakeout.com/looking-for-love-at-the-farmers-market-1849581991
- “Farmers Brought Their Produce to Open Markets in Salt Lake City”, The History Blazer (newsletter), Utah State Historical Society, June 1995 https://collections.lib.utah.edu/ark:/87278/s6kd1x82
Please go to www.DoubleUpUtah.org to learn more about using your SNAP benefits and Double Up Food Bucks at Utah farmers markets.

For more information about the Senior Farmers Market Nutrition Program, visit SFMNPUtah.org.

**NORTHERN UTAH**

**FARMERS MARKET OF BRIGHAM CITY**

6TH N. MAIN ST., BRIGHAM CITY

Saturdays, 4–8 PM
June 24–October 13
visitbrighamcity.org
farmarketbc@gmail.com
435-538-7949
@farmersmarketofbrighamcity

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible

**CACHE VALLEY GARDENERS’ MARKET**

HISTORIC COURTHOUSE, 199 N. MAIN ST., LOGAN

Saturdays, 9 AM–1 PM
May 13–October 21
gardenersmarket.org
info@gardenersmarket.org
@cachevalleygardenersmarket

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible

**FARMERS MARKET OGDEN**

HISTORIC 25TH ST., OGDEN

Saturdays, 8 AM–1 PM
May 27th–September 9th
farmersmarketogden.com
info@farmersmarketogden.com
@farmersmarketogden
(385) 389-1411

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible

**ROY COMMUNITY FARMERS MARKET**

4059 S 1900 W, ROY

Wednesdays, 5–8 PM
May 27th–October 11
reallygoodeventsllc@gmail.com
@roycommunityfarmersmarket

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible

**FARMERS MARKET OF BRIGHAM CITY**

6TH N. MAIN ST., BRIGHAM CITY

Saturdays, 4–8 PM
June 24–October 13
visitbrighamcity.org
farmarketbc@gmail.com
435-538-7949
@farmersmarketofbrighamcity

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- Wheelchair Accessible

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- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible
## SALT LAKE CITY METRO AREA

### BOUNTIFUL FARMERS MARKET

**100 E. 100 S., BOUNTIFUL**

- Thursdays, 4pm- dusk
- 4-9pm June 15 - August, 4-8pm September - October 12

[bountifulutah.gov/Farmers-Market](bountifulutah.gov/Farmers-Market)  
bntffarmersmarket@gmail.com  
@bntffarmersmarket

### DRAPER FARMERS MARKET

**1600 E HIGHLAND DR., DRAPER**

- Saturdays, 9 AM–1 PM
- June 17–October 14

[sojomarkets.cm](sojomarkets.cm)  
draperfarmersmarket@gmail.com  
Draper Farmers Market on IG

### HERRIMAN FARMERS MARKET

**J. LYNN CRANE PARK, 5373 MAIN ST., HERRIMAN**

- Mondays, 5–9 PM
- June 7–October 25

[good4lifemarkets.com](good4lifemarkets.com)  
good4lifemarkets@gmail.com  
801-413-8973  
@good4lifemarkets

### UTAH FARM BUREAU FARMERS MARKET AT MURRAY PARK

**296 E. MURRAY PARK AVE., MURRAY**

- Fridays & Saturdays, 8 AM–1 PM
- July 28–October 28

[utahfarmbureau.org/Food/Farm-Bureau-Farmers-Markets](utahfarmbureau.org/Food/Farm-Bureau-Farmers-Markets)  
adelaise.coreydisch@fbfs.com  
@fbfarmersmarkets on IG  
@murrayfarmersmarket on FB

### DOWNTOWN FARMERS MARKET IN PIONEER PARK

**350 W. 300 S., SALT LAKE CITY**

- Saturdays, 8 AM–2 PM
- June 3–October 21

[slcfarmersmarket.org](slcfarmersmarket.org)  
nichole@downtownslc.org  
801-230-5801  
@slcfarmersmarket

### SUNNYVALE MARKET

**4013 S 700 W, SALT LAKE CITY**

- Saturdays, 10:30 AM–1:30 PM
- June 17–October 14

[newrootsslc.com](newrootsslc.com)  
Elise.Watt@Rescue.org  
801-641-3217  
@newrootsslc

---

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible
- Produce RX
- Senior Farmers Market Nutrition Program
SALT LAKE CITY METRO AREA

**WHEELER SUNDAY MARKET**

6351 S. 900 E., SALT LAKE CITY

Sundays, 9 AM–1 PM
May 21–October 15

wheelerfarm.com
https://slco.org/wheeler-farm/sunday-market/
@wheelerhistoricfarm

**DAYBREAK FARMERS MARKET**

11274 KESTREL RISE RD., SOUTH JORDAN

Saturdays, 9 AM–1 PM
June 10–October 4

daybreakfarmersmarket.com
sojomarkets@gmail.com
@daybreakfarmersmarket

**WEST JORDAN COMMUNITY MARKET**

RON WOOD PARK
6000 W. NEW BINGHAM HWY., WEST JORDAN

5:00 pm - 8:00 pm
Tuesdays, 4 markets total,
June 13th, July 11th, August 8th,
September 12th

Westjordan.utah.gov
events@westjordan.utah.gov

**REDWOOD FARMERS MARKET**

3005 LESTER ST, WEST VALLEY CITY

Wednesday, 4:30 PM–7 PM
June 28–October 18

newrootsslc.com
Elise.Watt@Rescue.org
801-641-3217
@newrootsslc

**WEST VALLEY MARKET**

CENTENNIAL PARK, 5405 WEST, 3100 SOUTH, WEST VALLEY CITY

Thursdays, 5–9PM
June 22 - October 12

good4lifemarkets@gmail.com
801-413-8973
@good4lifemarkets

**UTAH FARM BUREAU FARMERS MARKET AT SOUTH JORDAN**

1600 W. TOWNE CENTER DR., SOUTH JORDAN

Saturdays, 8 AM–1 PM
August 7–October 16

www.utahfarmbureau.org/food
julia.misiego@fbfs.com
@fbfarmersmarket on IG
@utahfarmbureaumarkets on FB

Double Up Food Bucks  SNAP/EBT  Dogs Allowed  Restrooms  Wheelchair Accessible

Produce RX  Senior Farmers Market Nutrition Program
### EASTERN UTAH

<table>
<thead>
<tr>
<th>CARBON AND EMERY FARMERS MARKET</th>
<th>ASHLEY VALLEY FARMERS MARKET</th>
<th>ROOSEVELT FARMERS MARKET</th>
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<tbody>
<tr>
<td>406 STATE HWY 55, SUTHERLAND PARKING LOT, PRICE</td>
<td>200 E. MAIN ST., VERNAL</td>
<td>23 NORTH STATE STREET ROOSEVELT, UTAH</td>
</tr>
<tr>
<td>Saturdays, 9 AM–12 PM July 18–October 28 <a href="mailto:CarbonandEmeryFarmers@gmail.com">CarbonandEmeryFarmers@gmail.com</a> #Carbon&amp;EmeryFarmersMarket</td>
<td>Saturdays, 9 AM–1 PM July 1–September 3 avfarmersmarket.com <a href="mailto:avfarmersmarket@gmail.com">avfarmersmarket@gmail.com</a> @avfarmersmarket</td>
<td>Thursdays, 3:30–7:30 PM July 6–September 28 facebook.com/rooseveltfarmersmarket <a href="mailto:yvette.rea@usu.edu">yvette.rea@usu.edu</a> (435)722-1200 @rooseveltfarmersmarket</td>
</tr>
</tbody>
</table>

- Double Up Food Bucks
- SNAP/EBT
- Dogs Allowed
- Restrooms
- Wheelchair Accessible
- Produce RX
- Senior Farmers Market Nutrition Program
<table>
<thead>
<tr>
<th>Market Name</th>
<th>Location</th>
<th>Days and Times</th>
<th>Contact Information</th>
</tr>
</thead>
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<tr>
<td><strong>EAGLE MOUNTAIN FARMERS MARKET</strong></td>
<td>Eagle Mountain Farmers Market.org</td>
<td>Saturdays, 9 AM–1 PM June 3–September 30</td>
<td>Vintage.net <a href="mailto:farms@gmail.com">farms@gmail.com</a> 801.349.7355 @eaglemountainfarmersmarket</td>
</tr>
<tr>
<td><strong>OREM'S SUNSET FARMERS MARKET</strong></td>
<td>Orem City Center Park, Orem</td>
<td>Wednesdays, 5–9 PM Closes at 8 PM in October July 5–October 25</td>
<td>Sunsetfarmersmarkets.com/orem <a href="mailto:sunset.farmers.markets@gmail.com">sunset.farmers.markets@gmail.com</a> 801-400-5972 @oremfarmersmarket</td>
</tr>
<tr>
<td><strong>SPANISH FORK FARMER'S MARKET</strong></td>
<td>Spanish Fork Farmers Market.org</td>
<td>Saturdays, 8 AM–1 PM July 29–October 28</td>
<td>Spanishforkfarmersmarket.org office@spanishforkfarmersmarket</td>
</tr>
<tr>
<td><strong>LINDON FARMERS MARKET</strong></td>
<td>Lindon Farmers Market.org</td>
<td>Thursday, 5 PM–9 PM, Thursday, 5 PM–8 PM, (October) July 6–October 26</td>
<td>Lindonfarmersmarket.com/lindon @lindonfarmersmarket @lindonfarmersmarket</td>
</tr>
<tr>
<td><strong>PROVO FARMERS MARKET</strong></td>
<td>Provo Farmers Market.org</td>
<td>Saturdays, June 4 - Sept 2: 9:00 AM to 2:00 PM Sept 9 - Oct 28: 10:00 AM to 2:00 PM</td>
<td>ProvoFarmersMarket.com <a href="mailto:ProvoFarmersMarket@gmail.com">ProvoFarmersMarket@gmail.com</a> @provoFarmersMarket</td>
</tr>
<tr>
<td><strong>MIDWAY FARMERS MARKET</strong></td>
<td>Midway Farmers Market.org</td>
<td>Saturdays, 10 AM–2 PM June 3–October 28</td>
<td><a href="mailto:Rustlingaspenfarm@gmail.com">Rustlingaspenfarm@gmail.com</a> @midwayfarmersmarket</td>
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<tr>
<td><strong>SPRINGVILLE'S SUNSET FARMERS MARKET</strong></td>
<td>Springville Farmers Market.org</td>
<td>Mondays, 5–9 PM Closes at 8 PM in October July 3–October 30</td>
<td>SpringvilleFarmersMarket.com/springville <a href="mailto:SunsetFarmersMarkets@gmail.com">SunsetFarmersMarkets@gmail.com</a> 801-400-5972 @springvilleFarmersMarket</td>
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**Additional Information:**
- **Double Up Food Bucks**
- **SNAP/EBT**
- **Dogs Allowed**
- **Restrooms**
- **Wheelchair Accessible**
- **Produce RX**
- **Senior Farmers Market Nutrition Program**
## Southern Utah

### Boulder Town Community Market

**Anasazi State Park Museum Lawn 460 UT-12**

- **Location:**
  - Saturdays, 9 AM - 12 PM
  - May 20 - Oct 29
  - bouldermarketmanager@gmail.com

### Cedar City Farmers Market

**905 S. Main St., Cedar City**

- **Location:**
  - Saturdays, 9 AM–1 PM, Year-Round
  - butcher@d9farms.com
  - 435-463-3735
  - facebook.com/groups/CedarSaturdayFarmersMarket

### Festival City Farmers Market

**100 W University Blvd., Festival City**

- **Location:**
  - Saturdays Year-Round, 9 AM–1 PM
  - festivalcityfarmersmarket@gmail.com
  - (435) 559-2791
  - @festivalcityfarmersmarket (F)
  - @festivalcity_farmersmarket (I)

### Moab Arts and Ag Market

**Swanny Park, 100 W 400 N., Moab**

- **Location:**
  - 3rd Fridays, 5–8 PM
  - May 19–August 18
  - (05/19, 06/16, 07/21, 08/18)

### Hurricane Farmers Market

**63 S. 100 W., Hurricane**

- **Location:**
  - Saturdays, 9 AM–1 PM
  - April 15–November 18
  - hurricanefarmersmarket.com
  - FarmersMarketHurricane@gmail.com
  - 830-660-4614
  - facebook.com/HurricaneUtahFarmersMarket

### Downtown Farmers Market St. George

**300 S 400 E., St. George**

- **Location:**
  - Saturdays, Year-Round
  - May-Oct 8AM-12PM
  - Nov-April 10AM-2PM
  - downtownfarmerstg@gmail.com
  - contact@downtownfarmerstg.com
  - @downtownfarmers (IG)
  - @downtownfarmersmarketstgeorge (FB)

### Sunset City Farmers Market

**85 W 1800 N., Sunset**

- **Location:**
  - Tuesdays, 5 PM - 9 PM
  - May 2 - Sep 26

### Wayne County Farmers Market

**10 North Center Street, Torrey**

- **Location:**
  - Saturdays, 4–6 PM
  - May 20–October 28

### Festival City Farmers Market

**100 West N University Blvd., Festival City**

- **Location:**
  - Saturdays Year-Round, 9 AM–1 PM
  - festivalcityfarmersmarket@gmail.com
  - (435) 559-2791
  - @festivalcityfarmersmarket (F)
  - @festivalcity_farmersmarket (I)

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Utah State University is an affirmative action/equal opportunity institution and is committed to a learning and working environment free from discrimination. Visit Utah's non-discrimination notice at: equpphysi.u.ug.edu/non-discrimination.
Farmers Brought Their Produce to Open Markets in Salt Lake City

During an age without supermarkets and packaged goods, farmers in Davis and Salt Lake counties came to Salt Lake City to sell their produce in an open market. The first city market was at Haymarket Square, located at the site of today’s City and County Building. In addition to being a camping ground for immigrants, the area was a general marketplace where farmers sold hay, livestock, and produce. Eveline Brooks Auerbach, daughter of early Jewish residents of Salt Lake City, remembered the lively atmosphere at Haymarket Square when she and her family camped at the site in the 1850s. Farmers would sell produce from their wagons on street corners. City residents often complained about the trash on the streets when the merchants left in the evenings.

To control the situation, stalls were built along “Market Row” (the north side of First South between West Temple and Richards Street) in the 1890s. Farmers paid a monthly rental fee for daily use of the stalls. Merchants arrived early in the morning to secure the best location. Robert Moss, a Bountiful resident, remembered going to the market with his brother George to sell the family crops. The two boys would load the wagon for market in the evenings. In order to get a good position on Market Row they would start for Salt Lake City as early as 2 A.M. When they got a stall, Robert and George would take their horses to a feed yard and sleep in the wagon. Early in the morning they would walk up and down the supply line to learn the prices of the day. The boys would listen to buyers and sellers talking to determine the best price at which their own produce would sell. Potatoes, onions, root vegetables, melons, corn, asparagus, rhubarb, and fruit were the main foods sold at Market Row. Robert remembered the market as a place where competition ran high, as every farmer wanted to sell the most produce.

Despite the success of Market Row, complaints caused city officials to take action. The rising popularity of the market made it increasingly crowded with buyers and sellers. By 1900 both sides of First South were filled with merchants. Property owners objected to the all-night noise and litter in the area. On one occasion the congested marketplace delayed the city Fire Department from reaching a burning home. In response to the problem, the city prohibited farmers from selling on the streets in 1910.

The Browning-Eccles business interests took advantage of the situation by building a market yard at 200 West and 200 South. Farmers had to pay a high monthly fee to do business in the lot. When the farmers reviewed their options, some decided not to accept the Browning-Eccles offer. Instead, they made a deal with the operator of a feed yard near Market Row, to allow them to use his land in exchange for 25 cents per wagon a day. To curb competition, farmers...
stood in front of the Eccles Market encouraging merchants to go to the feed yard—later called the Continental Market—to sell their produce. Although they succeeded in defeating their competitors, the farmers running Continental Market failed to manage the business effectively. They tried to introduce a barter system in which growers could pay stall fees with such commodities as flour, seed, and coal. Utah’s economy was well beyond the barter stage, and however well-intentioned, the approach failed to provide the necessary funds to maintain the market. At the end of 1910 the managers were $21,000 in debt. In addition, the city Health Department threatened to place a restraining order on the Continental Market because of its unsanitary conditions.

Faced with initial failure, the farmers decided to take a new approach to managing a market in Salt Lake City. In 1911 they organized the Salt Lake Market Gardeners’ and Fruit Growers’ Association. At one of its first meetings the group decided to appeal to the city for a new market location. Finally, after persistent effort, the City Council agreed to allow farmers to form a market street if they could secure the approval of all the property owners in the area. This privilege would be taken away, however, if the council heard any complaints from owners about conditions in the streets.

The association chose 200 West and South Temple as the location of the new market street. To avoid problems the group established rules that the farmers had to follow if they were to conduct business in the area. One rule specified that each merchant had to clean his stall area before leaving in the evening. Growers also had to leave a roadway at the center of the street to allow for through traffic. The area was called the Growers’ Exchange and became a thriving marketplace in the heart of the city.

As Salt Lake City’s population continued to grow this small market street could not accommodate the growing demand for produce. In 1919 the association changed its name to the Growers’ Market Company and invested in a larger market complex by purchasing a city block near 400 South and West Temple for $95,000. The area soon became the site of the Utah Growers’ Market. In 1928 construction was completed to include 150 stalls and two covered platforms. A drawing was held every April for farmers to secure the location of their stalls. Rules were posted at the front gate to keep the market orderly and well maintained. Perhaps because to previous problems, rule number 14 read, “No rowdyism will be allowed, such as throwing of vegetables, using obscene language, swearing, etc.” The Utah Growers’ Market continued to thrive into the 1950s as an important economic center for growers and buyers alike.

Feasibility Studies for Market Assessment:

- **Farmers Market Coalition** has a wealth of information about the fundamentals of starting a farmers market. [http://farmersmarketcoalition.org/education/market-manager-faq/1-market-fundamentals/](http://farmersmarketcoalition.org/education/market-manager-faq/1-market-fundamentals/)
- **Farmers market evaluation**: [https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184/t/5e7ccd3612ac263f7d6fcde9/1585237302974/FMEvaluation.pdf](https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184/t/5e7ccd3612ac263f7d6fcde9/1585237302974/FMEvaluation.pdf)
- **New York Farmers Market Federation** has a Resources page that provides links for feasibility studies and market planning, including a survey for customers and one for vendors. [https://www.nyfarmersmarket.com/resources](https://www.nyfarmersmarket.com/resources)
- **Virginia Cooperative Extension** has an Example Survey for Determining New Farmers Market Feasibility [https://www.pub.ext.vt.edu/content/dam/pubs_ext_vt_edu/ANR/ANR-216/ANR-216-PDF.pdf](https://www.pub.ext.vt.edu/content/dam/pubs_ext_vt_edu/ANR/ANR-216/ANR-216-PDF.pdf)
- **Colorado State University Cooperative Extension** guide to planning and developing a farmers market: [https://cofarmersmarkets.org/wp-content/uploads/2013/06/ABMR-Feb05-01.pdf](https://cofarmersmarkets.org/wp-content/uploads/2013/06/ABMR-Feb05-01.pdf)

- **What are SMART goals?** How should they be used? Find information here:
  - Atlassian: [https://www.atlassian.com/blog/productivity/how-to-write-smart-goals#:~:text=What%20are%20SMART%20goals%3F,within%20a%20certain%20time%20frame.](https://www.atlassian.com/blog/productivity/how-to-write-smart-goals#:~:text=What%20are%20SMART%20goals%3F,within%20a%20certain%20time%20frame.)

Build your market structure:

Guides to Establishing a Farmers Market from other states and organizations:

- **Center for Agriculture and Food Systems** - Farmers Market Legal Toolkit - this resource is your #1 go-to for legal questions about farmers markets! Included on their website is information about market business structure as well as SNAP and market insurance/liability resources. [https://farmersmarketlegaltoolkit.org/](https://farmersmarketlegaltoolkit.org/)
- **Purdue University’s** guide to starting a market [https://www.extension.purdue.edu/extmedia/EC/EC-739.pdf](https://www.extension.purdue.edu/extmedia/EC/EC-739.pdf)
• **South Dakota State University Extension** has a 5-Step Guide for Founding a New Farmers Market as well as a full resource guide for markets [https://extension.sdstate.edu/farmers-market-resource-manual](https://extension.sdstate.edu/farmers-market-resource-manual)

• **Alaska Farmers Market Association** toolkit: [https://www.alaskafarmersmarketstoolkit.org/](https://www.alaskafarmersmarketstoolkit.org/)


• **Farmers Market Best Practices Toolkit** from Food Security Network of Newfoundland and Labrador [https://www.foodfirstnl.ca/our-resources/best-practices](https://www.foodfirstnl.ca/our-resources/best-practices)


• **Massachusetts Dept. of Agriculture** resources on farmers markets [https://www.mass.gov/guides/how-to-run-a-farmers-market#-what-is-a-farmers-market?](https://www.mass.gov/guides/how-to-run-a-farmers-market#-what-is-a-farmers-market?)

• **Lessons Learned** from Growing a Farmers Market from the Historic Lewes Farmers Market in Delaware [https://www.historiclewesfarmersmarket.org/creating-a-farmers-market/](https://www.historiclewesfarmersmarket.org/creating-a-farmers-market/)

• **Utah Small Business Development Center**: [https://utahsbdc.org/](https://utahsbdc.org/) Link for small business registration [https://corporations.utah.gov/online-business-registration/](https://corporations.utah.gov/online-business-registration/)


• **A Complete Guide to Start a Nonprofit**. This website can answer many of the questions around starting a nonprofit, the pros and cons of different types, establishing a Board of Directors, plus templates for many of the legal documents and policies you might need! [https://form1023.org/start-nonprofit-501c3-organization-how-to-guide](https://form1023.org/start-nonprofit-501c3-organization-how-to-guide)

• **Nolo.com** - How to Form a Nonprofit in Eight Steps. Resources there include sample documents (by-laws, etc.) and templates. [https://www.nolo.com/legal-encyclopedia/form-nonprofit-eight-steps-29484.html](https://www.nolo.com/legal-encyclopedia/form-nonprofit-eight-steps-29484.html)

• **New York Farmers Market Managers Professional Certification Program** - a large volume on everything you need to know to start and run a farmers market. [https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184/t/605b67a4f15c1b1a976e9c7d/1616603053448/Binder1-compressed.pdf](https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184/t/605b67a4f15c1b1a976e9c7d/1616603053448/Binder1-compressed.pdf) plus lots more info on their website [https://www.nyfarmersmarket.com/resources](https://www.nyfarmersmarket.com/resources)

• **Market Umbrella** has many good educational resources, including this one on Organizational Development [https://www.marketumbrella.org/downloads/OD-Advice.pdf](https://www.marketumbrella.org/downloads/OD-Advice.pdf)

• There are many more resources, including videos and trainings, on Market Umbrella’s “marketshare” platform. You need to create a user name and password to log in, but it’s free! [https://www.marketumbrella.org/marketshare/](https://www.marketumbrella.org/marketshare/)

**Create your management documents**

**Examples of market vendor policies:**

• Example of vendor agreement form [https://umaglaw.org/farmers-market-vendor-agreement/](https://umaglaw.org/farmers-market-vendor-agreement/)

• Vendor handouts [https://northeastiowarcd.org/toolkit/vendor-handouts/](https://northeastiowarcd.org/toolkit/vendor-handouts/)


• West Valley Farmers Market policies attached

• National Sustainable Agriculture Information Service has a good resource for management policies and more https://attra.ncat.org/wp-content/uploads/2022/11/farmmarket.pdf

Emergency management plan:
• Farmers Market Coalition resource page https://farmersmarketcoalition.org/education/disaster-resources-markets-farmers/
• Michigan Farmers Market Association has a great planning document and flip-chart for emergency preparedness https://mifma.org/wp-content/uploads/2020/07/Final-Flipchart.pdf?_ga=2.107257732.767943951.1698708047-1376555573.1674691749&_gl=1*1octj9h*_ga*MTM3NjU1NTU3My4xNjc0NjkxNzQ5*_ga_BXCV-SY8T19*MTY5ODcwODA0Ni40LjEuMTY5ODcwODSNC42MC4wLjA.
• Attached is a Farmers Market Safety Checklist
• Utah Earthquake Preparedness https://beready.utah.gov/utah-hazards/earthquakes/

Management and staff policies:
• Employment and labor laws - see the Farmers Market Legal Toolkit for information on employment practices as they relate to farmers markets. https://farmersmarketlegaltoolkit.org/risks/employmentlabor-law-compliance/
• Farmers Market Coalition has many great resources on market staff and job descriptions and a sheet on market manager responsibilities attached https://farmersmarketcoalition.org/education/market-manager-faq/market-staff/
• Examples of market manager job descriptions attached and here: https://farmersmarketcoalition.org/wp-content/uploads/2013/10/Market_Manager_Responsibilities_FMC.pdf
• Sample interview questions from the Alaska Farmers Market Association https://www.alaskafarmersmarketstoolkit.org/wp-content/uploads/2022/05/Sample-Interview-Questions.docx.pdf
• Templates for employment application form, manager job announcement, and manager job description from the Alaska Farmers Market Association, attached here

Get your legal paperwork in order:
• Utah’s One-Stop Online Business Registration - this link gets your for-profit business registered with the Utah State Tax Commission, the Utah Department of Workforce Services, and the Utah Department of Commerce all in one place. This system is also partnered with many Utah cities for local business licenses. https://corporations.utah.gov/online-business-registration/ and the One-Stop form is here https://secure.utah.gov/account-migration/login.html?returnToUrlUtahId=https%3A%2F%2Fsecure.utah.gov%2Fosbr-user%2Fuui_authorization
• Utah State Tax Commission - call the Special Events division https://tax.utah.gov/sales/specialevents at least three weeks in advance of the start of your market. 801-297-6303 or email at specialevent@utah.gov. Attached is a Special Event Promoter Registration FAQ sheet and an example of form TC790-C that you use.
• How to file Articles of Incorporation in Utah (Department of Commerce) https://corporations.utah.gov/business-entities/preparing-articles/
• The Farmers Market Legal Toolkit has information on how to write Articles of Incorporation for for-profit organizations https://farmersmarketlegaltoolkit.org/business-structures/corporations/#topic-getting-started and non-profit organizations https://farmersmarketlegaltoolkit.org/business-structures/nonprofit-orgs/#topic-getting-started
• Utah Department of Commerce, Division of Consumer Protection - you must register your nonprofit here to be able to accept donations in the state of Utah. https://secure.utah.gov/charities/start.html
• Utah Small Business Development Center - good resource for businesses (both yours and your vendors) https://utahsbdc.org/
• Utah Department of Food and Agriculture, Retail Food Regulatory Program
• Example application form for a food establishment (farmers market included) https://drive.google.com/drive/folders/1TRyqzq7yTTe18nDYXPOXE2k7o-2Dosljc
• FAQs for Outdoor Markets in Utah https://extension.usu.edu/covid-19/OutdoorMarketRequirements.pdf


• Special Events Permit for Salt Lake City (as an example) https://www.slc.gov/eventpermits/


• Insurance companies (NOTE: UFMN does not endorse or benefit from any of these companies, names are provided strictly for informational purposes):
  • Campbell Risk Management (partnered with Farmers Market Coalition) https://www.campbellriskmanagement.com/for-markets/ and https://farmersmarketcoalition.org/crm_insurance/
  • Food Liability Insurance Program (FLIP) https://www.fliprogram.com/farmers-market-insurance

Set it all up - site design and layout:
Application for Employment

PERSONAL INFORMATION

Name: _______________________________________________________________________________

Last    First    Middle

Address:______________________________________________________________________________

Street      City/State   Zip

Contact Information: ___________________________________________________________________

Home Phone     Mobile Phone

Email Address: ________________________________________________________________________

Are you a citizen of the US?  □ Yes  □ No

If no, are you authorized to work in the US?  □ Yes  □ No

Have you ever been convicted of a felony?  □ Yes  □ No

If yes, Explain:

POSITIVE Sought: __________________________________________

Available Start Date: _______________________________________

Desired Pay Range: _______________________________________

EDUCATION

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<th>Name and Location</th>
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<td>Advanced Degree College</td>
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Please list your areas of highest proficiency, special skills or other items that may contribute to your abilities in performing the sought-after position.

**PREVIOUS EXPERIENCE**

List experiences starting with the most recent.

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<th>Role/Title</th>
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<tr>
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<td>Tasks performed and reason for leaving:</td>
<td></td>
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<tr>
<td>___________________________________________</td>
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<td>___________________________________________</td>
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**REFERENCES:**

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<th>Phone</th>
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<tr>
<td>Name:</td>
<td>Phone</td>
</tr>
<tr>
<td>Relationship to applicant:</td>
<td></td>
</tr>
<tr>
<td>Name:</td>
<td>Phone</td>
</tr>
<tr>
<td>Relationship to applicant:</td>
<td></td>
</tr>
</tbody>
</table>

**CERTIFICATION AND AUTHORIZATION**

The above information is true and correct.

I authorize the company to inquire into my education, past employment history and references as needed to research my qualifications for this position.

I hereby acknowledge that I have read and agree to the above statements.

_________________________________________________ ____________________________
Signature                                   Date
Appendix 4: Farmers Market Manager Job Description

The ________ Farmers Market is a community market, supported by the City, community members, and a host of other local agencies. The market will provide access to locally grown fruits, vegetables, and other farm products, while creating a sense of community within the City and helping to revitalize the downtown district. This ambitious project will be undertaken as a project in cooperation with local non-profits and other partners to support this venture.

Manager Position

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

Duties—in season

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

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

Qualifications

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

For a farmers market to succeed in serving farmers, consumers, and communities, someone must be responsible for its daily operations and be accountable to a governing body elected or appointed to oversee the market’s long-term sustainability. Making a market look effortless to the general public while being both profitable to farmers and a valuable shopping experience for consumers is both a science and an art. Though it may appear to an outsider to consist of little more than running around with a clipboard on market day, the reality is that markets are ever-changing organisms that require a great deal of work throughout the year to grow and thrive.

Many markets start out with a volunteer market manager. In the long-run, however, paying a manager a fair salary is the best way to maintain a manager’s enthusiasm level and their ability to devote the hours necessary to nurture a successful farmers market.

Skills & Qualifications

Farmers market managers need a variety of interpersonal and technical skills to work effectively with farmers, consumers, and community partners. It is critical that market managers have the following skills to perform the job effectively:

- Effective problem-solving
- Creative thinking
- Self-motivation
- Organizational skills
- Communication skills
- Marketing skills
- Financial skills
- Passion and dedication to the community

Responsibilities

The duties of farmers market managers are numerous, varied, and unique to each individual market. Below are the twelve main responsibilities most managers have in common.

1. Determine the eligibility of those wanting to sell at the market based on the rules established by market’s governing body. Actively recruit new producers to expand the variety or products for sale.

2. Collect rental fees from vendors and maintain accurate records of payment. Many markets charge a flat daily fee, while others collect fees based on a percentage of a vendor’s sales (usually between 5 and 8%).

Continued on the following page...
3. Assign selling spaces if they are not allocated on a first-come, first-served basis. It is recommended to keep vendors in the same space throughout the season to avoid both vendor and shopper confusion.

4. Be knowledgeable of supply and demand conditions and their direct effect on produce prices. Do not set prices, but have information useful to farmers needing to determine fair prices. Recruit a volunteer “secret shopper” to compare your prices and quality with those of similar products in grocery or gourmet stores so that you can offer an educated response in the event of negative feedback about prices.

5. Ensure that all applicable licenses, permits, and insurances are filed with relevant agencies. Insist that all sellers use approved scales and obtain state or local permits as needed for the sale of certain products (e.g. eggs, meat, dairy, nursery products, etc.). Be knowledgeable about exactly where to refer a vendor in need of permits or registrations.

6. Advertise and promote the market. Research suggests that freshness is one of the main motivations for buying local produce, and your image should project freshness, quality, and value. Promotions may include special events, banners, signage, radio spots, and free coverage in local newspaper.

7. Stress the sale of high quality produce. Monitor each farmer’s products and encourage them to market only high quality goods, not excess or leftovers.

8. Assure the market is operated in a timely and efficient manner, and that sales occur only within the specific market hours. Establish and enforce regular hours of operation.

9. Settle or prevent disputes among the farmers as well as disagreements arising between shoppers and farmers over prices or correct weights of produce. Be friendly, courteous, and consistent in all dealings with both farmers and consumers. Do not play favorites.

10. Keep the Board of Directors advised of the market’s conditions, providing them with relevant data on gross vendor sales, market income, and feedback from customer and vendor surveys. Work with committees to review, update, or create market rules, strategies for future growth, and partnerships with other organizations.

11. Have clear emergency procedures in place for accidents, medical emergencies, safety or crime issues, severe weather, or natural disasters. Establish a chain of command and a phone tree in case communication is compromised by power outages or evacuations. Have quick access to a first aid kit and, in some cases, a fire extinguisher. Knowledge of first aid and CPR is beneficial.

12. Continually evaluate the markets strengths and weaknesses. Conduct customer surveys, track overall sales, and monitor for potential improvements in daily logistics, outreach efforts, and product selection.

As you can see, the position of farmers market manager is deserving of respect and professionalism, and the job can be as complex as it is rewarding. The right manager, when provided with resources and support, can position the market as the cornerstone of the community so that it can yield a growing number of benefits to farmers, consumers, and communities as it evolves.

Resources:
Visit www.farmersmarketcoalition.org to search the FMC Resource Library for sample market manager job descriptions and other tools to help markets operate successfully.

This tip sheet was developed with support from the USDA Agricultural Marketing Service.
## Farmers’ Market Evaluation

**Market name:**

**Location:**

**Date/time:**

**Weather during visit:**

**Site description:**

**Number of vendors:**

**Products available:**

**Season of operation:**

**Day(s) of week and time:**

<table>
<thead>
<tr>
<th>Location/Site</th>
<th>Yes</th>
<th>No</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy to find</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessible by bus</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handicap accessible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unique features</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room for expansion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attractive grounds</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Surrounding neighborhoods</td>
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<tr>
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**Parking**

<table>
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<tr>
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<tbody>
<tr>
<td>Easy to find</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Within walking distance</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Handicap parking</td>
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<td></td>
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<tr>
<td>Safety</td>
<td></td>
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<tr>
<td>Signage: entrance/exits</td>
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**Traffic**

<table>
<thead>
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<td>Circulation</td>
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<td>Congestion</td>
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<tr>
<td>Control – police, others</td>
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**Proximity to:**

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<td>Neighborhoods</td>
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<td>Farmers’ markets</td>
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**Accept**

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<tr>
<td>WIC coupons</td>
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<td>Foods stamps</td>
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<td>Credit/debit</td>
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</tr>
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</tr>
<tr>
<td>• Bathrooms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Places to sit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Trash containers</td>
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</tr>
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<td>• Phone</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Cash machines</td>
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<tr>
<td>• Market info booth</td>
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</tr>
<tr>
<td>• Bags, carts</td>
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<th>Market Layout</th>
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<tbody>
<tr>
<td>• Easy to follow</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Well spaced booths</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Product mix throughout market</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Anchor vendors</td>
<td></td>
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</tr>
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<td>• Comments</td>
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<table>
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<th>Vendor Spaces</th>
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<tbody>
<tr>
<td>• Clearly identifiable spaces</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Adequate space per vendor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sturdy display tables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Quality set-up and display</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Umbrellas, tents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Comments</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Yes</th>
<th>No</th>
<th>Needs Improvement</th>
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</thead>
<tbody>
<tr>
<td>• Product quality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Variety</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Adhere to rules and regs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Signage</td>
<td></td>
<td></td>
<td></td>
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<td>• Comments</td>
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<table>
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<th>Atmosphere</th>
<th>Yes</th>
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<tbody>
<tr>
<td>• Social (people talking)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Relaxed (not hurried)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Exciting/fun</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Entertainment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Crowds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Comments</td>
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<table>
<thead>
<tr>
<th>Customer Profile</th>
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<tbody>
<tr>
<td>• Approximate ages: 20-40 _____% 40-60 _____% 60+ _____%</td>
<td></td>
</tr>
<tr>
<td>• Gender: M _____% F _____%</td>
<td></td>
</tr>
<tr>
<td>• Professions: Business _____% Mothers _____% Retired _____% Blue Collar _____%</td>
<td></td>
</tr>
<tr>
<td>• Numbers:</td>
<td></td>
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</tbody>
</table>

Developed by Monika Roth, Cornell Cooperative Extension, South Central NY Agriculture Team
# Farmers’ Market Vendor Evaluation

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Image</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall impression is favorable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neat, clean, well organized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signs with business name</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proper licenses/permits displayed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Display Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate size for proper display</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well organized</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficient use of available space</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does not obstruct traffic flow thru the market</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neat &amp; orderly in front of and behind tables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power cords are taped down to prevent tripping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food handling is done in a safe &amp; hygienic manner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tables, tents and signs are tied down</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vehicle</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does not detract from display</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secured – brakes in tact, no gas or other leaks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Display Surface</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean, attractive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stable</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free of hazard to customer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attractive table covering</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Displays</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proper height/ angle for customer access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logical grouping of products</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully stocked at all times</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean containers, appropriately sized for product</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variety of unit sizes available</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tent or canopy to protect the products</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Pricing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear signs so customer knows price</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriate for product</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If sold by weight, appropriately labeled &amp; certified scales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxable items identified properly</td>
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<td></td>
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</tr>
<tr>
<td>Use of pricing strategies to promote larger sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----</td>
<td>----</td>
<td>-------------------</td>
</tr>
<tr>
<td><strong>Product</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High quality</td>
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<tr>
<td>Good variety, including expansion within product line</td>
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</tr>
<tr>
<td>Products are clean and wholesome looking</td>
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<tr>
<td>Non-hazardous food</td>
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<tr>
<td>Identified by name</td>
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<tr>
<td>Hazardous foods as permitted &amp; kept at appropriate temps</td>
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<tr>
<td>Proper labeling as required by law</td>
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<tr>
<td>sampling</td>
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<tr>
<td><strong>Cash handling</strong></td>
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<tr>
<td>Efficiency</td>
<td></td>
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<tr>
<td>Calculator to add quickly</td>
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<td></td>
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<tr>
<td>Receipts provided where appropriate</td>
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<tr>
<td>Cash box or other means of collecting money</td>
<td></td>
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<tr>
<td>Enough change (coins and bills) for market day</td>
<td></td>
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<tr>
<td>Security provisions</td>
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<tr>
<td><strong>Customer Service</strong></td>
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<td></td>
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<tr>
<td>Bags</td>
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<tr>
<td>Recipes</td>
<td></td>
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<tr>
<td>Taste testing or demonstrations</td>
<td></td>
<td></td>
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<tr>
<td>Customers encouraged to touch &amp; smell products</td>
<td></td>
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<tr>
<td>Business cards/farm flyers available for customers</td>
<td></td>
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<tr>
<td>Complaint policy</td>
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<tr>
<td><strong>Personnel</strong></td>
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<tr>
<td>Courteous to customers</td>
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<tr>
<td>Cheerful, friendly</td>
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<tr>
<td>Make eye contact/greet customers</td>
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<tr>
<td>Standing to encourage sales</td>
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<td></td>
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<tr>
<td>Appearance is neat/clean</td>
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<tr>
<td>Informed about product</td>
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<tr>
<td><strong>Signage</strong></td>
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<tr>
<td>Printing is legible &amp; large enough to be easily read</td>
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<td></td>
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<tr>
<td>Signs posted high enough to be seen from a distance</td>
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<td></td>
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<tr>
<td>Signs identify product &amp; other information</td>
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<td></td>
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<tr>
<td>Signs displayed for FMNP, EBT or other coupon programs</td>
<td></td>
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</tbody>
</table>
## Appendix A: Farmers Market Safety Checklist

<table>
<thead>
<tr>
<th>Location ____________________________________________</th>
<th>Survey Date_________________</th>
<th>Time___________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address____________________________________________</td>
<td>Evaluation by________________________________</td>
<td></td>
</tr>
</tbody>
</table>

**Key:**  
- **S** = Satisfactory  
- **U** = Unsatisfactory  
- **NA** = Not Applicable

### A. ENTRY/EXIT WAYS

<table>
<thead>
<tr>
<th></th>
<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adequate barriers, orange warning cones, etc. provided to/from market areas.</td>
<td></td>
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<tr>
<td>2. Pets not allowed in market areas.</td>
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<tr>
<td>3. Use of bicycles, skateboards, roller skates, roller blades, in-line skates, etc. prohibited and properly signed in market areas.</td>
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<tr>
<td>4. Appropriate “NO SMOKING” and “OPEN FLAME” signage conveniently displayed.</td>
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<tr>
<td>5. Motor vehicles properly parked to not obstruct access to fire hydrants, fire lanes, and other emergency vehicle access points.</td>
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</tbody>
</table>

### B. SIDEWALKS

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<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
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</thead>
<tbody>
<tr>
<td>1. Walking/working areas provided with even surfaces and no potholes.</td>
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<tr>
<td>2. Changes in elevation and abrupt surface edges provided with warning markings, signage, etc.</td>
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<tr>
<td>3. Handicap access provided along sidewalks and ramps where necessary.</td>
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</table>

### C. PARKING LOTS

<table>
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<tr>
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<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Parking stalls provided free of potholes and other obstructions.</td>
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<td></td>
<td></td>
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<tr>
<td>2. Curb bumps/parking blocks properly secured and highlighted.</td>
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<tr>
<td>3. Speed bumps well identified/marked.</td>
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<tr>
<td>4. Vendor vehicles such as large trucks, vans, etc. provided with wheel chocks or blocks to help prevent movement.</td>
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</tbody>
</table>

### D. VENDORS EQUIPMENT/SET-UP

<table>
<thead>
<tr>
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<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Market manager and/or assistant manager trained in emergency procedures, including first aid, emergency response, earthquake preparedness, bomb threat, etc. and coordinated with local authorities.</td>
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<tr>
<td>2. Fully approved first aid kit and fire extinguisher provided at main location.</td>
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<tr>
<td>3. Appropriate refuse/trash containers available and used by public.</td>
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<tr>
<td>4. Emergency barricades, orange warning cones, etc. available in case of emergency situation.</td>
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<tr>
<td>5. Vendors required to have “standardized” display tables, supports, awnings, and umbrellas approved by the market manager.</td>
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</table>

### E. MARKET AREAS

<table>
<thead>
<tr>
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<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
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</thead>
<tbody>
<tr>
<td>1. Vegetation, including tree branches, shrubs, etc., kept from obstructing sidewalks, parking lots, common areas.</td>
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<td></td>
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<tr>
<td>2. Lawn sprinklers installed away from common areas to prevent trip and fall hazards.</td>
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<tr>
<td>3. Leaves, debris, etc. removed from walking surfaces to reduce “trip and fall” hazards.</td>
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<tr>
<td>4. All parking lots and walkways well-lighted.</td>
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<tr>
<td>5. Electrical equipment, including extension cords, wiring, etc., properly rated for outside use.</td>
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<tr>
<td>6. Electrical outlets equipped with ground fault circuit interrupters to reduce shock hazard.</td>
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<tr>
<td>7. Tarps, canopies, table legs, etc. properly secured and installed to reduce “trip and fall” hazards and risk of collapse.</td>
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</tbody>
</table>

### F. SPECIAL HAZARDS

<table>
<thead>
<tr>
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<th><strong>S</strong></th>
<th><strong>U</strong></th>
<th><strong>NA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Areas under construction, repair, or modification properly barricaded/fenced with appropriate warning lights and/or flashing beacons.</td>
<td></td>
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<tr>
<td>2. Customers and employees restricted from fenced/barricaded construction areas.</td>
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</tbody>
</table>

### G. ADDITIONAL CONCERNS/COMMENTS

Appendix B: Accident Report Form

**Market Information**

Market name and location: ____________________________________________________________

Market day and hours: _______________________________________________________________

Market manager: __________________________________________________________________

Telephone number: (_______) _________ - __________________

Fax number: (_______) _________ - __________________ Email: _________________________

**Accident Report**

Date and time of accident: ____________________________________________________________

Description of accident: ______________________________________________________________

_________________________________________________________________________________

_________________________________________________________________________________

Nature of any injuries:________________________________________________________________

Bodily injury: _____________________________ Property damage: __________________________

Medical attention requested? _____________ Provided: ____________________________________

Facility providing care: ______________________________________________________________

**Injured Party**

Name: ____________________________________________________________________________

Telephone number: (_______) _________ - __________________

Address: __________________________________________________________________________

City: ______________________________________ State: _____________ Zip Code: ____________

Name and telephone number of any witnesses:

_________________________________________________________________________________

_________________________________________________________________________________

**Person Completing this Report if Not Market Manager**

Name: ____________________________________________________________________________

Telephone number: (_______) _________ - __________________

Email: ____________________________________________________________________________
Appendix C: Protecting Your Cash at Market

Thousands of dollars have been stolen from vendors at farmers markets. Many of these losses could have been prevented, and no one wants potential thieves to view farmers markets as easy targets.

Easy Ways to Avoid Theft

Have enough help and keep them when needed.

Have enough people working your booth to monitor activities from open to close. Cash and products are most vulnerable when the person behind the counter cannot keep up with the number of customers approaching the booth. Thefts also tend to occur at the end of the day when the till is full and people are tired. Any time the person behind the counter must turn away, theft is a real possibility.

Lock Up!

Much of the cash taken from farmers markets disappears from unwatched cash boxes and unlocked vehicles.

Keep all your vehicle’s doors securely locked.

A cash box is not protected because it is behind your table. Bolt the box to the table and shelter it from above and on the three sides facing away from you. Otherwise, it is easy for someone to reach across a table and grab a handful of bills.

Hide the bulk of your cash as it comes in.

Any money that you do not need for change should be taken out of circulation (out of your apron, cash box, money bowl) and locked in your vehicle. A small safe with a “cash drop” also can be used to secure your money during the day. A cash drop is a small slot — too small for hands — through which you place extra cash while the safe remains locked.

Be aware.

Stay alert and watch people. Sometimes eye contact alone will deter someone from trying to steal from you. If eye contact does not work, a watchful stare or a comment like “Can I help you?” may be enough. Remain observant of the surroundings and talk to your neighbors at the market.

Provided by Mark Wall, formerly with Southland Farmers Market Association.
Sample Job Announcements for Seeking a New Farmers Market Manager

Job Announcement for Social Media, list serves

The (fill in the blank) Farmers Market is seeking applicants for the Farmers Market Manager. The Market Manager will operate the weekly market as a strong, viable outlet for farmers, vibrant marketplace for consumers and a health and wellness assets our local community. The Farmers Market Manager will maintain a safe environment, a diversity of farms and farm products, promote the value of fresh, local foods to consumers, uphold the integrity of the marketplace and build the value of the market as an asset to the community. Applicants are directed to send a cover letter and resume to (transition team contact information). Applications are being accepted until (deadline). For more information on the Farmers Market Manager position, visit (market website – link to job description and application process).

Job Announcement for Ag Publications, Ag Organization newsletters

The (fill in the blank) Farmers Market is seeking applicants for the (name) Farmers Market Manager. The Market Manager will operate the weekly market as a strong, viable outlet for farmers, vibrant marketplace for consumers and a health and wellness assets our local community. The Farmers Market Manager will maintain a safe environment, a diversity of farms and farm products, promote the value of fresh, local foods to consumers, uphold the integrity of the marketplace and build the value of the market as an asset to the community.

In keeping with the mission “insert the market’s mission”, the (name) Farmers Market operates a weekly farmers market, (indicate season). In an effort to be accessible to the full community, we offer: (list as appropriate)

- SNAP program at the market level; along with SNAP incentives to boost the buying power of low income consumers
- a volunteer program to assist market management in conducting market events
- weekly entertainment

The Farmers Market Manager will be responsible for the day to day operation of the market, working with the farmers, the market’s customer base, market sponsors and funders, as well as the community at large, to ensure the sustainability and future growth of the farmers market. Duties will include both preseason and in-season responsibilities as outlined in a\the Market Manager’s job description, located on the market’s website, (web address).

Applicants for the position are encouraged to visit (market website) to learn more about the (name) Farmers Market.

Serious applicants must complete the application at (web address of online job description and application/application process) and send with a cover letter and resume to the (name) Farmers Market’s transition team at (email address). The deadline for applications to be accepted is (date).

Job announcement for Classified Ads

Wanted. Manager for the (name) Farmers Market, managing day to day operations, reporting to a Board of Directors. Salary based on experience. Job description and application process on (web address). Application deadline (date)
Farmers Market Manager
Job Description

The (fill in the blank) farmers market is a community market, sponsored by (fill in the blank), community members, and a host of other local agencies. The market will provide access to locally grown fruits, vegetables, and other farm products, while creating a sense of community within the City and helping to revitalize the downtown district. (Replace this sentence with your own market’s mission.) We are currently seeking a market manager to lead the day to day operations of the farmers market.

Manager Position
The Market Manager is a (part/full) time position with primary responsibility being the day-to-day operation of the farmers market. This will include an on-site presence at the market during all market hours, as well as off-site work during non-market hours. The manager will report to (fill in the blank who they report to: market committee, board of directors, county, agency, etc…) who will set all market policy. In addition, the manager will represent the market to the market’s vendors, the consumers, and to the community.

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

Duties—off season
- Vendor recruitment
- Professional development for market managers
• Community relationship development
• Fundraising
• Advertising/promotional program development, including special events planning
• Work with market board/committee to plan for market growth and development
• Preparations of site for next season, including securing location, site permits, market insurance, ensure that any maintenance or repairs needed to site are made, secure bathrooms, set market schedule, organize volunteers
• Prepare annual budget
• Market evaluation – sustainability vendor success, value to community

Qualifications - Required
• Passionate about the community and local agriculture
• Able to build relationships within the community
• Ability to think creatively
• People person with skills in diplomacy
• Good communication skills
• Organizational skills
• Self-motivated

Qualifications - Helpful
• Marketing skills helpful
• Some financial knowledge helpful: i.e., budgeting

Work Hours: (#) hours per week, including throughout each market day

Compensation: (indicate compensation packet: salary, benefits)

Deadline for application: (Date)

Process for application: (e.g. send resume and cover letter by email to: )
Steering the Ship: Market Boards and Advisory Committees

Chapter 4: Human Resources

By Suzanne Briggs, Colleen Donovan, and Karen Kinney

As with farmers markets themselves, there is no “one-size-fits-all” for farmers market boards and advisory committees. And not every farmers market has a formal board or advisory committee. However, for those that do, the role of the board is vital to the immediate and long-term success of the market. As volunteers, board members dedicate their time, talents, and treasure to making a market organization run and grow smoothly. When too little attention is dedicated to board leadership and development, markets can suffer, drama happens, and personal wounds linger for years.

Part of the challenge is that farmers market boards, like markets, are a unique hybrid – part mission-based nonprofit, part small business incubator -- that doesn’t always have off-the-shelf governance and operational models to follow. Fortunately, there are thousands of amazing people willing to work behind the scenes so that farmers markets can serve their vendors, shoppers, and communities.

Market Structure and the Role of the Board

Usually, there is a direct relationship between how a farmers market is incorporated and its governance structure. It may be an elected board of directors, an advisory committee, or ad hoc group without a formal structure. What entity governs a market and who is eligible to be part of these groups should be spelled out in a market’s by-laws. As the market’s needs change over time, its organizational structure can and should change too. However, all changes need to be codified in the market’s by-laws following the appropriate steps.

The key distinction between a board of directors and an advisory committee is one of governance. In a nonprofit organization, in exchange for getting public tax benefits, the elected boards of directors are responsible for representing public interest. This includes explicit duties such as:

- Governance, abiding by by-laws, and legal regulations of nonprofits;
- Fiscal oversight, including approving a budget and paying taxes;
- Determining and/or upholding the market’s mission, strategies, and programs;
- Creating and reviewing Market Policies and Rules;

© 2016 Washington State Farmers Market Association and Washington State University Small Farms Program. This publication is based on work supported by USDA’s Farmers Market Promotion Program (FMPP) Grant Awards # 12-25-G-1205 and #14-FMPPX-WA-0173.
Hiring a market manager or executive director; and

Rolling up your sleeves and serving on committees, helping on market day, and representing the market to vendors and the larger community.

Nonprofits go through different “life stages” and make a key distinction between being a “working board” or “organizing board” and a “governing board” (where rolling up your sleeves is not expected). Laura Pierce has a helpful graphic about “Life Stages” that she adopted from Karl Mathiasen (www.boardsource.org). With a few key exceptions, most farmers markets in Washington have working boards that are very involved with keeping the market running.

<table>
<thead>
<tr>
<th>Market Incorporation</th>
<th>Governance Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nonprofit corporation</strong> incorporated in State of Washington only</td>
<td>Required to have an elected or appointed board of directors.</td>
</tr>
<tr>
<td><strong>Nonprofit corporation</strong> with federal tax-exempt status: 501c3, 501c4, 501c5, or 501c6</td>
<td>Required to have an elected or appointed board of directors.</td>
</tr>
<tr>
<td><strong>Projects of nonprofits</strong> (e.g., farmer groups, chambers, downtown or main street associations)</td>
<td>The market typically has a “market committee” or advisory group dedicated to the market. The “parent” nonprofit has an elected board.</td>
</tr>
<tr>
<td><strong>Project of government or public entity</strong> (e.g., City Parks Department, Public Development Authority, Port)</td>
<td>Typically, markets have a dedicated committee or advisory group, but not a board. They are governed by the policies of the City, Department, PDA, Port, or other agency running the market.</td>
</tr>
<tr>
<td><strong>For-profit business or project of a business</strong> (e.g., sole proprietorships, LLC, or S-corporation)</td>
<td>Most markets in Washington that are businesses are incorporated as sole proprietorships which do not require a board of directors but may opt to create an advisory group of some sort. If a for-profit market is a S-Corp or LLC, then it will have a board comprised of shareholders or owners following its incorporation with the Department of Revenue.</td>
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</table>

One best practice is to create an organizational chart for the market that shows the governance structure, any committees, and their relationship to the market manager (and any staff) and volunteers. Since there are so many different ways that farmers markets can be incorporated, it is especially important to have handouts and other ways to show how your market is structured so that everyone is on the same page. Being clear about roles and responsibilities goes a long way to aligning expectations.
Regardless of how the market is structured, the “chain of command” must be clear to everyone. This isn’t just a matter of assigning people jobs, but also being very clear and consistent about who has the responsibility and authority to make specific types of decisions.

**Vendor-run vs. Community-run Boards**

A farmers market boards may be run comprised of vendors, community members, or a mix of vendors and community members. Which model the market follows tends to be rooted in how the farmers market first started. If farmers came together to create a market, then the board tends to be vendor-run. If a community member started a market to bring fresh produce to a food desert, then it would be likely run by a mix of neighborhood and public health stakeholders. Here again, there is no “right” way or one-size-fits-all for farmers markets. The mix of board member types should fit the market community and its mission.

And, as the market matures and operations become more complex, it may need to evaluate the make-up of its membership to make sure the board has all of the specific skills it needs to handle the ever-growing scope of work. This becomes especially important if a market decides to pursue federal grants, including the USDA’s Farmers Market Promotion Program, or offer SNAP and incentive programs. As the market is managing public money, these programs require formal internal controls and sophisticated accounting systems.

**Board Recruitment**

The below suggestions are from Suzanne Briggs and her extensive work with farmers markets in the Pacific Northwest.

- Designate a committee or specific group of people responsible for board recruitment.
- Start early! A board recruitment calendar may start in January for board elections held in October. Also see the attached 2016 Board Recruitment Timeline.
- Create a “job description” for board members and officers. Simple is fine, and may even be better. Align responsibilities and authority with needs and realistic capacity.
- Create a list of the skills that are most important for your board to have and those that are also desired. Then inventory your current board and prospective board members (and staff) to ensure the priority skills are represented. Keep in mind,

---

1 Also see discussion of Management Structure in *The New Farmers’ Market* (Corum et al., pp. 135-136, 2015).

www.wafarmersmarkettoolkit.org
some people prefer to do something new or different in their volunteer activities. Don’t assume a CPA by day will want to be the market treasurer in his or her free time.

- Create and follow a board member recruitment or outreach plan. Enlist support of market sponsors, neighbors, and other stakeholders.
- Follow clear procedures when electing new board members so vendors and the larger market community understands how people become board members and officers.
- For applicants who were not elected, be sure to keep them engaged through other volunteer opportunities at your market.
- Be sure to provide a thoughtful orientation to all new board members, preferably as a cohort so they get to know each other.
- Formally and publicly acknowledge the service each board member shares with the market at least once a year.
- Have fun! Keep the joy and love of farmers markets alive as you fulfill the market’s mission of supporting local farms and feeding their communities.

Serving on a farmers market board is basically taking on a job, for free, that can be an exciting journey of learning or a roller coaster of dysfunction and frustration. To create the former and avoid the latter requires that the leaders recognize organizational and board development as nonnegotiable market priorities. This can be really hard given all the other demands on board members, the manager, and vendors – especially during the market season. But the investment pays dividends as the circle of committed and capable people expands because everyone enjoys being on the market board.

**Good Resources**

501 Common’s Boards & Governance Resources

“Doing Business in Washington State as a Farmers Market” (Chapter 5)

The Farmers Market Coalition’s online “Resource Center” has excellent resources:
https://farmersmarketcoalition.org/types/boards-使命-and-governance/


Sample Survey for Consumers

A new farmers market is being proposed for _____________________. We are trying to assess the level of interest of consumers in the community for a farmers' market. Providing answers to these questions will help gather information and build a market that provides the products and services you desire.

1. Have you ever shopped at a farmers market before?
   - Yes
   - No

2. If local farmers were to offer their agricultural products at a neighborhood farmers market, how often would you shop there?
   - Weekly
   - Once a month
   - Occasionally
   - Seldom
   - Not interested in a farmers market at this time.

3. What products should be available for purchase at a local farmers market?
   - Fresh, local vegetables
   - Fresh, local fruits
   - Eggs
   - Cheese
   - Maple syrup
   - Bedding Plants
   - Fresh cut flowers
   - Fresh herbs
   - Meats
   - Organic produce
   - Crafts
   - Homemade baked goods
   - NYS wines
   - Homemade jams and jellies and other locally processed foods
   - Ethnic foods, specify: ______
   - Other, specify:___________

4. How far would you travel to shop at a farmers market?
   - Up to 10 minutes
   - 15-20 minutes
   - Up to 30 minutes
   - Over 30 minutes
   - Only if located on a bus route
   - Only if within walking distance

5. Where do you think would be the best location for a farmers market in this community? Why?
   - (identify choices being considered)
   - Other:_____________________________________________
6. What days of the week would be the most convenient for you to shop at a farmers market?

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

7. What is the most convenient time of the day for you to shop at a farmers market?

- Mornings
- Afternoons
- Mornings and afternoons
- Evenings

8. What types of services do you think the market should offer shoppers?

- Protection from the elements
- Restrooms
- Lunch or snack vendors
- Picnic tables
- Benches
- Refuse containers
- Free parking
- Other, specify: ______________________

9. How would you like to be informed about the farmers market once it is established?

- Newspaper
- Television
- Radio
- Direct mail
- Doesn't matter
- Other, specify: ______________________

10. Including yourself, how many people live in your household?

11. How many children are living at home?

12. What is the age range of the main food shopper in your home?

- 20's
- 30's
- 40's
- 50's
- 60 plus
- retire
13. Do you have any suggestions that you would like to offer the committee planning the new farmers market?

14. Would you like to participate in the planning committee for a new farmers market for the community? If so please provide your contact information below.

Name: ______________________________________________________
Address: ______________________________________________________
Phone: ______________________________________________________
Email:  ______________________________________________________
Professional Affiliation, if appropriate: _____________________________

Thank you for your cooperation. The information you have provided will help us to determine the level of support a new farmers market will have in the community. It will also help us to develop a farmers market best suited to the community’s interests.

Please complete this survey no later than _________ and drop in the Farmers Market Drop Box placed in the following convenient locations:

Source:
SPECIAL EVENT PROMOTER REGISTRATION
FAQ

How can I register my event with the Utah State Tax Commission?
- Email us an event registration form to specialevent@utah.gov no later than 30 days before the event start date or call us at (801) 297-6303.

How will my vendors get their temporary sales tax license?
- As a promoter you will choose between handing out the licenses to your vendors on site or you may elect for us to send the vendors a license to file and remit taxes after the event directly to their home. Many vendors prefer to get their license on site to avoid the longer wait time for us to mail them a license after the event takes place. Only one form of licensing is allowed per event, if you do elect to hand them out we will mail you a packet with all the documents needed to be distributed to each vendor.

What is the promoter’s responsibility if I hand out the licenses?
- Send us a tentative participant list at least three weeks before event start date so we can ensure all vendors are in compliance with the Utah State Tax Commission to participate a vendor.
- Distribute a Temporary Sales Tax License to each vendor participating in the event.
- Give each participant a tax chart and return envelope along with the tax license that we will provide to you. Food and Prepared Food vendors will need a corresponding food tax chart.
- Return the final vendor participant list to the Utah State Tax commission within 10 business days of the event end date.

What is the promoter’s responsibility if the Utah State Tax Commission mailed out the licenses to vendors directly?
- Send us a tentative participant list at least three weeks before event start date so we can ensure all vendors are in compliance with the Utah State Tax Commission to participate a vendor.
- Return the final vendor participant list to the Utah State Tax commission within 10 business days of the event end date.

Please Note
- All vendors must be issued a temporary license to report and remit the tax collected at this event.
- If a vendor states they have a permanent Sales Tax license, obtain the number and include it next to their name on the list. This type of vendor should still receive a temporary license to ensure proper local tax allocation.
- If a vendor states they have a Charitable / Religious Exemption Number, please issue a temporary license and instruct them to remit and return the license with their exemption number on the form.
- The vendor participant list should be completely filled out by the event promoter. Include the names with an identifying number for the vendor such as a social security, EIN or a driver’s license number.

If You Do Not Return a Complete Vendor Participant List
- We may deny any future request to license your events.
- We may contact the local City where the event is being held to advise of non-compliance issues.

If you have any questions please feel free to contact the Special Event Department at (801) 297-6303 or toll free at (800) 662-4335 ext. 6303 or send us a fax at (801) 297-6358. You may also email us at specialevent@utah.gov.

The Utah Taxpayer Bill of Rights (Pub 2) is available on the Tax Commission’s website, “tax.utah.gov” or free of charge, upon request. This publication describes your rights and obligations and the Tax Commission’s procedures for appeals, refund claims and collections. If you need an accommodation under the Americans with Disabilities Act, contact the Tax Commission at (801) 297-3811 or TDD (801) 297-3819. Please allow three working days for a response.
You are not required to complete or return this form or to collect sales and use tax if you are not regularly engaged in the business of selling the items you are offering at this event or all of the items that you are selling at this event are exempt from sales and use tax under Section 59-12-104.

<table>
<thead>
<tr>
<th>Event Account Number</th>
<th>Temporary License Number</th>
<th>Issued By</th>
<th>Date Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>15615172-002-SSE</td>
<td>2888-23-0001</td>
<td>Tax Commission</td>
<td>November 6, 2023</td>
</tr>
</tbody>
</table>

Event Dates: 12/1/2023 to 12/2/2023

Event Name: WEST VALLEY HOLIDAY MARKET - WEST VALLEY 12/23

Event Location: 5415 W 3100 S WVC UT

Enter sales and calculate tax due on lines 1 through 4. Enter total tax due on line 5. Enter amounts on coupon below.

<table>
<thead>
<tr>
<th>A. Sales</th>
<th>B. Tax Rate</th>
<th>C. Tax DUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Merchandise</td>
<td>7.250 % = 1.</td>
<td>7.250</td>
</tr>
<tr>
<td>2. Food</td>
<td>3.000 % = 2.</td>
<td>3.000</td>
</tr>
<tr>
<td>3. Prepared Food</td>
<td>8.250 % = 3.</td>
<td>8.250</td>
</tr>
<tr>
<td>4. Admission</td>
<td>7.250 % = 4.</td>
<td>7.250</td>
</tr>
</tbody>
</table>

5. TOTAL TAX DUE (Add lines 1, 2, 3 & 4) = 5.  

Copy the amounts in Column C to the return/payment coupon below. If the total tax due is less than $1.00, write "NONE" on line 5 of the return/payment coupon, sign and send it to the address at the top of this form.
The return/payment coupon must be filled out and returned, even if no tax is due. Make check payable to the "Utah State Tax Commission." There is a fee to use your credit card. DO NOT SEND CASH BY MAIL.

Sign the coupon below. Your signature certifies the information reported on the coupon is true, correct and complete, to the best of your knowledge. Cut the coupon on the dotted line. Keep the top portion for your records. Send the coupon and any payment to the address at the top of this form.

Utah Special Event Sales Tax Return & Payment Coupon

<table>
<thead>
<tr>
<th>Coupon Code</th>
<th>Account ID</th>
<th>License NO.</th>
<th>Event Dates</th>
<th>Filing Period</th>
<th>Payment Due By</th>
</tr>
</thead>
<tbody>
<tr>
<td>S18021720646</td>
<td>15615172-002-SSE</td>
<td>2888-23-0001</td>
<td>12/1/2023 to 12/2/2023</td>
<td>03-Dec-2023</td>
<td>Dec 15, 2023</td>
</tr>
</tbody>
</table>

Name: ____________________________
Taxpayer ID – SSN or EIN (circle one)

Doing Business As (DBA): ____________________________

Address: ____________________________

City: ____________________________ State: ____________________________ Zip Code: ____________________________

Home Telephone Number: ____________________________ Business Telephone Number: ____________________________

Sign Here: ____________________________ Date: ____________________________ Email: ____________________________
Who Must File

- Every person or business who participates at an event must file a return and pay any taxes collected.
- You must file a return even if no sales are made or no taxes collected, even if you have a “display only” booth.

When to File

- You must file the Utah Special Event Sales Tax Return & Payment Coupon within 10 days after the event ends.

Background

Based on Utah law, you must have a Sales Tax License for every business location including temporary locations. Your booth or space at a Special Event is considered a temporary location. You must get a Temporary Sales Tax License and file a Special Event Sales Tax Return when you participate in a Special Event. The form on the other side of this page is both a Temporary Sales Tax License and Special Event Sales Tax Return and is only valid for the event/location listed or shown on the Temporary Sales Tax License. This ensures the sales tax collected is allocated back to the proper city or town where the event was held.

Complete the Tax Return

- Complete Lines 1 through 4 in Columns A & C then enter the total tax due on Line 5 Column C.
- Copy the amounts from Column C, Lines 1 through 5 to the coupon at the bottom.
- Always keep the top portion of the form for your records.
- If you made sales and have tax due, save time and the cost of postage! File & pay online using our secure Taxpayer Access Point (TAP) at tap.utah.gov.
- Under “Payments” click Make an e-Check Payment or Make a Credit Card Payment (e-Check is free, however, there is a fee to use your credit or debit card).
- Answer YES you are using a coupon. Use the information from the coupon on the other side to complete the online form.
- Follow any instructions to complete the required fields and submit your payment.
- You may not file online if you made NO sales and have NO tax due. You must send us the paper coupon.
- **Using the Paper Coupon**
  - If you have tax due, make your check or money-order to the Utah State Tax Commission.
  - Use the enclosed envelope to mail the coupon and any payment to: P O BOX 31431, Salt Lake City Utah 84134-9988.

Your Regular Sales and Use Tax Account

Taxes you report and pay on this Special Event Return must be added to your Gross Sales line and subtracted on the Adjustment line of your regular TC-62 series return. Use parentheses (0.00) to show subtraction. Under certain rare circumstances, with permission from the Tax Commission’s Special Event Representative, you may be able to file and pay Special Event taxes on your regular Sales and Use Tax Return. However this Special Event Return must still be filed using special instructions.

Keep Records

You should keep all records for at least THREE years and be able to produce those records for Tax Commission review. Keep records including:

- Sales made;
- Exemption Certificates for sales where you do not collect sales tax;
- Goods purchased tax free and used by you and other important information related to your business.

Nonprofit Organizations

You are required to collect tax unless you have a Utah State Religious or Charitable Institution Exemption Number. If you are a Religious or Charitable Institution and have the Utah exemption number write the number in the Taxpayer ID box on the coupon. Please note the sale of food by an exempt Religious or Charitable Institution (501C 3) is taxable if the food is sold to the general public.

If You Do Not File the Special Event Return or Pay The Tax Due

We may estimate an amount due if you do not file the return. We may charge penalty interest and other fees and we may record a lien against your property which may affect your credit report. In addition, we may require you to make a tax deposit before you may attend future events.
Food Establishment Registration Application

All establishment registrations expire on December 31 of each year. A renewal notice will be sent after November 1st. Renewal fees are due prior to January 1st to avoid late fees. A separate fee and application is required for each location. See reverse side for fee schedule and category.

☐ New Establishment  ☐ Delete  ☐ Change of Information

Previous Customer Number: __________________________________________

Former Information: ___________________________________________________________________________________________________________________

Business Name (DBA): ___________________________________________ Corporate Name: ______________________________________________________

☐ LOA  Location Address: _______________________________________________ City, State, Zip: ______________________________________________

Location Phone: ____________________ Location Fax: __________________ Location Email: ____________________________________________________________

Billing Address: __________________________________________________________ City, State, Zip: ______________________________________________

Billing Phone: ____________________ Billing Fax: ___________________ Billing Email: ____________________________________________________________

Agent: _________________________________________________________ Agent Title: ___________________________________________________________

(The agent is the individual responsible for all legal correspondence.)

(FOR INTERNAL USE ONLY)

Facility Type(s) _______________ Compliance Officer #___________ Inspection Interval _________ Inspectable square footage _________

# of employees____________ # of processing areas___________ Days and hours of operation___________________________

Cottage Food                  Small                  Medium                  Large                  Super

☐ $75.00                      ☐ $150.00                     ☐ $300.00                     ☐ $500.00                     ☐ $750.00

Manufactured Food Only:  ☐ Do you get ingredients from out of the state of Utah?  ☐ Do you sell your product out of the state of Utah?

If yes to either of these questions please also register with FDA at http://www.fda.gov/Food/GuidanceRegulation/FoodFacilityRegistration

Which of the following Weights and Measures Devices are you using:

Check-Stands/Registers  Fuel Meter Consoles  Small Scales: 0 lbs to 999 lbs  Large Scales: 1,000 lbs or greater  Meters: LPG, CNG, LNG, Vehicle Tank, Rack

Check only one main category; Circle all subcategories that apply or describe operation.

______ Food Processor

Acidified Food (HACCP)  Dietary Supplements  Letter of Authorization (LOA)  Produce

Bakery  Fish/Shellfish (HACCP)  Mill  Reduced Oxygen Pkg (HACCP)

Bottled Water  Honey  Miscellaneous; specify ________  Water Vending

Candy  Juice (HACCP)  Non-Alcoholic Beverage Plant  Packaging/Repackaging

Cottage Food; specify ________  Low Acid Food (HACCP)

______ Retail Food Establishment

Bakery Dept.  Health Food  Produce Dept.  Shelf-stable (canned/dry)

Ethnic; specify ________  Meat Dept.  Produce Stand  Seasonal Food Vendor

Farmer’s Market (max sq ft_____)  Mobile Vendor; specify ________  Raw Milk  Smoking/Curing (HACCP)

Fish Dept  Prepackaged Only  Salvage  Reduced Oxygen Pkg (HACCP)

______ Food Storage Warehouse

Beverages  Food Warehouse; specify ________  School District Warehouse  Vending Warehouse

Cold Storage  Produce Warehouse

I hereby certify that the information I have provided in this application is true and correct:

Signature: ___________________________________________ Printed Name: ___________________________________________ Date: ________________

Approved by: ___________________________________________ Printed Name: ___________________________________________ Date: ________________

Rev072021
The registration applicant shall:

1. Comply with all provisions of the Utah Food Protection Rule R70-530 (FPR) unless specifically waived in writing.
2. Comply with all provisions of the Food Establishment Registration Rule R70-540. Registration is personal to the applicant and cannot be transferred to another person or entity.
3. Contact the Utah Department of Agriculture and Food and/or the local health department to report illnesses of any employees as specified by the FPR.
4. Allow representatives of the Utah Department of Agriculture and Food with proper credentials, access to the food establishment at all reasonable hours of operation.
5. Immediately discontinue operations and notify the Utah Department of Agriculture and Food if an imminent health hazard exists, as defined by the FPR.
6. Insure that a competent person in charge, as defined by the Food Protection Rule, is present at the food establishment during all hours of operation.
7. Notify the Utah Department of Agriculture and Food if there is a change in facility location, mailing address, agent and/or ownership.
8. Notify the Utah Department of Agriculture and Food if the type of food processing conducted changes.
9. The FDA Food Safety Modernization Act (FSMA), enacted on January 4, 2011, amended section 415 of the Federal Food, Drug, and Cosmetic Act (FD&C Act), in relevant part, to require that facilities engaged in manufacturing, processing, packing, or holding food for consumption in the United States submit additional registration information to FDA. More information can be found at this link.

http://www.fda.gov/Food/GuidanceRegulation/FoodFacilityRegistration/default.htm

Remittance will be payable to the Utah Department of Agriculture and Food.

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Grocery</th>
<th>Processor</th>
<th>Warehouse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Square Footage Less than 1,000</td>
<td>Less than 1,000</td>
<td>Less than 1,000</td>
<td>Less than 1,000</td>
</tr>
<tr>
<td></td>
<td>Employee Count Less than 4</td>
<td>Less than 4</td>
<td>Less than 4</td>
<td>Less than 4</td>
</tr>
<tr>
<td></td>
<td>Process Areas 0-1</td>
<td>0-1</td>
<td>0-1</td>
<td>0-1</td>
</tr>
<tr>
<td>Medium</td>
<td>Square Footage 1,000-5,000</td>
<td>1,000-5,000</td>
<td>1,000-5,000</td>
<td>1,000-5,000</td>
</tr>
<tr>
<td></td>
<td>Employee Count 4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
</tr>
<tr>
<td></td>
<td>Process Areas 0-1</td>
<td>0-1</td>
<td>0-1</td>
<td>0-1</td>
</tr>
<tr>
<td>Large</td>
<td>Square Footage 1,000-50,000</td>
<td>1,000-50,000</td>
<td>1,000-50,000</td>
<td>1,000-50,000</td>
</tr>
<tr>
<td></td>
<td>Employee Count 4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
</tr>
<tr>
<td></td>
<td>Process Areas 1-2</td>
<td>1-2</td>
<td>1-2</td>
<td>1-2</td>
</tr>
<tr>
<td>Super</td>
<td>Square Footage More than 50,000</td>
<td>More than 20,000</td>
<td>More than 50,000</td>
<td>More than 50,000</td>
</tr>
<tr>
<td></td>
<td>Employee Count 4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
<td>4 or more</td>
</tr>
<tr>
<td></td>
<td>Process Areas 2 or more</td>
<td>2 or more</td>
<td>2 or more</td>
<td>2 or more</td>
</tr>
</tbody>
</table>

Cottage Food Process Shelf Stable Food out of Home Not Applicable Not Applicable Not Applicable

Note: Subject to changes in the statutes

100 BAKERY
101 Bake Off
102 Commercial
103 Retail Bakery
104 In-Store

200 GRAIN
201 Flour Mills
202 Other Grain

300 GROCERY
301 Convenience
302 Grocery Store
303 Health Food
304 Produce Stand (permanent)
305 Salvage
306 Specialty
307 Supermarket
308 Mobile Vendor (permanent, i.e. meat)
309 Raw Milk

400 MEAT
401 Fish Processors
402 Game Proc.
403 Interstate Shellfish Shipper
404 Retail Independent
405 Retail in-store

500 PROCESSORS
501 Bottling Plants
502 Candy Factory
503 Canneries
504 Misc. Food Proc. (complex)
505 Misc. Food Proc. (simple)
506 Delicatessen
507 Dietary Supplements
508 Juice
509 Cottage Food
510 Produce in-store

600 WAREHOUSE
601 Vending Warehouse
602 Cold Storage
603 Food Warehouse
604 Produce Warehouse
605 School Dist. Warehouse

700 WATER
701 Bottled Water
702 Water Vending

800 SEASONAL OR TEMPORARY
801 Farmer’s Market Produce Stand (raw produce)
802 Farmer’s Market Food Products (prepackaged or processed foods)
803 Produce Stands (seasonal & stand alone)
804 Mobile Vendor (seasonal, i.e. ice cream)
805 Seasonal Retail (i.e. Hickory Farms)
Job Description: Utah Farm Bureau’s farmers market manager is responsible for managing Utah Farm Bureau’s markets at Murray and South Jordan. The mission of our markets is to connect consumers with farmers and to give farmers an additional avenue for direct to consumer sales. Because of our mission, our markets are food-only, with an emphasis on fresh produce.* The markets are open every weekend from the end of July to the end of October and feature more than 60 vendors combined. We also offer several different food benefit programs for low-income individuals; SNAP (food stamps), Double Up Food Bucks (DUFB), Senior Nutrition Incentive (SFMNP), and Produce RX.

The market manager’s responsibilities include: accepting vendor applications, creating invoices and collecting payment, creating market maps, renewing government/city licenses, applying for annual grants from the Department of Health, ordering new materials, advertising for the markets, hiring and managing interns, updating the webpage, managing the nutrition incentive programs, and managing day-to-day operations onsite during the market season.

The manager also serves as Utah Farm Bureau’s representative board seat on the Wasatch Cooperative Marketing Board.

This is a part-time, hybrid position.

Skills Needed

- Self-starter
- Self-disciplined
- Ability to navigate complicated systems
- Basic Microsoft Suite knowledge (Word, Excel, Outlook, Teams)
- Basic social media knowledge (Facebook & Instagram)
- Excellent verbal & written communication
- Conflict management skills
- Organizational skills
- Managerial skills
- Passion for agriculture
- Advertising, web design or graphic design experience a plus, but not required.

*South Jordan allows select vendor artisans on a case-by-case basis. The items must be handmade by the person selling them and have a direct connection to agriculture (goat soap, sheep skin, woven grass baskets, beeswax, etc.)
The West Valley Farmers Market Purpose and Mission
The primary purpose of the West Valley Farmers Market will be to offer community residents and patrons the access to fresh, local, and organic produce and goods. It will create an inviting environment conducive to a strong neighborhood and mutually beneficial interaction among participants in the West Valley City community. Local growers are encouraged to bring fresh produce and products directly to the public by becoming a vendor at the Market. Growers offer fruits, vegetables, a wide variety of flora, herbs, organics, greens, cheese, eggs, locally-made jellies, and other types of agricultural products.

The Market encourages small local entrepreneurs in the areas of homemade crafts, food artisans, artists, and musicians.

The Market is a community based organization and provides a venue located at Centennial Park for neighbors, civic, and non-profit organizations to meet and mingle and become informed about local community programs and events.

Market Dates and Times
The Market begins the fourth Thursday in June and ends the second Thursday in October. The Market is open from 5:00pm until 9:00pm from June through September. In October, Market hours will be 5:00pm - 8:00pm.

General Vendor Information
Thank you for your desire to join us! It's going to be a great year for the West Valley Farmers Market! The Market Managers have contracted with West Valley City City to provide a safe, family environment for all to enjoy.
Vendor Parking
1. Please note the parking regulations as posted along the streets are enforced by West Valley City City Police.
2. Designated parking will be available for vendors and patrons.
3. As soon as you unload your vehicle, you must immediately move your car. West Valley City City Police will issue citations to cars in violation of posted parking regulations.
4. You are required to park in the parking lot on the South side of the West Valley Community Center. Parking elsewhere will limit your customers ability to attend the Market and spend money at your business.
**Parking rules and procedures are subject to change.**

Vendor Booths
1. Booth size is approximately a 10’ x 10’ space. The size of each space may vary slightly depending on the location of trees, poles, sidewalks, or any other permanent fixtures. Please keep all items off sidewalks and walkways.
2. All booth spaces located on the side of the sidewalk must be set up 5 feet back from the edge of the sidewalk to maximize room for foot traffic. No signage is allowed on the walkway.
3. The Market staff assigns spaces based on attendance, electrical requirements, vendor type, and special needs.
4. Before setting up any booth, ALL vendors must check in at the Market Information booth. 
5. Vendors are expected to stay for the duration of the Market Day which ends at 9p.m. (8pm in October). Due to safety concerns; you may not disassemble your booth until the Market closes. If you sell out of product you may cover your tables and come back at the end of the Market to disassemble and remove your booth. Please leave a sign that indicates to patrons that you have run out of product.
6. The Market staff has the authority to move and re-assign vendor spots to enhance or facilitate Market operations.
7. Vendors assigned a “reserved spot” who are not able to attend a specific Thursday, are asked to contact the Market staff via email no later than Saturday prior to Thursday’s Market. Three no-shows without contacting the Market staff can result in the loss of the “reserved space”.
8. Vendors wishing to share a booth may do so with another vendor who has applied and been accepted to the Market. Each vendor is required to submit a separate application and be accepted by the Market Manager or designee to sell at the Market.
9. Vendors may not sublet or transfer their space to another vendor. Only the Market staff can assign spaces.
10. Vendors are responsible for keeping their space clean and attractive at all times. At the close of the Market, vendors must clean up their space including sweeping up any debris and removing all trash. Please, leave your area better than you found it.

**Vendor Booth Obligations**

1. Market hours are from 5:00pm - 9:00pm each Thursday. Check-in, unloading, and setup for vendors begins at 3:00pm.
2. No booth setup is allowed after the Market is open. Vendors are expected to be ready for business at 5:00pm.
3. Vendors are responsible for providing their own equipment. This includes canopies, tables, chairs, lighting and extension cords.
4. Shaded booth spaces are limited at the Market. The Market encourages all vendors to have some sort of covering to protect them and their product from exposure to the sun and weather. Market staff cannot guarantee that you will be provided a shaded location.
5. All canopies and umbrellas are required to be secured to the ground from the time the canopy is set up to the time it is taken down. Weights equaling 25 pounds must be secured to EACH leg of your canopy. The Market will not be responsible for losses/claims due to unsecured tents, umbrellas, or canopies.
6. Table displays, temporary displays in front of stalls, and signs must not block accessibility to adjoining stalls or impair another vendor’s ability to sell his/her products(s). Vendors must keep all of their personal equipment in their assigned booth space.
7. The Market asks that each booth space prominently display a sign clearly identifying the farm or business name.
8. Electricity will be limited and assigned by the Market. Vendors must inform the Market staff at check-in if electricity is needed at the booth. Vendors must provide their own extension cords; the Market does not provide these for you. Extension cords must be rated at 250 gauge. Any extension cords rated at less than 250 gauge will not be guaranteed to work with the Market power sources. For safety reasons, any cords that lie in areas utilized by Market customers or cross sidewalks must be adequately taped down or covered by mats provided by the vendor.
9. Entertainment and music performers are provided by the Market (see Entertainment section)
10. Vendors should be respectful of one another’s space and their right to sell without distraction. Vendors are not allowed to sell outside of their assigned location. Please do not leave your booth to distribute pamphlets or other information to patrons along the walkways.
11. Only family members or employees of vendors are allowed to sell at the booths. Anyone in the booth is required to be knowledgeable of and comply with the Market rules found here. The person whose name is on the Market application is responsible for training booth staff to ensure full compliance.
12. All vendors that require State or County permits must prominently display those permits in the booth.
13. All vendors will be required to submit their sales totals each day they are at the market. This information will be used only as a measurement tool for market managers.

**Market Fees**
1. A nonrefundable $25 application fee is required to be paid in full before acceptance at the Market.
2. Booth fees must be paid before vendors can set up.
3. If a seasonal vendor wishes to cancel their commitment to vend for the remainder of the season, fees are not refundable unless approved by the West Valley Farmers Market Board.
4. Booth fees are determined by what is prominently sold in the booth. Once a vendor classification is determined the vendor will pay the fees based on that vendor class for the whole season.
5. Vendors must leave the premises within one hour of the close of the market. Any vendors who exceed this time limit will be assessed a $25 fee per 15 minute increment.
6. The booth fee will not be refunded if the vendor is asked to leave the Market by a government agency due to non-compliance with government regulations.

**Important Policies**
1. No alcohol or drugs are permitted on the premises. If the Market staff believes a vendor is intoxicated or under the influence of drugs, the vendor will be asked to leave the Market immediately.
2. The Market is a family friendly Market. Any vendor selling a product deemed to be non-family friendly will be asked to remove the product from his/her display. If the vendor refuses to remove the product, the vendor will be asked to leave the Market.
3. Vendors with little children are responsible for keeping track of them. Please do not allow your children to interrupt, interfere, or impede other vendors. If your children become a nuisance, you will be asked to take them home. The same rules apply to animals of any kind. It will be your responsibility to keep animals within the confines of your booth space and to clean up any debris/excrement immediately. We discourage vendors from bringing animals to your booth on a regular basis.
4. Each vendor is responsible for fair business practices and setting their own prices. All prices must be clearly marked or posted. The Market does not make any warranty on sold or purchased goods.
5. Solicitation or distribution of any Marketing or advertising material is prohibited outside of a designated booth space by vendors or non-participating entities. This includes but is not
limited to: flyers, handbills, stickers, and promotional items of any kind. Please notify the Market staff if you see any violations.
6. The law prohibits smoking in any public park (Utah Clean Air Act). This includes e-cigarettes (UT Admin Code R392-510).
7. Problems with other vendors should be discussed with the Market staff.
8. The Market is open in spite of rain, wind, or snow. No refunds are given for inclement weather.
9. The Market staff works hard to ensure that the Market is run in a fair and consistent manner.

Legal Information
1. The West Valley Farmers Market reserves the right to refuse participation to any vendor not in compliance with the West Valley Farmers Market Rules and not meeting standards which include, but are not limited to, all local, city, state and federal laws and regulations. All required sales tax collection and remittances are the sole responsibility of the sellers.
2. The West Valley Farmers Market welcomes all, regardless of race, creed, color, sex, religion, sexual orientation, age, nationality, or marital status.
3. All sellers assume full liability for the products they market and hereby agree to hold the West Valley Farmers Market and West Valley City harmless against any claim of injury or damage by any buyer, seller, or other persons resulting from the use, consumption, disposition, display, or marketing of products.
4. The West Valley Farmers Market will be participating in acceptance of SNAP Dollars and Double Up Food Bucks. All vendors accepting SNAP/Double Up Food Bucks will be required to work within all Rules and Regulations for this program.
5. The West Valley Farmers Market is not liable for any injury, theft, or damage to either the buyer or seller, or their property, arising from or pertaining to preparation for or participation in the West Valley Farmers Market. Regardless of whether such injury, theft, or damage occurred prior to, during, or after the West Valley Farmers Market hours of operation. Vendors further agree to indemnify and hold the West Valley Farmers Market harmless for and against any claims for such injury, theft, or damage.
6. Submitting an application to the West Valley Farmers Market serves as a binding agreement between the West Valley Farmers Market and the applicant. The West Valley Farmers Market will hold anyone working at a vendor's booth responsible to follow Market Guidelines and Policies. Policies are subject to change at any time and updates will be sent to the email indicated on the vendor's application. It is the responsibility of the applicant to keep all profiles current. Any violation will be documented. Two violations warrant removal from the Market for the duration of the year and fees are not refundable. Anyone who fails to comply with Market policies will be asked to leave the Market.
Vendor Categories
The Market is a combination of the following vendor categories:
1. Farmers, Growers, and Animal Product Vendors
2. On-Site Cooked Food
3. Home Packaged and Prepared Foods
4. Artisans, Crafts, and At-Home Production Vendors
5. Multi-Level Marketing/Direct Sales Vendors
6. Community, Non-Profit, and Youth Entrepreneurs
7. Performers

Farmers, Growers, Animal Products
1. Farmers include a person or persons who raise produce, herbs, flowers, or nursery crops from seeds or seedlings and care for, cultivate, and harvest the crops offered for sale at the Market. It also includes meat, honey, eggs, and other value added agricultural products.
2. All non-brokered products must be grown and harvested by the seller or the seller’s immediate family or employee.
3. Selling of farm items purchased from or provided by another farmer, producer, wholesaler, or Market is permitted as long as the vendor complies with the following:
   a. Broker vendors are responsible for obtaining copies of all licenses and/or permits required by the Utah County Health department and the State of Utah, including proof of warehouse inspection. Copies of all licenses/permits will be required to be submitted during the application process.
   b. Brokers must buy directly from farmers that grow, produce, or raise the product within the State of Utah. No third party product will be allowed to be sold at the Market.
   c. Vendors must label their product, or use signage that clearly displays the name of the farm that produced the produce.
   d. These vendors will be subject to pay local and state taxes, as they are considered farmers or farming vendors.
   e. The Market reserves the right to limit the number of these types of vendors.
4. The sale and/or display of live animals are not allowed at the Market.
5. All products sold as organic must be grown, produced, and processed in accordance with the USDA's National Organic Program. Certified organic growers must provide a copy of their organic certificate to the Market staff. All vendors are required to advertise truthfully and to respond to customer’s questions in a like manner. If you are a non-certified organic grower, please do not use the term organic. Terms such as “minimal chemicals”, “no pesticide or herbicide” or “free-range” may be used as long as they accurately reflect farming practices.
7. Vendors found in violation of these rules shall be asked to remove the item(s) in question or relinquish their space and forfeit any fees paid to the Market.
The following are descriptions/definitions of the products farmers vending at the Market raise or produce and offer for purchase:

**Raw Agricultural Products**
Fruits, vegetables, grains, nuts, flowers, bedding plants, potted plants, herbs, and bulbs that are raised on the vendor’s farm are included in this category. Bedding plants and potted plants must be grown by the vendor from seeds, plug cuttings, bulbs, or bare-root. **Value-Added Agricultural Products**
These products include but are not limited to fish, milk, cheese, and herbal products. These vendors must make all value-added products predominantly from materials grown or gathered by the vendor. Vendors must provide a copy of their Department of Agriculture certificate to the Market before selling these products at the Market.

**Meat**
Meat must come from animals raised by the vendor. The retail sale of meat requires a Department of Agriculture certificate before selling at the Market.

**Honey**
Honey vendors must be personally involved in beekeeping to be considered for the Market. Bottled honey products require a Department of Agriculture certificate before selling at the Market. Manufactured honey sticks may be purchased from a third party and sold by beekeeping vendors at the Market.

**Eggs**
Eggs can be sold at the Market without a Department of Agriculture certificate. However, temperatures must be kept in a temperature controlled (45 degrees or lower) environment (such as a cooler or other) or the eggs must be removed. Egg cartons must include safe handling procedures. DO NOT reuse egg cartons unless the carton is provided by the customer for you to fill.

**On-Site Cooked Food Vendors**
On-site food vendors are vendors that prepare food at the Market for immediate consumption:
1. A limited number of on-site food vendors are allowed at the Market. All on-site food vendors are evaluated before being approved to sell at the Market. Priority is based on attendance (seasonal), uniqueness, and product that is desired at the Market. On-site food vendors are encouraged to use produce that is sold at the Market in the preparation of their food. On-Site Food Vendors may not sell craft items of any sort.
2. Store bought prepackaged food such as cookies, candies, cakes, etc. are prohibited for sale at the Market. Drinks and chips are allowed, but must be pre-approved by Market staff. These types of products must compliment the main food being served from your booth or the Market staff will ask you to no longer sell that product.
3. It is the responsibility of the on-site food vendor to read, understand, and comply with the State of Utah Department of Agriculture, and the Salt Lake County Health Department
Guidelines. On-site food vendors must acquire all proper permits required by the Health Department and the Department of Agriculture. Permit fees are the responsibility of the seller and must be paid to the Health Department and the Department of Agriculture before you are accepted to vend at the Market. Every person in the on-site food vendor booth who handles food must have a current State of Utah Food Handlers Permit, regardless of age. You can acquire a Food Handlers permit at the Salt Lake County Health Department. All permits, both State and County, must be present and prominently displayed in the booth at all times.

4. Vendors found in violation of the State of Utah Department of Agriculture or the Salt Lake County Health Department Guidelines, by either the health inspector or the Market staff, shall be asked to remove the item(s) in question or relinquish their space and forfeit any fees paid to the Market.

5. Alcohol may not be sold at the Market.

6. Vendors are responsible for cleaning their vending area and disposing of waste products in accordance with the Salt Lake County Health codes. Any charges assessed by the West Valley City City Parks and Recreation Department for items such as grease and food stains will be passed on to and become the responsibility of the vendor.

**Home Packaged and Prepared Food**

Food Artisans are vendors who prepare food for consumption in a home or commercial kitchen, and then sell at the Market. Examples of these types of products are jams, canned goods, or baked goods. Any food that is prepared away from the venue is regulated by the Utah State Department of Agriculture and must come from an approved commercial or "cottage" kitchen, or qualify as a "Homemade Food Act" product. Vendors are responsible for obtaining the required approvals and permits from the Department of Agriculture before vending at the Market.

**Artisans, Crafts, At-Home Production**

Arts and craft items are reviewed and accepted by the Market staff based on quality and uniqueness. The Market is looking for a broad range of arts and crafts that enhance the Market experience and exhibit quality and uniqueness. Guidelines for acceptance at the Market include but are not limited to:

1. Craft items must be original and unique in work and/or design.
2. The starting material must be significantly altered and enhanced by the artisan.
3. Once accepted, vendors may display and sell the type of work presented on their application. Any changes must be approved by the Market Manager.

The following are descriptions/definitions of the products arts and crafts vendors at the Market who produce and offer items or services for purchase:
Works of Art
Artists create original pieces of art work through a variety of mediums. The product produced is intended primarily for beauty rather than utility. Artists often specialize in a particular type of art which may be categorized in the following ways:

- Two-dimensional work (drawing, painting, collage, illustration, typography or calligraphy)
- Three-dimensional work (sculpture, wood carving, leatherwork, and paper mache)
- Four-dimensional work (moving images, performance).

Jewelry
The jewelry category is the most applied for category at the Market. The Market has identified three subsets of jewelers: Artisans, Craft, and Mixed.

- Artisan jewelers are jewelers who craft the components of the jewelry they design (silversmith, gem cutting, stone tumbling, etc.).
- Craft jewelers are jewelers who design their jewelry using beads and/or other components they did not create themselves.
- Mixed Jewelers fall into both categories

Textiles
The textile artisans featured at the Market must create their products from scratch and be fully produced by the vendor or an immediate family member. Textile items that are allowed in the Market would include but are not limited to crocheted, knit, or sewn items.

Crafts
A crafter is defined as someone who creates unique handmade art or crafts that do not fall into the above categories. All craft artisans must operate out of their home or non-commercial art space. Vendors in this category are accepted based on uniqueness and creativity. All items sold must fit the vision of the Market and must be handmade.

Multi-Level Marketing or Direct Sales
Selling of multi-level Marketing/direct sales products will be permitted on a very limited basis. The Market reserves the right to limit the number of these types of vendors.

1. Vendors of Multi-Level Marketing or Direct Sales products must apply and comply with all Market Rules and Regulations.

Community, Non-Profit Organizations, Youth Entrepreneurs
The Market has allotted a limited number of spaces at the Market to help other non-profits or community outreach programs to do public education.
1. Groups interested in doing outreach at the Market must contact the Market at good4lifeMarkets@gmail.com to inquire about eligibility and request a non-profit/community application.

2. Non-Profit entities must have an EIN, a tax number or 501(c) 3 designations in order to apply. Copies of the documents must be provided to the Market prior to acceptance.

3. The Market cannot be expected to accommodate non-profits that show up without prior written approval.

4. Groups must comply with the same rules as regular Market vendors.

5. Groups must pay the $25 application fee; however, the Market will waive the weekly fee.

6. Groups are not allowed to sell merchandise without prior permission from the Market. The group may solicit and accept donations.

**Youth Entrepreneurs**

Youth Entrepreneurs, 17 years of age or younger that qualify as a farmer, food artisan, natural homemade products, service, arts and crafts vendor are allowed.

1. Youth Entrepreneurs must pay the $25 application fee.

2. Youth Food Artisans must follow all Food Artisan rules and regulations.

3. A limited number of Youth Entrepreneur spaces will be available each week. Youth Entrepreneurs may be asked to sign up for a limited number of weeks to give all Youth Entrepreneurs a chance to sell at the Market.

**Performers**

Entertainment is a valued part of the Market. We enjoy providing featured performers and buskers that add to the festive atmosphere. Participation is free to performers at the Market. All Market performers are required to first apply and be accepted to the Market. The day of the performance, the performer must check-in at the Market Information Booth to obtain a performer’s ID badge.

1. Before performing at the Market, all entertainers must fill out the performer application.

2. Performances should always be appropriate for a family based audience.

3. Please dress appropriately to face the public. A neat and clean appearance is most appealing.

4. Performers may put out a hat or bag to collect money but may not verbally ask the public for money. It is the responsibility of the performer to report all income, including tips, to the Utah State Tax Commission.

5. CD’s may be sold by the performer.

6. Market staff has the authority to move and reassign performer’s locations to facilitate Market operations or to resolve concerns.

7. Knives, swords, torches, flames, axes, saws, or other objects that can cause bodily injury to any person are prohibited.

8. Performers under 16 should be accompanied by a responsible adult.
9. At all times, performers must conduct themselves in a manner that is courteous to other entertainers, vendors, and the public. Please remember you’re a welcome guest and we appreciate your contribution to the West Valley Farmers Market; but we must ensure the comfort and safety of our customers and vendors.

**Buskers**

A busker is defined as one (1) music or street performer. Types of buskers include but are not limited to face painters, cartoonists, caricature artists, balloon sculptors, and musicians.

1. Buskers must perform in designated busking areas.
2. Buskers are not allowed any type of amplification or percussion to accompany their performances.
3. Buskers are to perform for 1 hour then rotate to the next busking station. Buskers must move themselves every hour. If all busking stations are full, the busker will be asked to sit out and then rotate back into the busking queue.
4. Buskers may not block the sidewalks or walkway and are responsible for cleaning their space before leaving.

**Featured Performance Group**

Performance Groups are defined as one (1) or more performers.

1. As a community event, we are interested in highlighting local bands or local performance groups. We are especially seeking genres that fit the feel of the Market.
2. A larger performance space, known as the main stage, will be provided for this performance category.
3. Amplification is approved for this category but will not be provided by the Market. Music must not be so loud as to interfere with the general business of the Market. If the performance is too loud, the Market staff will ask the performer to reduce the noise level.
4. Two one-hour slots are available from 6pm - 8pm for performances. These slots will be made available starting March 1 and will be closed when all slots are filled.
Day-to-Day

- Here’s a good example of a budget from Market Umbrella [https://www.alaskafarmersmarketstoolkit.org/wp-content/uploads/2022/05/OD_Scenario-1.pdf](https://www.alaskafarmersmarketstoolkit.org/wp-content/uploads/2022/05/OD_Scenario-1.pdf)
  - Another example of a budget is attached
  - Budget and financial software:
    - Quickbooks [https://quickbooks.intuit.com/](https://quickbooks.intuit.com/)
    - Freshbooks [https://www.freshbooks.com/](https://www.freshbooks.com/)
    - Wave Financial [https://www.waveapps.com/](https://www.waveapps.com/)

Hiring and training staff and volunteers

- Farmers Market Coalition staff management resources [https://farmersmarketcoalition.org/education/market-manager-faq/market-staff/](https://farmersmarketcoalition.org/education/market-manager-faq/market-staff/)
- Some examples of job duties for market staff are attached
- Alaska Farmers Market Association has some templates for job postings [https://www.alaskafarmersmarketstoolkit.org/market-operations/staff-management/](https://www.alaskafarmersmarketstoolkit.org/market-operations/staff-management/)

Record keeping tools and systems

- Manage My Market - online vendor management system with many tools, including an embedded map of your market (discount for UFMN members!) [https://managymarket.com/home.aspx](https://managymarket.com/home.aspx)
- MarketWurks [https://marketwurks.com/](https://marketwurks.com/)
- MarketSpread [https://marketspread.com/](https://marketspread.com/)
- Convention Force [https://conventionforce.com/](https://conventionforce.com/)
- Gantt Chart [https://www.gantt.com/](https://www.gantt.com/) (Attached is an example of a Gantt chart that is used by the Ogden Farmers Market.)

Resources for supplies


Building your communication skills

- BetterUp [https://www.betterup.com/blog/effective-strategies-to-improve-your-communication-skills](https://www.betterup.com/blog/effective-strategies-to-improve-your-communication-skills)
- Master Class [https://www.masterclass.com/articles/how-to-improve-your-communication-skills](https://www.masterclass.com/articles/how-to-improve-your-communication-skills)
- University of Utah Lifelong Learning program often has classes on effective communication and improving your skills [https://continue.utah.edu/lifelong](https://continue.utah.edu/lifelong)
- Writing a press release from WSFMA [https://www.wafarmersmarkettoolkit.org/chapter-8/working-with-the-print-media/](https://www.wafarmersmarkettoolkit.org/chapter-8/working-with-the-print-media/)
Marketing and promotions

- USU Extension publications on consumer preferences and motivations, and produce pricing at farmers markets [https://www.utahfarmersmarketnetwork.org/usu-farmers-market-fact-sheets](https://www.utahfarmersmarketnetwork.org/usu-farmers-market-fact-sheets)
  - [https://digitalcommons.usu.edu/extension_curall/1034/](https://digitalcommons.usu.edu/extension_curall/1034/)
  - [https://digitalcommons.usu.edu/extension_curall/1019/](https://digitalcommons.usu.edu/extension_curall/1019/)
  - [https://digitalcommons.usu.edu/cgi/viewcontent.cgi?article=2014&context=extension_curall](https://digitalcommons.usu.edu/cgi/viewcontent.cgi?article=2014&context=extension_curall)
  - [https://digitalcommons.usu.edu/extension_curall/1990/](https://digitalcommons.usu.edu/extension_curall/1990/)
  - [https://digitalcommons.usu.edu/extension_curall/1982/](https://digitalcommons.usu.edu/extension_curall/1982/)
  - [https://digitalcommons.usu.edu/extension_curall/1021/](https://digitalcommons.usu.edu/extension_curall/1021/)

- Idaho Farmers Market Association Market Manager Toolkit has many resources for marketing your market, including for social media [https://drive.google.com/drive/folders/1tuKEc9jnZEgLJpAWa8i9oLiBT05aTTYY](https://drive.google.com/drive/folders/1tuKEc9jnZEgLJpAWa8i9oLiBT05aTTYY)


- Festival City Farmers Market blog as an example of a marketing tool [http://www.festivalcityfarmersmarket.com/blog](http://www.festivalcityfarmersmarket.com/blog)


Season-to-Season

Resources for market day and season planning

- Farmers Market Federation of New York [manual](https://www.nyfarmersmarket.com/resources)

Professional development and training

- Farmers Market Coalition [has an ever-changing list of resources for trainings](https://farmersmarketcoalition.org/networking/technical-assistance-services/trainings-presentations/)


- USU Extension often has workshops and training geared towards farms and markets. Find their main website [https://extension.usu.edu/](https://extension.usu.edu/)

- Watch for UFMN workshops and resources too! [https://www.utahfarmersmarketnetwork.org/](https://www.utahfarmersmarketnetwork.org/)

Strategic Planning aids

- What is a SWOT Analysis? [https://www.mindtools.com/amtbj63/swot-analysis](https://www.mindtools.com/amtbj63/swot-analysis)


Succession Planning aids

- Michigan Farmers Market Association’s resource on succession planning: A Legacy Binder [https://mifma.org/for-markets/legacy-binder/](https://mifma.org/for-markets/legacy-binder/) This resource has many downloadable templates for lists to include in your Legacy Binder.

- Farmers Market Legal Toolkit [has an excellent description of a legacy binder and what to include in it](https://farmersmarketlegaltoolkit.org/risks/recordkeeping/)

- Attached is a great template for a Succession Plan from Alaska Farmers Market Association

- Farmers Market Federation of New York has a full range of documents to help with a succession plan [https://www.nyfarmersmarket.com/farmers-market-succession-plan](https://www.nyfarmersmarket.com/farmers-market-succession-plan)
**Vendor Resources**

- **Northeast Iowa RC&D** has some great examples of vendor handouts that you can create to help with vendor management and their questions [https://northeastiowarcd.org/toolkit/vendor-handouts/](https://northeastiowarcd.org/toolkit/vendor-handouts/)
- **Farmers Market Coalition** has a good checklist for first-time vendors attached here
- **Market Umbrella** has a tip sheet on recruiting vendors [https://www.marketumbrella.org/marketshare/](https://www.marketumbrella.org/marketshare/)
- **Farmers Market Coalition’s** resource library [https://farmersmarketcoalition.org/?s=vendors&post_type=resource](https://farmersmarketcoalition.org/?s=vendors&post_type=resource)
- **Idaho Farmers Market Association** resources on vendor recruitment (in a Google Drive) [https://drive.google.com/drive/folders/1Tnv8DY9xITj5GgTsZT7lImk4Q73MvtfLt](https://drive.google.com/drive/folders/1Tnv8DY9xITj5GgTsZT7lImk4Q73MvtfLt)

**Vendor Best Practices**

- **Utah’s Own** - part of the Utah Department of Agriculture and Food, a resource for Utah food businesses [https://utahsown.org/](https://utahsown.org/)
- **Utah Department of Agriculture and Food** resources for farmers and ranchers [https://ag.utah.gov/farmers/](https://ag.utah.gov/farmers/)
- **For finding new farmers - Local Harvest** [https://www.localharvest.org/search.jsp?lat=39.4&lon=-111.1&scale=5&st=47](https://www.localharvest.org/search.jsp?lat=39.4&lon=-111.1&scale=5&st=47)
- **Idaho Farmers Market Toolkit** has a good section on helping farmers develop their own Best Practices [https://www.idahofma.org/market-management](https://www.idahofma.org/market-management) and here [https://static1.squarespace.com/static/54ebb77ce4b05bee3a09f904/t/64304d49771d0078b1d18204/1680887119880/EstablishFarmersMarket_20.pdf](https://static1.squarespace.com/static/54ebb77ce4b05bee3a09f904/t/64304d49771d0078b1d18204/1680887119880/EstablishFarmersMarket_20.pdf)
- **Nice infographic on the benefits to farmers from selling at farmers markets** [https://www.ams.usda.gov/sites/default/files/media/NationalFarmersMarketManagersSurveyVendorBenefits.png](https://www.ams.usda.gov/sites/default/files/media/NationalFarmersMarketManagersSurveyVendorBenefits.png)

**Handy Checklists:**

- **Farmers Market Legal Toolkit’s Market Day Safety Checklist** [https://farmersmarketlegaltoolkit.org/risks/recordkeeping/](https://farmersmarketlegaltoolkit.org/risks/recordkeeping/)
- **Alaska Farmers Market Association** has some simple checklists for market day [https://www.alaskafarmersmarkettoolkit.org/market-operations/day-of-operations-checklists-for-vendors-and-market-organizers/](https://www.alaskafarmersmarkettoolkit.org/market-operations/day-of-operations-checklists-for-vendors-and-market-organizers/)
Annual Legal Check-Up for Markets

Checklists are one way that markets can actively address legal risks while also providing your market with a record that you have done your due diligence, should an issue ever arise.

Your annual legal check-up provides a checklist of tasks to make sure your market’s practices and records are all up to date. The list below isn’t exhaustive, but is meant to give you ideas of tasks you might include. Note: If your market shifts locations with the season, you might consider having more than one check-up each year or completing the tasks on your list for each location. Once you have a checklist written for your annual legal checkup, pick a specific date to complete the checklist and assign a person to be responsible for completing it.

1 Business Filings

☐ Make sure you file any annual paperwork or pay any fees required for your market’s business structure:

Business Structure & Annual Maintenance Obligation

Sole Proprietorship: Few to no annual maintenance obligations. Sole proprietorships generally have no annual maintenance obligations in terms of business meetings or reports to the state, aside from taxes.

Partnership: Few to no annual maintenance obligations. General partnerships generally have no annual maintenance obligations in terms of business meetings or reports to the state, aside from taxes.

LLC: Annual paperwork, which usually involves an annual fee, is required to maintain the LLC.

Corporation: Annual paperwork, meetings, and meeting notes are required to maintain the corporation. Filing annual paperwork with the state may involve a fee.

Nonprofit: Annual paperwork, meetings, and meeting notes are required to maintain the nonprofit corporation. Annual audits and federal reporting are required by the IRS to retain the tax exempt status. Annual filings with the state may be required.

Cooperative: Annual paperwork, which usually involves an annual fee, is required to maintain the cooperative.

2 Insurance Updates

☐ Revisit your market’s insurance terms. Has anything changed at your market that would warrant a change in terms (e.g., addition of new property)?

☐ If market contacts or board members have changed, update your insurance policy.

☐ Make or update an inventory of market property (tents, tables, signage, A/V equipment, etc.).

☐ If your market requires vendors to list the market as an additional insured on the vendors’ insurance policies, make sure you have proper documentation showing that each vendor has done so.

☐ If your market has changed or is planning to change location, update your address with your insurance company.

Find more legal resources for farmers markets at farmersmarketlegaltoolkit.org
3 Host Site

☐ If the market doesn’t own the property, contact the landowner to keep the lease/rental agreement up to date. If your lease/rental agreement needs to be reviewed annually, ensure that the land can be used for the upcoming season.

☐ If possible, walk the space with the landowner to review its current condition. Otherwise, take photographs and share them with the landowner. If there are certain changes the landowner agrees to make, try to get confirmation of the change and the timeline in writing.

4 Internal Market Documents & Practices

☐ Review and update your market rules, including vendor regulations, rules for visitor behavior, etc. Markets can solicit feedback on these rules, such as whether pets should be allowed at the market, but incorporating that feedback should be tempered by the real need to control risks.

☐ Review and update other market materials (e.g., vendor applications, participation agreements, etc.) to maintain consistency with any updates to the market rules.

☐ Review and update your Market Day Checklist.

☐ Inform or remind vendors of disciplinary procedure for failing to correct unsafe conditions in a timely manner.

☐ Add new or file updated documents in your market’s legacy binder.

If your market accepts SNAP benefits:

5 SNAP Compliance

☐ Make sure your responsible official’s information is up to date with FNS.

☐ If your market uses a market currency system, review your practices for tracking and accounting for market currency.

☐ If your market uses a market currency system, reconcile outstanding market currency liabilities in consultation with an accountant.

☐ If your market uses a market currency system, provide updates about your system to all vendors and train new vendors on how your system works.

☐ If your market’s bank account information has changed, update FNS.

☐ If your market has changed or is planning to change location, update your address with FNS.

Find more legal resources for farmers markets at farmersmarketlegaltoolkit.org
EBT/ BOOTH ASSISTANT RESPONSIBILITIES

- All Market Staff should be dependable and flexible in case there are changes in staff or operations.

6:00 AM Assist with unloading the box truck

7:00 AM Set up Info Booth tables with merchandise, EBT, and register, back table, and 4th tent if needed
Unlock power boxes on the Food Fairway, if needed

8:00 AM Be present to run EBT cards
   EBT coin counting
   Assist with merchandise sizing and questions

9:00 AM Be present to run EBT cards

10:00 AM Be present to run EBT cards

11:00 AM Be present to run EBT cards

12:00 PM Be present to run EBT cards

1:00 PM Be present to run EBT cards
   Instruct booth assistant on putting away any extra bins, chairs into the truck
   Survey area and clean organize as needed

2:00 PM Put away EBT materials that you do not need for final transactions and move bin to behind the tent
Move EBT reimbursements materials to the table behind the main register.
Reimburse vendors as needed
Put away EBT materials after last transaction

3:00 PM Check in with Operations Assistant to help load the rest of our equipment into the box truck

3:30 PM DEPART

*Check in with the info booth when you need to run to the restroom or grab lunch.*
## APPENDIX 2: BUDGET

### Marketing
- **Print Media**: $0, $1,500, $1,500
- **Posters / Local Flyers**: $500, $500, $500
- **Promotional Banners**: $0, $1,500, $750
- **Education (Workshop Supplies)**: $0, $1,000, $1,000
- **Entertainment (Live Music)**: $0, $250, $250
- **Logo & Brand Development**: $1,000, $1,000, $0

### Administration
- **Market Manager**: $8,500, $35,000, $35,000
- **Liability Insurance**: $0, $0, $0
- **Market Rules / Vendor Application Packets**: $0, $100, $100
- **Legal Fees**: $0, $0, $0
- **Office Supplies**: $250, $250, $250
- **Conference Attendance**: $1,200, $0, $1,200
- **Mileage Reimbursement (@ $0.55/mile)**: $250, $0, $1,200
- **EBT - Central Point of Sale (POS) Machine**: $0, $1,500, $0
- **POS Machine Service Fees (6 months @ $35/month)**: $0, $210, $210

### Facilities
- **Market Booths, Tables, Chairs**: $0, $2,000, $0
- **Cold Storage for Produce**: $0, $2,000, $0
- **Restrooms**: $0, $0, $0
- **Site Cost**: $0, $0, $0
- **Permits (Health Inspection)**: $0, $200, $200
- **Electricity**: $0, $0, $0
- **Storage**: $0, $0, $0

### Income
- **Vendor Application Fees ($20/farmer)**: $0, $100, $200
- **Weekly Vendor Fee (Based on $5/day fee x 12 days)**: $0, $300, $600

### Subtotal
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<tr>
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<th>2012</th>
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<td><strong>Total</strong></td>
<td>$11,700</td>
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*Market Manager salary based on 0.25 FTE in 2012 and 1.0 FTE in 2013 & 2014.

**These costs may be assumed by the City and/or Sun Metro.

***The Mission Valley Transfer Center has existing facilities that could be used by the Farmers’ Market.
### Permits

<table>
<thead>
<tr>
<th>ID</th>
<th>Type</th>
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### Letters for Mass Gather

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### Admin

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<tr>
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<td>Volunteer Check Lists &amp; Roles</td>
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### Vendor Selection

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<th>Due Date</th>
<th>% Complete</th>
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<td>4.1</td>
<td>Pull List</td>
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<td>4.2</td>
<td>Review All Applicants</td>
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<td>4/19/23</td>
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### Approved Vendors

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<th>ID</th>
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<td>5.1</td>
<td>Great VIMMD &amp; UDAF Food &amp; Vendor Lists</td>
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</tbody>
</table>
OPERATIONS ASSISTANT RESPONSIBILITIES

- All Market Staff should be dependable and flexible in case there are changes in staff or operations.

5:45 AM Pick up golf cart and drive to Pioneer Park

6:00 AM Unlock Food Fairway electrical boxes
    Unlock perimeter electrical boxes
    Unlock water box

6:30 AM Deliver Art and Craft tent supplies to the South end

7:00 AM Fill water containers
    Set up water stations at each location
    North Info Booth
    North East Corner
    EMT Tent
    Bike Valet
    South Info Booth
    Basketball Court
    (maybe, Uinta Coffee)???

8:00 AM Be present and work with Market team
    Assist with EBT coin counting
    Assist with merchandise sizing and questions

9:00 AM Be present and work with Market team
    Survey area and clean organize as needed

9:00 AM Be present and work with Market team
    Survey area and clean organize as needed

10:00 AM Be present and work with Market team
    Check and refill water as needed
    Utilize Market Assistant or Waste Wise Coordinator to assist

11:00 AM Be present and work with Market team
    Survey area and clean organize as needed

12:00 PM Be present and work with Market team
    Check and refill water as needed
    Lock water box
    Utilize Market Assistant or Waste Wise Coordinator to assist
1:00 PM  Gather and put away the Handicap signs  
          Utilize Market Assistant or Waste Wise Coordinator to assist  
          Unlock the gray water box

2:00 PM  Lock perimeter electrical boxes  
          Pick up Water Stations as you lock up boxes, dump water on grass away from vendor  
          Pick up Art and Craft tent set up  
          Take down tables and chairs on Food Fairway, help move them the truck and load in truck  
          Instruct market assistants to help you load the truck  
          Load extra tents and bins

3:00 PM  Instruct market assistants to help load the rest of our equipment into the box truck

3:30 PM  DEPART

*Check in with the info booth when you need to run to the restroom or grab lunch.
In the event that the Farmers Market Manager leaves, for any reason, it is critical that a plan be implemented to seek a replacement, as quickly as possible, to maintain the smooth operation of the farmers market, operating the market’s programs, as well as maintaining the market’s relationships and status within the community. The following plan will help the board of directors (market committee, governing body) through the selection process and the transition to a new Market Manager. While not every market will choose to follow the plan exactly, this will give you an overview of the process and the resources to help you find a replacement manager that will fit your market’s needs.

1. Transfer the information.

Part of the plan includes the transfer of records and processes. The current manager, prior to departing, must present all market records relating to the everyday operations of the markets, including, but not limited to:

- Roster of market’s farmers and vendors, including contact information, product licenses, insurance records
- Market insurance policies and insurance carrier contact information.
- Name and contact information for all market partners, sponsors, donors, funders, and service providers
- All market permits and licenses required to operate market, including contact information
- All SNAP equipment and records, including Certificate of Authorization, SNAP transaction logs, processing equipment and log-ins.
- All records of any SNAP coupon incentive programs used by the market, including authorizations, process and contact information for re-applying
- All records for FMNP (Farmers Market Nutrition Program), including authorizations, process and contact information for re-applying
- All records and procedures for any ongoing market programs, including contact information for any partners, funders or organizers.
- All market organizational documents, including contact information for market board of directors, market bylaws, market rules, market applications, and all others that may exist
- Passwords to all electronic sites, including website, social media, or any other electronic processes for the market

If the current manager will be staying on through the transition process, the documents and records can be transferred direct to the new hire. However, if the manager is not able to stay through the process, all records need to be transferred to an interim manager, board president or other member of the management team before departure. Once the new manager is hired and in place, all records are then transferred to the new manager as part of the orientation.
2. Select an interim manager.

Ideally, the current Market Manager will stay on long enough to work with the Transition team to transfer institutional knowledge and experiences. The current Market Manager would then provide training to the new manager.

However, the current Market Manager may not be available to stay on long enough to work with the transition team and hire the new Manager. In that case, the board (governing body) must select an interim manager. This person will lead the organization temporarily while the search goes on for the replacement Market Manager. The Interim Manager could be a board member or trusted staff member, but would ideally be someone with familiarity of the core programs and functions of the market. The selection must be agreed upon by a majority of the full board of directors (governing body). The Interim Manager will work the same hours and responsibilities as the outgoing market manager, unless other arrangements to cover specific manager duties are made by the full board (governing body). If the market manager is a paid position, then the Interim Manager should also be compensated, at least 50% of the manager’s salary.

The Interim Manager, if a board member, must abstain from any board votes for the Interim Manager position once their name is offered for consideration. If appointed, the Interim Manager must temporarily step down from the board. They may resume their position once the new Market Manager is in place and they have stepped down from being Interim Manager.

The Interim Manager will manage the day to day operations of the market, including all key market programs and positions within the community. If the market’s bank accounts include the manager as a signor, the accounts will need to be adjusted to remove the resigned Market Manager and add the Interim Manager as a signor on the accounts. However, all expenditures should be pre-approved by the board of directors.

The Interim Manager will report to the Transition team and the full board of directors (governing body). Board approval will be required for all actions taken that are not a regular part of the core programs, normal market procedures and those actions dictated by current grant funded projects.

Finally, the Interim Manager will be the official spokesperson of the Market during the search for a new Manager. However, all communications must be approved by the transition team.

3. Form a Transition Team

Upon receiving word of the impending departure of the current Market Manager, the board (governing body) will form a transition team. This team should consist, minimally, of the board officers (members of the governing body), and representatives of the market sponsor. You should also include the outgoing manager, if they are available and willing. They will have unique experiences and insight that others will not have. Consideration should be given to including select market vendors and representatives of the market’s partnering agencies.
The full board should set a reasonable budget for the work of the transition team to cover advertising the position, as well as any other incidental expenses relating to the hiring process. The board may also consider reimbursing candidates for travel, if their travel exceeds 100 miles. Members of the transition team will serve on a volunteer basis.

The transition team will report their progress to the full board on a regular basis. It is recommended that the full board meet at least monthly through the transition as the transition team will need board input on many key decisions, as well as their overall approval of the process and selection of the new Market Manager.

The Transition team will be charged with the following responsibilities:

a. **Review the current Farmers Market Manager job description.** The job description should be revised to identify key competencies needed for the operations and programs that are currently in place, as well as the future needs and trends of the market. Along with the job description, include the compensation range and hiring package to be offered to the incoming Farmers Market Manager. The final job description and salary level must be approved by the full board.

b. **Advertise for the Manager position.** The announcement should be placed on the Market’s website, social media, local, state list serves, Ag organizations’ newsletters, and other ag-related news sites. Local newspapers and online job recruitment sites can also be used to post the job announcement. The announcement should direct potential applicants to the Market’s website for the full job description, application and instructions for submitting resumes and application. Include a deadline for applying in all communications.

c. **Prepare an announcement to all major funders, partners and stakeholders** indicating the change in leadership, introducing the Interim Manager and assuring all that the market will continue to run effectively and efficiently under the Interim leadership. The letter should also indicate when the search for a new Manager is anticipated to be complete. Provide contact information for any follow up by the funders, partners and stakeholders.

d. **Performance goals for the new Farmers Market Manager should be identified.** The goals should be approved by the full board (governing body) and will help guide the interview process. The goals should include direction in the following areas:
   a. the core market programs, such as SNAP, volunteer program, events/entertainment schedule
   b. relationship building with vendors, funders, partners, board members, and stakeholders
   c. fundraising
   d. new program development

e. **Collect and review applicant resumes.** The team should review all applications and resumes, selecting the top few that best meet the criteria designated by the job description. Eliminate those that do not possess the required credentials, then rate the remaining resumes according to experience, skills and availability. The top five candidates can then be contacted to schedule interviews.

f. **Prepare an interview team.** The interview team, consisting of the transition team and invited stakeholders, will prepare a set of interview questions that will help bring out the skill sets, experience and personality of the candidates.
g. **Conduct background checks.** After the interviews are complete, the transition team should rank the candidates. The top 2 candidates would be selected and their references called and a background check made (review social media, law enforcement records and financial review) to ensure the candidate is appropriate and can be bonded.

h. **Report choices to the full board (governing body).** Once all references are checked and a candidate is selected, the transition team should prepare a full report to the board on their choice of candidate and why. The board should convene a special meeting to discuss the chosen candidate and give their approval.

i. **Make the offer.** Once the board has approved the candidate selected, contact the approved candidate and come to an agreement on when the new Market Manager will begin and the salary level approved. Be sure the candidate understands the job is contingent upon a successful six month probation period.

j. **The interim manager steps down.** Once the new Market Manager begins, the Interim Manager will step down, but remain as part of the transition team to train and evaluate the new Manager.

### 4. Orientation of the New Manager

Once the new Farmers Market Manager has been hired and the compensation package has been agreed upon, the transition team moves into training and orientation mode. To start the process, the transition team will provide organizational documents to the new Market Manager prior to his/her first day to help them to understand the market’s mission, operations, activities and policies. Provide the new Manager with the following:

- Market Bylaws or governing documents
- Market Budget
- Market rules
- Market Policies
- Market procedures/documents for operating programs, events
- Contracts/Agreements with market sponsors and/or funders

During the first week in the Manager role, the transition team should provide an orientation. This would include:

- A general review of the ongoing procedures, rules and programs of the market and the role the market manager plays in each of these.
- The performance goals and expectations of the Board for the Market Manager, as developed by the transition team and agreed upon by the Board during the search process. The transition team will meet monthly with the new manager to review progress on the performance goals, discuss issues that arise and help provide direction to the new Manager as they become acclimated to the position.
- The orientation should discuss board relations. Identify the role of the board, introduce the board members and advisors, discuss the board meeting/annual meeting schedule and the role of the Manager in preparing for and participating in these meetings.
• The orientation should discuss the financial position of the organization, where the funding comes from and expectations for future funding
• Key funders, partners and stakeholders should be discussed; what is their relationship with the market and how are communications handled. Include the expectations for the manager is working with each partner, funder, stakeholder.

5. Operational changes
The passwords to all online accounts, computer, etc should be updated for the new Manager, including providing email access.

The Market’s bank accounts should be amended to show new authorized signatures, if the manager role includes financial responsibilities

During the initial 6 month trial period, the Market Manager will be required to seek approval from the transition team before any decisions are made that change market operations, programmatic changes, or alter the manner in which the market currently does business with any funders, sponsors, partners or stakeholders. The goal is to ensure that all changes are mission-driven and provide a forward direction that all board members can be comfortable with.

The transition team should prepare and disseminate a letter to all funders, partners, stakeholders and members to introduce the new Market Manager.

6. Six Month Probation period concludes
At the end of a six month trial period, the transition team should evaluate the performance of the new Market Manager. An Evaluation Report should be made to the full board (governing body) for discussion and approval as it will be used to determine whether the employment of the Farmers Market Manager should continue on a permanent basis or the search for a replacement should be started once again. If the evaluation is positive and approved by the board (governing body), then the transition team can be disbanded the normal operations of the Market will resume.
Market Tips for First-Time Vendors

1. Grow your market by cultivating a loyal clientele.

2. Get top prices when you have top quality product.

3. Achieve success by delivering excellent customer service.
   • If you are not a “people person”, send another family member or hire a well-trained employee.

4. To encounter friends, appreciative customers, remember:
   • Customers shop at farmers’ markets because they want to meet the people who grow their food, and they want fresh, high-quality products.

5. Invest your time wisely:
   • By preparing and leaving enough time for travel.
   • Be ready to sell at opening bell. The majority of your sales may occur within the market’s first hour.

   • Most market stalls are a 10’ x 10’ bare piece of concrete. See the sample checklist below.

What to Bring

Careful planning for market is essential to your success. Be on time and ready to sell by the opening bell. The majority of your market day sales may occur within the first hour of the market. Make a checklist! Examples of items to include:

- Canopy (white is best) and weights for each leg of the canopy
- Stall structure: tables, table covering, racks, shelves
- Display containers for your product
- Plastic and paper bags
- Cash box and bank (be ready to make change for $20 bills!)
- Licensed scale
- Handwashing station (see ODA Farmers Market Minimum Food Safety Guidelines for details, page 78).
Miscellaneous display items: sign making materials including chalk, paper, cardboard, markers, scissors, tape, pens, bags, price tags, pocket knife, duct tape.

Check out items: pencils, pens, calculator, sales record/receipt book, notepad, bags, boxes, flats.

Trashcan, broom

Signs: the more personal, the better. Consider using pictures!
- Large sign or banner hung at eye level or above with your farm's name and location.
- Individual product names and prices alongside of the items—how the item is sold (by weight, piece, quantity)—highlight different varieties, heirlooms, product qualities (sweet, spicy, bitter), storage tips, etc.
- Signage extras: recipes, how-to's, seasonality information, new item, product information.

Information about your farm, CSA or other on-farm activities, promotional materials, business cards—you never know when you will meet a chef!

Personal comfort items: weather gear, gloves, hats, rainwear, and drinking water.

Your customer service personality—a big smile is your best asset.
Merchandising 101: Sell Smart and Increase Profits

**Build farm loyalty.** Create an identity for yourself. Make your farm name and location clear to customers. Provide a description of your farm including location, acres, history, crops, and growing methods. Try displaying this information on a poster and include pictures of your farm. Or have a flyer to distribute to customers. Take advantage of the opportunity to educate shoppers about how things are grown.

**Train employees!** Make sure they are knowledgeable about your product and your farm. Continuity of salespeople builds relationships with repeat customers.

**Provide samples.** Let your customers taste the difference! Sampling can increase sales up to 30%. Ask customers: “Have you ever tried this variety?” Make sure you follow the minimum guidelines for food safety detailed in this packet. Keep a separate box with your sampling tools, e.g. toothpicks, serving platter, napkins.

**Supply recipes and information.** Find recipes that are simple and contain a few ingredients that can be found at your stand or other parts of the farmers market.

**Start an email list.** Let your loyal customers sign up for a mailing list so you can inform them about special opportunities, other markets, and locations they can find you or your product.

**Use your personality** and expertise as a merchandising tool to build and strengthen your customer base.
Chapter Four
CREATING A WELCOMING MARKET

For customizable templates of the inclusive Welcome signs at the beginning of Chapter Four, email us at info@utahfarmersmarketnetwork.org

**SNAP**

- **Utah Farmers Market Network SNAP Toolkit** [https://www.utahfarmersmarketnetwork.org/snap-double-up-food-bucks](https://www.utahfarmersmarketnetwork.org/snap-double-up-food-bucks) also QR code

**USDA links:**

- Instructions for How to Apply [https://fns-prod.azureedge.us/sites/default/files/snap/SNAP-application-educational-notice.pdf](https://fns-prod.azureedge.us/sites/default/files/snap/SNAP-application-educational-notice.pdf)
- Training on Accepting SNAP [fns.usda.gov/snap/retailer/training](https://fns.usda.gov/snap/retailer/training)
- Information on SFMNP [https://www.fns.usda.gov/sfmnpsenior-farmers-market-nutrition-program](https://www.fns.usda.gov/sfmnpsenior-farmers-market-nutrition-program)

**Utah Organizations:**

- **Utahns Against Hunger** [https://www.uah.org/get-help/snap-farmers-market](https://www.uah.org/get-help/snap-farmers-market)
- **Utah Dept. of Health and Human Services - Produce Incentive Programs (DUFB, SFMNP, and Produce Rx)** doubleup@utah.gov
  - Link to their Google Drive folder with LOTS of resources for these programs, including flyers, tracking sheets, promotional materials, and more! [https://drive.google.com/drive/folders/1OGSOWyCkhKh01KT5XkMEU5Pi6KHz4h8R](https://drive.google.com/drive/folders/1OGSOWyCkhKh01KT5XkMEU5Pi6KHz4h8R)
  - List of markets in Utah accepting Double Up [https://docs.google.com/document/d/1hcLWWpuU2qBppwZ1E9ikOQ6d-YXjHgF0a_mYeWriwnM/edit](https://docs.google.com/document/d/1hcLWWpuU2qBppwZ1E9ikOQ6d-YXjHgF0a_mYeWriwnM/edit)
- **Utah State University Extension**
  - For locations in counties around Utah: [extension.usu.edu/locations](https://extension.usu.edu/locations)
  - For reference materials published by USU Extension [extension.usu.edu/publications](https://extension.usu.edu/publications)
  - Accepting SNAP as a Direct Marketing Farmer in Utah YouTube video
  - Create Better Health - Utah's SNAP-ED Program [https://extension.usu.edu/extension_curall/2132](https://extension.usu.edu/extension_curall/2132)
- **Utah Dept. of Workforce Services** [jobs.utah.gov](https://jobs.utah.gov)
  - Utah SNAP Enrollment services [https://jobs.utah.gov/customereducation/services/foodstamps/index.html](https://jobs.utah.gov/customereducation/services/foodstamps/index.html)

For customizable templates of the inclusive Welcome signs at the beginning of Chapter Four, email us at info@utahfarmersmarketnetwork.org
• Utah Food Bank [https://www.utahfoodbank.org/]
• Utah WIC program [https://wic.utah.gov/]
• Utah Community Action housing assistance program [https://www.utahca.org/housing/]
• International Rescue Committee refugee programs [https://www.rescue.org/united-states/salt-lake-city-ut]
• Free health clinics within Utah [https://www.freeclinics.com/sta/utah]

National Organizations and Resources:
• Farmers Market Legal Toolkit [https://farmersmarketlegaltoolkit.org/snap/]
• Farmers Market Coalition [https://farmersmarketcoalition.org/education/snap/]
  ○ More resources on SNAP accounting and taxes [https://farmersmarketcoalition.org/education/snap/accounting-taxes/]
• Texas Center for Local Food How to Create a Welcoming Farmers Market for SNAP Shoppers – This is a free online course, but you must enroll with your email to gain access to the content.
• Project for Public Spaces and Wholesome Wave “SNAP/EBT at Your Farmers Market: 7 Steps to Success” [https://www.pps.org/product/snap-ebt-at-your-farmers-market-seven-steps-to-success]
• MarketLink [https://marketlink.org/] for grants, equipment, and support for SNAP programs as well as guidance for the USDA application process [https://marketlink.org/training/step-by-step#panel_556] (scroll to the bottom of their page linked here to find a downloadable Application Guide).
• SNAP Gardens - request posters for your market that show SNAP benefits can be used for seeds and plants for growing healthy gardens! [https://www.snapgardens.org/snap-gardens-farmers-market-signage-request/]

• The EBT Tool Box - from Virginia Cooperative Extension and Virginia Farmers Market Association [https://vafma.org/virginia-farmers-market-manager-resources/]. This resource is full of helpful links and tools, including marketing and management information for SNAP programs, grant-writing tools, and a guide for making your market more SNAP Friendly. [https://drive.google.com/drive/folders/0BxuPUnm8D19EeGl2Z1BTM3dGVDA?resourcekey=0-U6IV73r-sawF0tIQQ0mJw] and also here [https://drive.google.com/drive/folders/14foZxk1IgfXGF9E2pz1JfcN4mzLAkLDA]
• Sample promotional flyers from UDHHS attached
• Sample budget attached
• Sample tracking sheets from UDHHS attached
• Program Timeline from UDHHS attached

Diversity, Equity, and Inclusion
Utah Farmers Market Network DEI resources [https://www.utahfarmersmarketnetwork.org/dei]
• DEI Community Scan
• DEI Organizational Scan
• DEI Market Environment Scan
• DEI Strategic Planning Workbook
• DEI Market Best Practices (attached)
• DEI Glossary of Terms (attached)
• The publication by UFMN - Welcoming and Inclusive Farmers Markets: A Community of Practice to Encourage Diversity, Equity, and Inclusion [https://digitalcommons.usu.edu/cgi/viewcontent.cgi?article=1023&context=oiq]
• UFMN 2021 Community of Practice Impact Statement (attached) [https://static1.squarespace.com/static/5e3adf70be80a4b14676510d/1/6245bf936d96943f4a6996bb/1648738202659/Farmers-market-impact-statement-4.pdf]
Utah Demographic information:
- Utahns Against Hunger's County Food Access Profile [https://uah.org/reports-and-publications/county-food-access-profiles](https://uah.org/reports-and-publications/county-food-access-profiles)
- Farmers Market Coalition [https://farmersmarketcoalition.org/](https://farmersmarketcoalition.org/)
- Anti-Racist Toolkit [https://farmersmarketcoalition.org/the-anti-racist-farmers-market-toolkit/](https://farmersmarketcoalition.org/the-anti-racist-farmers-market-toolkit/)

More in-depth online resources:
- Center for Agriculture and Food Systems Legal Toolkit [https://farmersmarketlegaltoolkit.org/](https://farmersmarketlegaltoolkit.org/)
- WAVE Web Accessibility Evaluation Tool [https://wave.webaim.org](https://wave.webaim.org)
- Evaluating Your Organizational Equity [https://kenaninstitute.unc.edu/kenan-insight/organizational-equity-your-missing-metric-for-success/](https://kenaninstitute.unc.edu/kenan-insight/organizational-equity-your-missing-metric-for-success/)
- How to Increase Inclusivity and Diversity at Your Farmers Market [https://farm2facts.org/how-to-increase-inclusivity-diversity-at-your-farmers-market/](https://farm2facts.org/how-to-increase-inclusivity-diversity-at-your-farmers-market/)
- SLCGreen blog on sustainable food systems and culturally relevant food [https://slcgreenblog.com/2021/01/29/culturally-relevant-food/](https://slcgreenblog.com/2021/01/29/culturally-relevant-food/)

- Kirwan Institute for the Study of Race and Ethnicity - online training for examining implicit bias [https://kirwaninstitute.osu.edu/implicit-bias-training](https://kirwaninstitute.osu.edu/implicit-bias-training)
- Southern Poverty Law Center’s resource page has many relevant links on DEI topics [https://www.learningforjustice.org/](https://www.learningforjustice.org/)
- From Wholesome Wave - Foster a Culture of Inclusivity at Your Market [https://extension.colostate.edu/docs/amartha/Fostering-an-Inclusive-Market-Environment.pdf](https://extension.colostate.edu/docs/amartha/Fostering-an-Inclusive-Market-Environment.pdf)
- From Building Healthy, Inclusive Communities (focus on disability accessibility) [https://www.nchpad.org/1232/5885/Inclusive~Farmers~Markets](https://www.nchpad.org/1232/5885/Inclusive~Farmers~Markets)
- The Food Systems Leadership Network racial equity resource list [https://foodsystemsleadershipnetwork.org/resource-library/topic-areas/racial-equity/](https://foodsystemsleadershipnetwork.org/resource-library/topic-areas/racial-equity/)
- The Equity Practice Guide list of online resources and reading materials [https://docs.google.com/spreadsheets/d/1GBXWrgbaJ8VOumvDSq1O9dEDyUIG5HrXPzZzOP3IY/edit#gid=0](https://docs.google.com/spreadsheets/d/1GBXWrgbaJ8VOumvDSq1O9dEDyUIG5HrXPzZzOP3IY/edit#gid=0)
Welcome
Bienvenido  Willkommen
Velkommen 歡迎 Ya'át'ée
Talitali fiefia ยินดีต้อนรับ
Afio mai ようこそ Akeyi
Mana-too-gwuh-ti-ah Karibu
Добро пожаловать 환영하다
Hoan nghênh Maligayang pagdating
স্বাগত ছ Murakaza neza
हेलो बक Ike
2023 DOUBLE UP FOOD BUCKS LOCATIONS*

BOX ELDER COUNTY
Tagge's Famous Fruit and Veggies Farms
3431 South Highway 89, Perry
Mon-Sun, 9am-6pm
06/10/23-10/14/23

The Farmers Market of Brigham City
6 N Main St, Brigham City
The Bill of Rights Plaza
Saturday, 4pm-8pm
06/24/23-10/14/23

CACHE COUNTY
Cache Valley Gardeners Market
199 North Main St, Logan
Saturday, 9am-1pm
05/13/23-10/21/23

CARBON COUNTY
Carbon/Emery Farmers Market
Sutherlands, 406 S Highway 55, Price
Saturday, 8am-12pm
07/08/23-10/28/23

DAVIS COUNTY
Fred Openshaw Farms @ Bountiful Farmers Market
75 E 200 S, Bountiful
Thursday, 4p.-9pm
07/15/23-10/12-23

DUCHESNE COUNTY
Roosevelt Farmers Market
91 W. 100 N. Roosevelt
Thursday, 3:30pm-7:30pm
07/06/23-09/28/23

GRAND COUNTY
Easy Bee Farm (Farm stand, **CSA Please Contact)
4065 Easy Street, Moab
Weekly & Biweekly CSA, Farm Stand
05/17/23-09/28/23

IRON COUNTY
Cedar City Farmers Market at IFA
IFA Country Store, 905 South Main, Cedar City
Saturday, 9am-1pm
Year Round

Festival City Farmers Market
100 W. Center Street, Cedar City
Saturday, 9am-1pm
Year Round

Nature Hills Farm
4326 N 2100 E, Cedar City
Mon-Sat, 10am-6pm
Year Round

Red Acre Farm Stand & CSA
2322 W 4375 N, Cedar City
Mon-Sat, 8am-8pm
Year Round

SALT LAKE COUNTY
*9th West Farmers Market
1060 S 900 W, SLC
Sunday, 10am-3pm
06/11/23-10/08/23

**Backyard Urban Garden (BUG) Farms (CSA ONLY, Please Contact)
1415 S Cheyenne Street, Salt Lake City
Weekly Thursday CSA Pickup, 4pm-7pm
05/04/23-09/21/2023

Daybreak Farmers Market
11274 S Kestrel Rise Rd, South Jordan
Saturday, 9am-2pm
06/10/23-10/14/23

Downtown Farmers Market
350 W 300 S, SLC
Saturday, 8am-2pm
06/03/23-10/21/23

*Draper Farmers Market
1600 E Highland Dr., Draper
Saturday, 9am-1pm
06/17/23-10/14/23

All time, dates, and locations are subject to change.
*Waiting on final confirmation
**CSA locations operate by selling pre-ordered produce boxes.
Contact sites directly about participating before visiting.
**CSA locations operate by selling pre-ordered produce boxes.**

*Waiting on final confirmation*

**All time, dates, and locations are subject to change.**

**CSA locations operate by selling pre-ordered produce boxes.**

Contact sites directly about participating before visiting.
2023 DOUBLE UP FOOD BUCKS LOCATIONS*

**Fred Openshaw Farms**
69 N Center Street, Santaquin
Mon-Wed, and Fri, 2:30pm-5:30pm
08/14/23-10/28/23

**Provo Farmers Market**
500 W Center Street, Provo
Saturday, 9am-2pm
06/03/23-10/28/23

**Spanish Fork Farmers Market**
775 W Center Street Spanish Fork
Saturday, 8am-1pm
07/29/23-10/28/23

**Lindon’s Sunset Farmers Market**
Lindon City Center Park 200 N. State St, Lindon
Thursday, 5pm-9pm
07/06/23-10/26/23

**Orem’s Sunset Farmers Market**
Orem City Center Park, Orem
Wednesday, 5pm-9pm
07/05/23-10/25/23

**Springville’s Sunset Farmers Markets**
Springville Civic Center 110 S. Main St, Springville
Monday, 5pm-9pm
07/03/23-10/30/23

**Wall Brothers Orchards - The Barn, LLC**
421 S. Main Street, Spanish Fork
Mon-Sat., 10am-9pm
Year Round

** UINTAH COUNTY**

**Ashley Valley Farmers Market**
210 E Main St, Vernal
Saturday, 9am-1pm
07/01/23-09/30/23

** WASATCH COUNTY**

**Midway Farmers Market**
140 W Main St, Midway
Saturday, 10am-2pm
06/03/23-10/28/23

**Tagge’s Fruit Stand**
920 River Road, Midway
Mon-Sat, 10am-6pm
06/10/23-11/06/23

**WASHINGTON COUNTY**

**Downtown Farmers Market St. George**
Vernon Worthen Park 300 S 400 E, St. George
Saturday, 8am-12pm
Year Round, Closed January

**WEBER**

**Farmers Market Ogden**
2411 Kiesel Ave., Ogden
Saturday, 8am-1pm
5/27/23-10/21/23

All time, dates, and locations are subject to change.

*Waiting on final confirmation

**CSA locations operate by selling pre-ordered produce boxes.
Contact sites directly about participating before visiting.
Program Timeline

Double Up Food Bucks

**Early February**

- Double Up Food Bucks application open
- Capacity Building Grant applications open

**Mid-March**

- Acceptance letters are distributed

**Early April**

- Contracts and grant awards are distributed

**Late April**

- Required market manager trainings conducted
- Program and marketing materials distributed

**Early May**

- Markets open

**September**

- Markets close

**November**

- Market financial reconciliations
2022 SENIOR FARMERS MARKET NUTRITION PROGRAM

CARBON COUNTY
Carbon/Emery Farmers Market
Sutherlands, 406 S Main St, Price
9a-12p, Saturday
07/09/2022 - 10/29/2022

IRON COUNTY
Cedar City Farmers Market at IFA
IFA Country Store, 905 South Main, Cedar City
9a-1p, Saturday, Year-Round

Festival City Farmers Market
45 W. Center Street, Cedar City
9a-1p, Saturday, Year Round

SALT LAKE COUNTY
Herriman Farmers Marketplace
J. Lynn Crane Park, 5373 W. Main St, Herriman
5p-9p, Monday
6/6/2022 - 10/10/2022

Sunnyvale Farmers Market
4013 South 700 West, SLC
10:30a-1:30p, Saturday
06/18/22 - 10/15/22

New Roots Farmers Market at Redwood Farm
3005 Lester St., WVC
4:30-7p, Wednesday
06/29/22 - 10/19/22

Utah Farm Bureau Farmers Market at Murray Park
296 E Murray Park Ave, Murray
8a-1p, Fri, Sat
07/29/2022 - 10/29/2022

West Valley City Farmers Market
Centennial Park, 5405 West, 3100 South, WVC
5p-9p, Thursday
7/7/2022 - 10/13/2022

VA Farmers Market

VA Medical Center, Building 8, 500 Foothill Drive, SLC
11a-1:30p, Wednesday
8/3/2022 - 9/7/22

UTAH COUNTY
Spanish Fork Farmers Market
775 W Center Street Spanish Fork
8a-1p, Saturday
07/30/22 - 10/29/22

Lindon's Sunset Farmers Market
Lindon City Center Park 200 North State Street, Lindon
5p-8p, Thursday
7/7/22 - 10/27/22

Orem's Sunset Farmers Market
Orem City Center Park, Orem
5p-9p, Wednesday
7/6/22 - 10/26/22

Springville's Sunset Farmers Markets
Springville Civic Center 110 South Main Street, Springville
5p-8p, Monday
7/11/22 - 10/24/22

WEBER
Farmers Market Ogden
25th and Grant St, Ogden
8a-1p, Saturday
05/28/22 - 09/10/22
Double Up Customer Record Sheet

Market name: ___________________________ Date: ____________

INSTRUCTIONS:
1. Use a new customer record sheet for each market day.
2. Attach a copy of your daily EBT batch report to this sheet.
3. Record totals (in shaded row at the bottom) in your reporting spreadsheet each week.
4. Record weekly totals (from shaded row at the bottom) online via the FM Tracks app or online at http://access.fmtracks.org.

Please retain copies of any other records used to confirm and track reimbursement payments to your vendors, in case Utah Department of Health requires additional verification including Vendor Reimbursement sheets, Customer Reimbursement sheets, batch reports, and customer transaction receipts.

<table>
<thead>
<tr>
<th>Customer ID (First and last initial + last 4 of Horizon Card)</th>
<th>SNAP ($ from EBT card)</th>
<th>Double Up (green tokens)</th>
<th>Total transaction</th>
<th>Zip Code</th>
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</thead>
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TOTALS for sheet $ $ $
TOTALS for day (last page only) $ $ $

Page ___ of ___ Initials ___
Double Up Vendor Reimbursement Sheet

Market name: ___________________________   Date: ___________

INSTRUCTIONS:
1. Use a new vendor reimbursements for SNAP and Double Up for each market day.
2. Record weekly totals (from shaded row at the bottom) online via the FM Tracks app or online at http://access.fmtracks.org.

*You will NOT be reimbursed for any lines without a vendor signature or check number.*

Please retain copies of any other records used to confirm and track reimbursement payments to your vendors, in case Utah Department of Health requires additional verification including Vendor Reimbursement sheets, Customer Reimbursement sheets, batch reports, and customer transaction receipts.

<table>
<thead>
<tr>
<th>Vendor name</th>
<th>AMOUNT OF TOKENS RETURNED</th>
<th>Total vendor reimbursement (token total)</th>
<th>Vendor signature (for payment received)</th>
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<tr>
<td></td>
<td>SNAP (wooden)</td>
<td>Double Up (green)</td>
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TOTAL FOR THIS PAGE

TOTAL FOR DAY (last page only)

Page ___ of ___   Initials ___
### ProduceRx Customer Record Sheet

**Market name:** ________________________________

**INSTRUCTIONS:**
1. Use this sheet to record all customer records for ProduceRx.
2. Save and return customer record sheets to UDOH on the 15th of the month.

Please retain copies of any other records used to confirm and track reimbursement payments to your vendors, in case Utah Department of Health requires additional verification including Vendor Reimbursement sheets, Customer Reimbursement sheets, batch reports, and customer transaction receipts.

<table>
<thead>
<tr>
<th>Date</th>
<th>Produce Rx ID (8 digits of ProduceRx voucher)</th>
<th>Zip Code</th>
<th>Market Signature</th>
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Page ____ of ____  Initials ____
### Produce Rx Vendor Reimbursement Sheet

**Market name:** ________________

**INSTRUCTIONS:**
1. Use a new vendor reimbursements for ProduceRx each market day.
2. Save and return all reimbursement forms to UDOH on the 15th of the month.

*You will NOT be reimbursed for any lines without a vendor signature or check number.*

Please retain copies of any other records used to confirm and track reimbursement payments to your vendors, in case Utah Department of Health requires additional verification including Vendor Reimbursement sheets, Customer Reimbursement sheets, batch reports, and customer transaction receipts.

<table>
<thead>
<tr>
<th>Date</th>
<th>Vendor name</th>
<th>ProduceRx TOKENS RETURNED (purple)</th>
<th>Total vendor reimbursement (token total)</th>
<th>Vendor signature (for payment received)</th>
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Page ____ of ____  Initials ____
**UPIP Reimbursement Sheet**

**INSTRUCTIONS:**
1. Use this sheet to track SFMNP, SNAP, and Double Up reimbursements for each market week.
2. Record weekly records online via the FM Tracks app or online at [http://access.fmtracks.org](http://access.fmtracks.org).

Retain copies of all records used to confirm and track reimbursement payments to your vendors, in case UDHHS requires additional verification including Vendor Reimbursement sheets, Customer Reimbursement sheets, batch reports, and customer transaction receipts. SAVE ALL SFMNP VOUCHERS.

**MARKET NAME:** ____________________________  **DATE:** ______________________

<table>
<thead>
<tr>
<th>Farmer Name</th>
<th>AMOUNT OF TOKENS RETURNED</th>
<th>SFMNP VOUCHERS</th>
<th>PRx TOKENS RETURNED</th>
<th>Total reimbursement paid</th>
<th>Farmer signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SNAP</td>
<td>Double Up</td>
<td># of Vouchers</td>
<td>Voucher $ Amount</td>
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**TOTALS**  
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Utah Senior Farmers Market Nutrition Program

Customer Coupon Distribution Record

UT SFMNP Program requires monthly return of the Coupon Distribution Record for Market reimbursement. Failure to complete all columns of this sheet may jeopardize reimbursement. Unique customer ID is compiled of the first initial of the customer’s first and last name and their full 8 digit birth code.

<table>
<thead>
<tr>
<th>Market Name: ________________________________</th>
<th>Date: ____________</th>
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</thead>
<tbody>
<tr>
<td>Customer First Name</td>
<td>Customer Last Name</td>
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</table>
Utah Senior Farmers Market Nutrition Program

**Farmer Reimbursement Record**

UT SFMNP Program requires monthly return of the Farmer Reimbursement Record for Market reimbursement. Failure to complete all columns of this sheet may jeopardize reimbursement. **SAVE ALL VOUCHERS.**

**Market Name:** ______________________________________  **Date:** ______________

<table>
<thead>
<tr>
<th>Farmer Name</th>
<th>Number of Coupons</th>
<th>Total Value ($)</th>
<th>Farmer Signature</th>
<th>Market Employee Signature</th>
</tr>
</thead>
<tbody>
<tr>
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Page __ of ___
Ten Tips for Making Your Farmers Market SNAP Shopper Friendly

Taking the time to think about how to make your farmer’s market more accessible to shoppers using SNAP can help to make your EBT program popular with both vendors and shoppers.

1. Have clear signage
   Make sure that it is easy to know that your market accepts SNAP! Have a banner visible to potential customers passing by your market and signs on each vendor’s booth (especially if individual vendors can opt not to accept SNAP). A photo of your state’s EBT card on signage is helpful for shoppers who may not know the name of SNAP.

2. Make your EBT machine visible
   Have the EBT machine in a clearly marked central location. Having a visual landmark such as a brightly colored umbrella or shirt for the person running the machine allows you to tell people where to go when advertising your program.

3. Consistency is key
   Make sure vendors are there on time and stay for your listed hours so customers are sure the food they want will be there.

4. Educate your vendors
   To start your program, vendors need to know the benefits of accepting SNAP. Markets with full vendor participation are easiest for shoppers. Vendors also need to be able to help their customers navigate the program, so give them quick talking points about how to shop with SNAP.

5. SNAP shoppers need to plan ahead
   Inform customers ahead of time what will be available at the market so they can plan their meals and make their budget last all month. Let customers know what is available through an electronic newsletter, social media message or even a sign in front of the market.

6. Variety is important
   Having every food group available at your market helps customers as they know they can purchase ingredients for a full meal if this is the only place they have time to shop.

7. Set up an incentive program
   Double match or incentive programs that subsidize the cost of food for SNAP shoppers are a win-win for SNAP shoppers and your vendors. Common sponsors include: community organizations, religious groups, non-profit health organizations (such as a hospital), or local banks or credit unions.

8. Partner up to get the word out
   Partner with organizations to advertise your market and your program. Your local Department of Social Services, Department of Health, Area Agency on Aging, and economic development corporations may be willing to distribute flyers or brochures for you. Ask customers to spread the word.

9. Take a seat!
   Create a space for customers to feel comfortable and socialize. Have tables for customers to sit down and enjoy the market. This also creates a space for local organizations to bring groups such as mothers groups or seniors clubs.

10. Put out your welcome mat
    Have market tours and/or a market greeter at the beginning of the month to introduce new customers to your market and explain the EBT system. Partnering with SNAP-Ed and Extension for cooking demos, education or tours is a great way to make your market a fun and inviting place to shop.
How to Apply and Accept SNAP Benefits

Applying to the Supplemental Nutrition Assistance Program (SNAP) as a retailer is a simple, online process that costs you nothing. You can complete an online application in as little as 15 minutes. This notice outlines the SNAP retailer application process and where you can get information on obtaining SNAP Electronic Benefits Transfer (EBT) equipment. Use the information below to understand the application process for SNAP authorization.

- **USDA’s Food and Nutrition Service (FNS) is the only source that authorizes retailers** – no one else. FNS does not work with outside entities to authorize retailers for SNAP.

- **Apply Online!** Becoming a SNAP authorized retailer is easy, apply online at: [https://www.fns.usda.gov/snap/retailer-apply](https://www.fns.usda.gov/snap/retailer-apply). You can even check your application status online.

- **No cost to apply.** Applying to become a SNAP authorized retailer costs nothing, all you need to do is create an online account at this website: [https://www.fns.usda.gov/snap/retailer-apply](https://www.fns.usda.gov/snap/retailer-apply) and complete the application.

- **You must be authorized by FNS before you can accept SNAP.** You cannot accept EBT in your store until you are authorized by FNS. You will know you are authorized when you receive an FNS issued SNAP Permit*. Keep in mind that your SNAP Retailer application is not complete until you submit the required supporting documents. Instructions on how to submit your documentation are provided at the end of the online application.

- **Choose your equipment.** After you are authorized by FNS you can choose Point of Sale (POS) equipment. If you already have equipment, talk to your current processor about programming it to accept EBT and to obtain cost information. A partial list of available vendors for EBT equipment and services can be found at this link: [https://www.fns.usda.gov/sites/default/files/snap/SNAP-EBT-TPP-guidance.pdf](https://www.fns.usda.gov/sites/default/files/snap/SNAP-EBT-TPP-guidance.pdf). You are not required to select from one of the companies on the list; you should review the cost of leasing or purchasing equipment and services and make the best choice for your business.

*After successful authorization, you are issued a SNAP Permit, which includes the store name, store location, your name and the names of any additional owners, and the FNS Number. Use the FNS Number on this permit when you are ordering your equipment and when your POS device is programmed.

We hope you find this information helpful when applying to become a SNAP authorized retailer.

*****

If you have additional questions about the application process, please call the SNAP Retailer Service Center at 1-877-823-4369 for assistance.
Sample Annual Budget Items for Farmers Market SNAP program

<table>
<thead>
<tr>
<th>Initial Year</th>
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<tbody>
<tr>
<td>EBT Terminal (may be free for the first year)</td>
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<tr>
<td>Tablet (if needed for Marketlink)</td>
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<tr>
<td>Table</td>
</tr>
<tr>
<td>Banner and posters</td>
</tr>
<tr>
<td>Tablecloth</td>
</tr>
<tr>
<td>Wooden Tokens (or paper scrips)</td>
</tr>
<tr>
<td>Assistant at market to run transactions</td>
</tr>
<tr>
<td>Staff to do bookkeeping</td>
</tr>
<tr>
<td>Office supplies</td>
</tr>
<tr>
<td>Cash Box</td>
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<tr>
<td>Receipt book</td>
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<tr>
<td>Advertising</td>
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</tbody>
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<tr>
<th>Continuing years</th>
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<tbody>
<tr>
<td>Transaction fees</td>
</tr>
<tr>
<td>Wooden Token or Paper scrip replacement</td>
</tr>
<tr>
<td>Assistant to be at market and do bookkeeping of SNAP program</td>
</tr>
<tr>
<td>Receipt Book</td>
</tr>
<tr>
<td>Advertising</td>
</tr>
</tbody>
</table>
HAVE A HORIZON EBT CARD?
Get **FREE** fruits & veggies
with **DOUBLE UP FOOD BUCKS**

**BUY $1** → **GET $1**

Visit the info table first to get started. Buy any SNAP eligible foods with your Horizon Card and get FREE Double Up Food Bucks to spend on Utah grown, fresh fruits & veggies.

Find a participating farmers market at [www.DoubleUpUtah.org](http://www.DoubleUpUtah.org)

Have questions? Call 1.800.453.3663 or visit DoubleUpUtah.org

For other food assistance, contact the toll free Utah Food Assistance Program Hotline 1.800.453.3663
¿TIENE UNA TARJETA UTAH HORIZON?

Obtenga frutas y verduras GRATIS con DOUBLE UP FOOD BUCKS

Para participar, primero visite la mesa de información. Por cada alimento elegible del Programa de Asistencia Nutricional Suplementario (SNAP) que compre con su targeta Horizon, recibirá ‘Double Up Food Bucks’ GRATIS para comprar frutas y verduras frescas cultivadas en Utah.

Encuentre un mercado cerca de usted www.DoubleUpUtah.org

¿Tiene preguntas? Llámenos a 1.800.453.3663 o visite DoubleUpUtah.org
DOUBLE UP FOOD BUCKS
ACCEPTED HERE!
DOUBLE UP FOOD BUCKS ACCEPTED HERE!
Use SNAP for these items:

- Fruits
- Vegetables
- Honey
- Baked goods
- Cereals
- Milk & Cheeses
- Eggs
- Coffee beans
- Coffee grounds
- Dips, Salsas
- Frozen food
- Meats
- Poultry
- Nuts

Use Double Up Food Bucks for these items:

- Fresh fruits and vegetables
- Food plants and seeds
Utah Farmers Market Network
Diversity, Equity, and Inclusion Community of Practice

GOAL
Encourage Utah’s farmers markets to be more welcoming and inclusive to historically marginalized and excluded populations, especially Black, Indigenous, People of Color (BIPOC), and LGBTQIA2S+ (lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, two-spirit) communities.

EVIDENCE OF NEED
Farmers markets play a vital role in supporting communities by providing gathering spaces and fostering local agriculture and economic development.¹ Farmers market demographics are predominantly white across staff, vendor, and customer populations posing high barriers to entry for people of color.² Diversity in the state is steadily increasing, and one in three Utahns will identify as nonwhite by 2060.³ Women, people of color, and LGBTQIA+ communities in Utah face many barriers that prevent them from participating fully in our markets.⁴

STRATEGY
The Utah Farmers Market Network convened a virtual Diversity, Equity, and Inclusion (DEI) Community of Practice (CoP) to explore how markets could be more welcoming and inclusive to historically excluded populations. Between May and November of 2021, members of seven Utah farmers markets convened at least twice monthly to explore basic DEI concepts and create personalized DEI strategic plans for their markets.

IMPACTS
As a result of participating in the DEI CoP, 100% of the eight participants reported:
• Increased understanding of DEI principles and lived experience of the target audience.
• Developed DEI frame of reference, personal and professional.
• Enhanced sense of community fostered in CoP.
• Heightened appreciation for the accountability around continuing equity work in their field.
• Increased commitment to centering DEI in policies and procedures.

Note: Minority includes those identifying as something other than Non-Hispanic White. Source: U.S. Census Bureau; Perlich 2002; Kem C. Gardner Policy Institute
Minority Share of Population (Gardner, 2021, p.1)
Participants commented:

“I think a group like this can be started anywhere, it just needs some brave leadership and guidance. I'm grateful for this opportunity and to have deepened my understanding of DEI in the farmers market context.”

“I did not realize how many barriers there are, and have been, for those who are marginalized and how it affects every interaction they have throughout their days and lives.”

“This is one of the most beneficial things I have signed up for in my four-year career as a market manager. Not only has it helped me in my current role, but it will help me in years to come as DEI is at the forefront of many initiatives.”

“I feel like I have a whole new lens - I now see things in a different light and am aware of injustice happening around me.”

Participants created strategic, measurable, actionable, realistic, time-bound, inclusive, and equitable (SMARTIE)\(^5\) within four spheres: personal, market, organizational, and community.

**Market goals include:**
- Recruiting diverse vendors and performers from marginalized communities.
- Ensuring their vendor application process is both equitable and accessible.
- Improving or changing their market location to ensure wheelchair accessibility, ample handicap parking, access to public transportation, and proximity to family and community gathering spaces (i.e., public parks or playgrounds).

**Community goals include:**
- Soliciting input from farmers, vendors, and the community at large to make decisions about improving market accessibility and experience.

**Organizational goals include:**
- Recruiting and hiring candidates from diverse backgrounds.
- Re-writing their mission statements and/or goals to reflect their commitment to DEI principles.

**Personal goals include:**
- Engaging in conversations around DEI
- Personal goals within personal and professional networks.

**Community goals include:**
- Soliciting input from farmers, vendors, and the community at large to make decisions about improving market accessibility and experience.

**Organizational goals include:**
- Recruiting and hiring candidates from diverse backgrounds.
- Re-writing their mission statements and/or goals to reflect their commitment to DEI principles.

**Personal goals include:**
- Engaging in conversations around DEI
- Personal goals within personal and professional networks.

References
Diversity, Equity, and Inclusion (DEI) 
Market Best Practices

A note about this document:
These best practice suggestions were compiled by the co-facilitators and participating markets of UFMN’s Diversity, Equity, and Inclusion (DEI) Community of Practice (CoP) which took place between May and November of 2021. The DEI CoP was composed of the leadership of seven (7) markets from across the state who gathered to learn about basic DEI concepts. During the DEI CoP, each market created strategic plans for making their markets and organizations more welcoming and inclusive to all people, especially those populations who are historically marginalized and excluded.

These best practice suggestions encompass DEI principles as well as Universal Design principles which ensure that an environment and the products or services therein are accessible to all who wish to access it. The path toward true diversity, equity and inclusion is a long and ongoing process - please use this Best Practices document as a “primer” to get you started down that path. As you travel your path toward a more welcoming and inclusive market, UFMN is here to help and be your guide! Our website and the Resources section of the UFMN Handbook contain more information to help you continue your learning journey.

Take the first steps…
The following recommendations are somewhat easy to incorporate into your market in one season, depending on your market’s situation.

1) If your market has a mission or equity statement that reflects your goals around equity and being inclusive, make sure that it is visible.
   ○ Include the mission on vendor applications, board member agendas, social media, website, employee application forms, policies, market signage, etc.
   ○ Make your staff and volunteers know and understand the mission, as they are ambassadors of your market.
2) New Vendors
   ○ Review your vendor application process - are there ways to make it more accessible?
     i) Do you have flexibility for how and when to accept vendor payments and applications? Expecting upfront payment for the whole season can sometimes create a barrier for low-income vendors.
     ii) Can you expand beyond your geographic scope to include more diverse vendors? Land close to urban centers is often more expensive than suburban or rural areas.
     iii) Analyze your existing rules and regulations - Are they necessary? Do they favor one kind of vendor over another? Do they contribute to your market’s mission? Ex. Police presence or police are called for minor problems.
   ○ Do vendors know how to process electronic payments? Ex. Some people don’t know how to use Venmo or other payment services. A quick orientation from a volunteer could ultimately help them make more money.
   ○ What benefits do vendors with seniority have? Consider the favors or special treatment they get and why. Does it take you away from helping new vendors feel welcome? Does it prevent other vendors from being successful? Ex. Location of booth - vendors with a following might not need the best location in the market, but a new vendor could benefit from more visibility.
   ○ Utilize market volunteers to assist new vendors and ensure they are well-oriented and feel welcome on the first few market days.
   ○ SNAP and Double Up Food Bucks
     i) Provide training to all vendors to ensure they know if they can or cannot take SNAP and/or Double Up Food Bucks.
     ii) Provide education on the benefits of those programs to the community and to vendor success.
   ○ Encourage ALL vendors to clearly mark prices of all items. Many people, especially those living with low incomes, do not want to ask what the price of an item is. Suggestions: Have a price list or board; label items with price stickers.
   ○ If you don’t have a formal new vendor orientation, consider creating one to help make new vendors feel welcome and to ensure that rules and policies are clear.
   ○ Interview new vendors and write up a feature story for a newsletter or social media. Always ask for consent to share their story publicly.

3) New Staff and Board
   ○ Consider revising employment announcements to require skills rather than degrees. Include people involved with your market on market day on the ground (farmers, vendors, etc) on hiring or board member nominations committee.

4) Ensure your market information and SNAP booth is clearly marked, accessible, visible, and comfortable for vendors and customers.
○ Have prominent signage for the SNAP booth, SNAP customers might not want to ask where they can get SNAP tokens.
○ Provide a shade structure.
○ Plan to have more staff available to help process SNAP cards during busy times so that people don’t have to wait in long lines.
○ Have seating available for customers, especially for customers with disabilities.
○ If possible, have SNAP booth connected to other business activities of the market (for example, merchandise sales table) - the less the SNAP booth stands out by itself, the better.

5) Post inclusive signage welcoming people from diverse communities; allow and encourage vendors to have signage at that booth; prohibit use or sale of signage and imagery that is divisive or exclusionary. Examine your signage for use of words or language that is inclusive and positive.

Walking the long path...
The recommendations below are a deep-dive into your goals of creating a welcoming market. They might require more than one season and more resources, but don’t let it dissuade you!

6) Find your why
○ Gain clarity on why you want to take action towards making your market a more diverse, equitable and inclusive space. What is in it for you, your organization and your community?

Caption: Examples of Welcome signs for your market.
Email us at info@utahfarmersmarketnetwork.org for templates to customize these to your market.
7) Consider updating your mission statement if it doesn’t adequately reflect your market anymore and doesn’t include your aspirations for a welcoming market. If your market doesn’t have a mission statement, consider creating one and don’t forget to make sure people see it.

8) Gain an understanding of the needs and interests of the community you are trying to serve.
   ○ Become familiar with the demographics of the county where your market is (you can find out more by doing the DEI Community Scan).
   ○ Become familiar with the neighborhoods adjacent to your market (review magazines, newspapers, public events, community calendars, etc.).
   ○ Form partnerships with organizations serving diverse communities in your area
   ○ Review your market’s offerings using the programming scan, which is part of DEI Market Environment Scan. How can you branch out and reach new audiences?

9) Consider the physical location of your market and whether it is conducive to your market’s goals. Is it accessible by people who do not have a vehicle? Is it reachable by transit? If yes, have you promoted that?

10) Who is participating in my market now?
    ○ Collect data on the demographics of your vendors and customers. Do they reflect the demographics of your community? Use DEI Market Environment Scan to do this.
    ○ Add optional demographic questions (race, gender, religion, sexual orientation, ability, age) to vendor applications.
    ○ Once you have figured out what questions you have about your customers, you can use dot surveys to easily collect data from them in a fun, visual way. A dot survey works by posting question/s on an easel and customers indicating their answers with stickers. Learn more about them here.
DIVERSITY - includes all the ways in which people differ, and encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

EQUITY - the guarantee of fair treatment, access, opportunity, and advancement for all individuals while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

INCLUSION - the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. A welcoming climate embraces differences and offers respect in words and actions for all people. It is a respectful way of creating value from the differences of all members of our community, in order to leverage talent and foster both individual and organizational excellence.

POWER - is unequally distributed globally and in U.S. society; some individuals or groups wield it greater than others, thereby allowing them greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which it operates. It may also be understood as the ability to influence others and impose one’s beliefs. It is relational, and the different relationships either reinforce or disrupt one another. The importance of this concept of related to -isms is clear: an -ism cannot be understood without understanding that this is not only an individual relationship but a cultural

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1 Definitions compiled and adapted from Racial Equity Tools & UC Berkeley’s Center for Equity, Diversity, and Inclusion Glossary of Terms
one, and that these relationships are shifting constantly. It can be used malignantly and intentionally, but need not be, and individuals within a culture may benefit from it and they may be unaware.

**PRIVILEGE** - unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group. It is usually invisible to those who have it because we’re taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.

**PREJUDICE** - a pre-judgment or unjustifiable, and usually negative, attitude of one type of individual or groups toward another group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

**DISCRIMINATION** - the unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion and other categories. In the U.S. the law makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, or sex. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in a discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate applicants’ and employees’ sincerely held religious practices, unless doing so would impose an undue hardship on the operation of the employer’s business.

**OPPRESSION** - the systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social group. Oppression = Power + Prejudice. It has four conditions:

1) the oppressor group has the power to define reality for themselves and others,
2) the target groups take in and internalize the negative messages about them and end up cooperating with the oppressors (thinking and acting like them),
3) genocide, harassment, and discrimination are systematic and institutionalized, so that individuals are not necessary to keep it going, and
4) members of both the oppressor and target groups are socialized to play their roles as normal and correct.

**INTERSECTIONALITY** - exposing [one’s] multiple identities can help clarify the ways in which a person can simultaneously experience privilege and oppression. It is a prism to see the interactive effects of various forms of discrimination and disempowerment. It looks at the way that racism, many times, interacts with patriarchy, heterosexism, classism, xenophobia — seeing that the overlapping vulnerabilities created by these systems actually create specific kinds of challenges. These distinct problems create challenges for movements that are only organized around these problems as separate and individual.
Chapter Five

RULES AND REGULATIONS

USU Extension Diversified Agriculture - resource for new businesses and farms starting up https://diverseag.org/microentrepreneurs

Utah Health Departments by county (some counties don’t have their own department but may be shared with other counties as part of an “association of governments” for inspections). Click here for a list of these departments and contact information: https://vitalrecords.utah.gov/utah-health-districts

- Utah Association of Local Health Departments has user-friendly interactive map of health departments here: https://ualhd.org/ and attached
- And the Utah Dept. of Health and Human Services has a list here: https://ibis.health.utah.gov/ibisph-view/about/LocalHealth.html

Utah Department of Agriculture and Food

- Regulatory Services Division, Travis Waller 801-982-2250 https://ag.utah.gov/businesses/regulatory-services/
- Retail Food Program, Cole Dalton 385-332-1499 https://ag.utah.gov/businesses/regulatory-services/retail-food-regulatory-program/
- Egg labeling requirements (attached) https://le.utah.gov/xcode/Title4/Chapter4/4-4-S108.html?v=C4-4-S108_2019051420190514
- Manufactured Food Program, Travis Waller 801-982-2250 https://ag.utah.gov/businesses/regulatory-services/
- Example of labeling differences for Cottage vs. Homemade Food


• Produce Safety rules (Food Safety Modernization Act and Produce Safety Rule), Karin Allen (USU Extension) 435-797-1768 https://producesafety.utah.gov/

Examples of hand-wash systems:

• Here is one from the University of Minnesota Extension - https://extension.umn.edu/growing-safe-food/handwashing-station

• Here is one from Green Schoolyards America - https://www.greenschoolyards.org/handwashing

• Here is one from North Carolina Extension - https://foodsafety.ces.ncsu.edu/wp-content/uploads/2021/04/Handwashing-station_Safe-Plates.png
WHERE CAN I SELL MY BACKYARD CHICKEN EGGS?

**Can:**
- Direct-to-consumer (the end user of the product)
- Restaurants (subject to inspection by local health dept.)

**Cannot:**
- Eggs cannot be sold to grocery stores or across state lines

**Labeling Requirements**
- Must use self-adhesive labels containing the following:
  - Common name of the food: Eggs
  - Quantity of eggs
  - Name + address of egg producer
  - “KEEP REFRIGERATED”
  - ”SAFE HANDLING INSTRUCTIONS: To prevent illness from bacteria: Keep eggs refrigerated, cook eggs until yolks are firm, and cook foods containing eggs thoroughly."

Eggs are to be sold within 30 days of production and used or discarded within 45 days of production.

**Packaging & Transport**
- Packaging must have required labeling
- Packaging must be clean and new
- Eggs must be transported in a clean, portable cooler that maintains 45 °F or less until eggs are distributed to a restaurant or sold to the end consumers

**DO’S:**
- Store packaged eggs at 40-45 °F
- Have a sanitary designated work area
- Clean and sanitize work surfaces before each use
- Wash hands before handling or packaging eggs
- Store eggs in a designated refrigerator
- Clean eggs by rinsing them with warm water

**DON'TS:**
- Submerge shell eggs in water or other solutions
- Use cleaners that are not food-grade
- Handle eggs in domestic living areas such as kitchens, laundry rooms, bathrooms, etc.
THE IMPORTANCE OF HANDWASHING

Handwashing is one of the most important steps you can take to reduce the risk of contaminating your fruits and vegetables with foodborne illness-causing pathogens. Many of the diseases that can be transmitted through food may be harbored in the intestinal tracts of people as well as wild and domesticated animals. If a person's hands become contaminated with fecal material, pathogens can be transmitted to fresh produce. Always wash hands thoroughly after using the toilet, before handling produce, or whenever they may be a source of contamination.

Hand sanitizer should only be used in addition to proper handwashing, not in place of it. Hand sanitizer is not effective when hands are dirty, and is not intended to replace proper handwashing.

HANDWASHING AREAS ON THE FARM

Handwashing stations should be near all portable toilets and in your packing area. Have a handwashing station near work areas so it is convenient for everyone handling produce. If your farm is large, you might consider mounting a handwashing station on a trailer so it can be moved around your farm with workers.

How many handwashing stations do you need? A benchmark from the Occupational Safety and Health Administration (OSHA) is one station per 20 employees, but you should have as many as needed to service everyone who works on your farm. Even if you only have two employees, you should have handwashing stations where they are needed so it is easy for people to wash their hands regularly.

Handwashing stations must always use clean water that is the microbial equivalent of potable (drinking) water. This stand might also be useful at a farmers' market, roadside stand, U-pick or any other location.
HOW TO BUILD A PORTABLE HANDWASHING STATION FOR THE FARM

Making your own handwashing station is straightforward and cost-effective. You can purchase lumber, or use materials you already have and adjust these plans as needed.

This stand is about 36 inches tall, and accommodates a 5 - 10 gallon closed plastic container with a continuous flow valve and a bucket to catch the wash water. Hand soap is placed on the stand, and single-use paper towels are located in a plastic dishpan drawer that is built into the stand.

Many dimensions of this stand are based on the size of the dishpan drawer, so measure yours first and adjust as needed.

STEP-BY-STEP INSTRUCTIONS

STEP 1: LAY OUT THE SIDES

You'll start with:

- 4 - 2 x 6 legs
- 4 - 2 x 4 leg connectors

Lay two of the 2 x 6 legs down parallel to each other.

Lay two of the 2 x 4 leg connectors on top of the legs.

Place the top leg connector far enough below the top of the legs to create a lip for the dishpan drawer to slide on. You need to account for the height of the dishpan's handle, so it fits under the plywood top you'll attach later.

Similarly, place the bottom leg connector about 1 inch above the bottom of the legs to allow for uneven ground.

STEP 2: SCREW THE LEG CONNECTORS TO THE LEGS

Use two screws in each end to secure the 2 x 4 leg connectors to the legs.

Pre-drill the holes to keep the wood from splitting.

Here, you can see how we placed the top leg connector down from the top of the legs to act as the dishpan drawer slide.

Repeat STEPS 1 AND 2 for the second side.

TOOLS AND MATERIALS

SAFETY EQUIPMENT AND TOOLS

- Safety glasses, gloves, hearing protection, saw, drill, drill bits, tape measure, square, pencil.

LUMBER

- Legs
  - 4 - 2 x 6 cut to 36” long.
- Leg connectors
  - 4 - 2 x 4 cut to 15” long, or to fit the length of the dishpan.
- Cross pieces
  - 4 - 2 x 4 cut to 141/4” long, or to fit the width of the dishpan.
- Plywood - 1/2” thick or more, cut to 16” x 18”, or to fit top of stand with a small overhang.

SCREWS

- 36 - 21/2” deck screws

PLASTIC DISHPAN

This design uses a standard 12-quart dishpan that is 15” L x 123/4” W x 61/2” H. It serves as the drawer under the water container to hold single-use paper towels. Costs $4 to $8.

SUPPLIES TO STOCK YOUR STATION

WATER DISPENSER

This blue “Aqua-Tainer” holds 7 gallons of water and has an open/close continuous flow valve. Available online, and at some home stores and outdoor stores. Costs $15 to $20.

TRASH CAN WITH A LID

A 5 gallon bucket with a lid works well.

WATER CATCHING BUCKET

Standard 5 gallon bucket

SOAP - LIQUID OR BAR

PAPER TOWELS
STEP 3: DETERMINE LENGTH OF THE CROSS PIECES
Stand the legs up and set the dishpan between them, resting the rim on the top leg connectors.

1. Measure between the legs to determine the length to cut the 2 x 4 cross pieces. The dishpan should fit snugly, but still easily slide on the leg connectors.
2. Cut these four 2 x 4s to the length you measured, and hold them in place to be sure of a good fit before screwing into place.

STEP 4: ATTACH THE LOWER CROSS PIECES
Take two of the 2 x 4 cross pieces and lay them across the lower leg connectors.

It works best if you lay these two pieces flat and screw down into the leg connectors.

1. Pre-drill two holes near the ends of each cross piece.
2. Screw the cross pieces in place with two screws on each end.

With these pieces installed flat, this can be used as a shelf to hold the catch bucket when the station is not in use.

STEP 5: ATTACH THE TOP CROSS PIECES
Take the last two 2 x 4 cross pieces and secure them below the top leg connectors.

1. Place them low enough so the dishpan drawer fits in the space above. The rim of the dishpan needs to slide on the top leg connectors.
2. Pre-drill and screw the cross pieces in place using two screws on each end.
STEP 6: CUT PLYWOOD TO FIT THE TOP OF THE STAND

1. Measure the top of your stand to determine the size of the plywood top. We recommend at least a 1/2 inch overhang on all four sides.

2. Cut the plywood to fit the top of your stand, and screw it in place.

Yours might be a slightly different size than the one here, depending on your materials.

STEP 7: INSTALL DISHPAN DRAWER, WATER CONTAINER, AND SUPPLIES

1. Store the single-use paper towels in the dishpan drawer.

Fill water container with clean water, and set on top of the stand. Set soap next to the water container.

2. Put a bucket underneath the spigot of the water container to catch the water. Do not empty the bucket of water in the produce field or where it could be tracked into the produce field.

Keep a lidded trash can handy for the used towels to keep them from blowing away.

FINAL NOTES

This is just one idea for a handwashing station. You can make this any size and with any materials. You could use scrap lumber or an existing table or cart. Instead of using the dishpan drawer, you could install a paper towel dispenser under the top. However, the towels might get wet in the rain.

If you take a pickup truck out to the field, you could simply set the water container and supplies on the truck bed and place the catch bucket and trash can on the ground.

Any of these handwashing station ideas can be used in the field, and also at your farmers’ market booth or roadside stand - anywhere you need to provide a place for people to wash their hands.

MORE INFO AND RESOURCES

University of Minnesota Extension
On-Farm Food Safety Program
www.extension.umn.edu/safety/growing-safe-food

PEOPLE AND CONTACTS

Anne Sawyer
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Food Safety,
Horticultural Systems
sawye177@umn.edu
651-480-7704

Annalisa Hultberg
Extension Educator
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Horticultural Systems
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651-480-7710

On-Farm Food Safety Program
safety@umn.edu

This handwashing station is based on an original design by Michele Schermann, U of MN Department of Horticultural Science; Annalisa Hultberg, U of MN Extension; and Jill Randerson, Kidzibits, Inc., Minneapolis, MN.
HANDWASHING STATION

*Use it OFTEN!*

Use CLEAN water jugs:

1. SANITIZE with 2 tbsp unscented bleach in 1 gallon of water – SLOSH to cover all surfaces.

2. Let STAND 5 minutes and DRAIN. DO NOT RINSE!

3. FILL with approved drinking water

Dispensed Paper Towels (turn water off with paper towels!)

Water from an approved SOURCE

SPIGOT faucet (no push buttons)

Warm Water for Handwashing 100° - 120° F

bar or liquid SOAP

Trash Can

Catch Basin
HANDWASHING STATION

HOW TO CLEAN A COOLER OR WATER JUG
1. Sanitize with 2 tbsp of unscented bleach in 1 gallon of water.
2. Slosh to cover all surfaces.
3. Let stand 5 minutes and drain. Do not rinse.

COMPONENTS OF A HANDWASHING STATION:
- Clean coolers or jugs with free-flow spigot
- Potable clean water with constant flow for two-handed washing
- Catch basin
- Liquid soap
- Paper towels
- Trash can

NC STATE EXTENSION
Map of Utah's 13 Local Health Districts
Example Honey Caramel Labels

**Cottage Program**

**Honey Caramels**
Home Produced

Ingredients: Honey, cream, pecans
Allergens: contains milk, tree nuts (pecans)

Honey Candy Co.
123 Honeybee Lane
Salt Lake City, UT 84118
(801)123-4567

NET WT 24 OZ (1.5 LB) 680 g

**Homemade Food Act**

HONEY CARAMELS

NOT FOR RESALE
Processed without benefit of State or Local inspection

This food contains pecans and milk

Honey Candy Co.
123 Honeybee Lane, Salt Lake City, UT 84118

Required Wording for Homemade Section at Farmer’s Markets

FOOD ITEMS OFFERED FOR SALE IN THIS SECTION OF THE FARMERS MARKET ARE HOMEMADE AND HAVE NOT BEEN CERTIFIED, LICENSED, REGULATED, OR INSPECTED BY STATE OR LOCAL AUTHORITIES

- 22 x 28” minimum
- White background
- Red print
- Capitalized text, at least 2” in height
OUTDOOR MARKET REQUIREMENTS
Utah Department of Agriculture and Food

The Utah Department of Agriculture and Food is the regulatory authority for food sold and manufactured in Utah. This means foods that are manufactured, processed, packaged, stored, transported, prepared, sold or offered for sale in the state of Utah. This regulatory responsibility also extends to food sold at outdoor market venues including farmers markets. It is the expectation of UDAF that outdoor markets comply with the same requirements that retail food stores must follow. Only food items that are pre-packaged in an approved food establishment with complete labeling information will be allowed for retail sale at an outdoor market. The following list, are requirements that shall be followed by markets and vendors who sell food items at outdoor markets. These requirements are based upon regulations promulgated by the Utah Food Protection Rule R70-530.

REGISTRATION
• The outdoor market shall be registered by the Utah Department of Agriculture and Food.
  o In addition, each vendor who sells food in any form must be registered by UDAF or the local health department as stated in the Food Establishment Registration Rule R70-540. Typically, local health departments permit vendors whose food is intended for immediate consumption and is not in pre-package form.
  o Vendor registration by the Division of Regulatory Services is required for retail sale even if the vendor is registered with another division within the UDAF.
  o The outdoor markets must maintain copies of its and its vendor’s permits and provide to an inspector upon request.
  o Each vendor shall display a copy of their permit at the booth that is conspicuous to consumers.

EXEMPTION
• A "Farmers market" means a market where producers of food products sell only fresh, raw, whole, unprocessed, and unprepared food items directly to the final consumer.
  o If all vendors in the market fall within the above definition, the market itself is considered a “Farmers Market” and may be exempt from registration.
• Vendors who grow or produce their own unprocessed fruits, vegetables, grains and eggs will be exempt from registration by UDAF even if the market falls within the Outdoor Market designation.
  o They shall not cut, process, prepare, package produce or offer other prepackaged food products for sale. For example, simply cutting a melon or fruit may negate the exemption.
  o Cut “leafy greens” including micro-greens, whose leaves have been cut, shredded, sliced, torn or otherwise presented to the consumer in a ready to eat form constitutes processing and requires registration with UDAF.
  o Eggs must be maintained at 45 degrees or less.

PERSON IN CHARGE
• A person in charge (PIC) shall be designated by the market.
  o Typically, this would be the person who would accompany an inspector during an inspection and assist in voluntary enforcement actions.

POTENTIALLY HAZARDOUS FOOD
• Potentially hazardous food (PHF) means a food that requires time/temperature control for safety to limit pathogenic microorganism growth or toxin formation.
  o Foods requiring refrigeration shall be maintained at 41 degrees or less.
  o Eggs shall be maintained at 45 degrees or less.
  o Some examples of PHF are meat, fish, cheese, salsas, hummus, juice, yogurt, prepackaged processed produce, cut melons and any prepackaged food that indicates on the label to “keep refrigerated”. This is not an all-inclusive list but only a few examples that may be observed at outdoor markets. Please contact the UDAF to determine if a food item is considered a PHF and requires refrigeration.
REFRIGERATED FOODS
- Temperature control is best achieved by mechanical refrigeration, however if ice is used as a refrigerant the following requirements shall be met:
  o Storage of open food products in contact with ice is prohibited.
  o Packaged foods that are subject to the entry of water because of the nature of packaging, wrapping, or container, cannot be stored in contact with ice/water.
  o If ice is the principle means of refrigeration, it must be done in such a way so that the ice is constantly draining (into a proper area or container; not onto the ground).
  o Vendors are required to have a thermometer to verify that equipment is operating at correct temperatures or if using ice, food is maintained at 41 degrees or less.

FROZEN FOODS
- Frozen foods such as meat, fish and foods originally frozen or indicates “keep frozen” on the label shall remain frozen and not be allowed to thaw at an outdoor market.
  o Mechanical refrigeration equipment should be used; however dry ice may be used to maintain frozen foods.

SAMPLING
- Sampling on site of any food is an activity that may be regulated by local health departments because food is being offered for immediate consumption. Check with local health departments to determine their specific regulations. A list of health departments can accessed at http://www.ualhd.org/Department/Department.htm.

ENFORCEMENT
- Unregistered vendor:
  o The vendor will be required to voluntarily destroy the affected food or remove the food from the market for suspicion of adulteration and or misbranding.
  o The market may receive a citation for allowing an unregistered vendor to sell food at an outdoor market because food is considered “from an unapproved source”.
- Food found out of temperature:
  o The vendor will be required to voluntarily destroy the affected food or remove the food from the market.
  o Food items requiring refrigeration that are found not refrigerated (at 41 degrees or less) as indicated in these requirements will be suspect of temperature abuse.
- Inspectors may complete appropriate documentation such as voluntary destruction forms, hold orders, embargo tags or inspection reports.
- Inspectors will notify the person in charge of any enforcement actions.

It is the policy of the Utah Department of Agriculture and Food to seek voluntary compliance. However, if voluntary compliance is not obtained, additional regulatory action may be deemed necessary. Violations of agriculture laws and rules are punishable, either criminally as a class B misdemeanor, by citation of up to $500.00, or by civil penalties of up to $5000.00 per occurrence.

OTHER REQUIREMENTS
- Retail sale of meat have special requirements. Please contact Clay Petersen, 801-913-8968.
- Labels on food products have special requirements. Please contact Rebecca Nielsen, 801-860-7075.
- Retail sale of fish in may have special requirements. Please contact Quincy Boyce, 801-913-8971

INFORMATION
- [FDA Food Code](http://www.fda.gov/Food/FoodSafety/RetailFoodProtection/)
- [Utah Rules](http://www.rules.utah.gov/publicat/code/r070/r070-530.htm)
- [Utah Agriculture Regulations](http://ag.utah.gov/divisions/regulatory/index.html)
Chapter Six
SUSTAINING YOUR MARKET

Strategies for Success

Customer Relations

- **Good Infographics from USDA Marketing** on the impacts of farmers markets programs [https://www.ams.usda.gov/sites/default/files/media/NFMWinfog.png](https://www.ams.usda.gov/sites/default/files/media/NFMWinfog.png) [https://www.ams.usda.gov/sites/default/files/media/ImprovingFMinfog.png](https://www.ams.usda.gov/sites/default/files/media/ImprovingFMinfog.png)
- USDA Agricultural Marketing Service **Local Food Directories** website [https://www.usdalocalfoodportal.com/](https://www.usdalocalfoodportal.com/)
- **Farmers Market Coalition** resources on “getting the word out” [https://farmersmarketcoalition.org/education/market-manager-faq/market-growth-outreach-and-evaluation/](https://farmersmarketcoalition.org/education/market-manager-faq/market-growth-outreach-and-evaluation/)

Special Events and Programs

- **Utah Department of Alcoholic Beverage Services (UDABS)** for special event permits with alcohol [https://abs.utah.gov/licenses-permits/applications-renewals/permit-applications/](https://abs.utah.gov/licenses-permits/applications-renewals/permit-applications/)
- For information about laws pertaining to music played at your market, the Farmers Market Coalition page on insurance has a tab for copyrighted music questions [https://farmersmarketcoalition.org/education/market-manager-faq/4-insurance/](https://farmersmarketcoalition.org/education/market-manager-faq/4-insurance/)
- **National Farmers Market Week** (Farmers Market Coalition) events and information [https://farmersmarketcoalition.org/national-farmers-market-week/](https://farmersmarketcoalition.org/national-farmers-market-week/)

- **Power of Produce (PoP)** program - Nation-wide resources through Farmers Market Coalition [https://farmersmarketcoalition.org/programs/power-of-produce-pop/](https://farmersmarketcoalition.org/programs/power-of-produce-pop/)
- **Create Better Health** program of USU Extension [https://extension.usu.edu/createbetterhealth/](https://extension.usu.edu/createbetterhealth/)
- **Sprouts Kids Club** flyer from Boise Farmers Market attached

Partnerships


Fundraising Basics

- Some insights into why some markets fail, from Oregon State University Extension [https://agsci.oregonstate.edu/sites/agscid7/files/eesc_1073.pdf](https://agsci.oregonstate.edu/sites/agscid7/files/eesc_1073.pdf)
- **Friends of the Market program** - Farmers Market Federation of New York has a toolkit for creating this type of program [https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184l/5e7b9aa4d5d42e50260bdf0/1585158820155/Friends-of-the-Market.pdf](https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184l/5e7b9aa4d5d42e50260bdf0/1585158820155/Friends-of-the-Market.pdf)

• Grants for farmers markets:
  ○ Grants from Project for Public Spaces https://www.pps.org/community-placemaking-grants
  ○ Western Ag Credit has $500 grants available for market advertising https://www.westernagcredit.com/farm-fresh-ads
  ○ Utah’s Own has grants available each year for marketing https://utahsown.org/
  ○ MarketLink provides grants specifically for helping markets establish SNAP programs https://marketlink.org/
  ○ Utah Department of Agriculture and Food has a Specialty Crop Block Grant available to enhance the production and sales of specialty crops (fruits, veggies and nuts) in Utah. Find out more https://ag.utah.gov/specialty-crop-block-program/
  ○ Utah Dept. of Health and Human Services - grants for managing the Produce Incentive Programs (DUFB, SFMNP, and Produce Rx) doubleup@utah.gov
  ○ Find an informative presentation on writing a grant to USDA from our 2020 Network Forum here https://static1.squarespace.com/static/5e3adfd708e80ab416476510d/t/5eb9e420e85fc52b2ff43c1e/1589240878881/Writing+Successful+FMPP+Proposals_IRC+New+Roots-compressed.pdf and on our website https://www.utahfarmersmarketnetwork.org/market-manager-resources
  ○ USDA’s Farmers Market Promotion Program (FMPP) provides grants to farmers markets https://www.ams.usda.gov/services/grants/fmpp. Here is a video overview on YouTube https://www.youtube.com/watch?v=GZcQTHMmw8I
  ○ USDA National Institute for Food and Agriculture has a Community Food Projects Competitive Grants Program https://www.nifa.usda.gov/grants/funding-opportunities/community-food-projects-competitive-grants-program
  ○ Market Umbrella’s Marketshare education program funding info attached
  ○ Many counties and cities have grant programs for special events (like markets) or community projects. Check out your local municipality’s website for more information.

Conflict resolution
• Farmers Market Coalition conflict resolution https://farmersmarketcoalition.org/resolve-conflict-at-farmers-markets-april-jones/
• Farmers Market Federation of New York has a manager training program with an extensive manual. https://www.nyfarmersmarket.com/resources. Find conflict resolution information on pages 77-80. https://static1.squarespace.com/static/5e70ea6d10d5dc73a27d1184/t/605b67a4f15c1b1a976e9c7d/1616603053448/Binder1-compressed.pdf
• Indeed.com - strategies for conflict resolution in the workplace https://www.indeed.com/career-advice/career-development/conflict-resolution-strategies
• Conflict resolution from Mindtools https://www.mindtools.com/ahcpfn4/conflict-resolution
• Farmers Market Legal Toolkit section on vendor relations https://farmersmarketlegaltoolkit.org/risks/vendor-relationships/
• Attached is DC Produce Plus De-escalation Best Practices sheet
Measuring Performance

- **Farmers Market Coalition** has a wealth of information, including:
  - Templates and workbooks for data collection [https://farmersmarketcoalition.org/templates-workbooks/](https://farmersmarketcoalition.org/templates-workbooks/)
  - How to do data collection [https://farmersmarketcoalition.org/education/eval-tips/](https://farmersmarketcoalition.org/education/eval-tips/)
  - Evaluation 101 - tools, information, and resources for evaluating your market [https://farmersmarketcoalition.org/education/evaluation-101/](https://farmersmarketcoalition.org/education/evaluation-101/)
  - Current Data Collection Resources for Farmers Markets [https://drive.google.com/file/d/1tioPTFroeWIQFEs9I8gqWzzbuH8aKE/view](https://drive.google.com/file/d/1tioPTFroeWIQFEs9I8gqWzzbuH8aKE/view)
  - FMC’s Farmers Market Metrics [https://farmersmarketmetrics.guide/resources/](https://farmersmarketmetrics.guide/resources/) has a complete step-by-step guide to data collection and also has lots of downloadable templates and How-To guides, including the sample letter to vendors and a Market Day Report template attached here

- **Michigan Farmers Market Association** [https://mifma.org/for-markets/metrics/](https://mifma.org/for-markets/metrics/) - fact sheets on data collection, how to use volunteers to do it, and more


- **Texas Center for Local Food** has a free course you can take on measuring your market impact (plus many other courses on farmers market topics - enrollment is free and courses are online). Attached are examples from them of data measuring tools. Links are [https://www.txfed.org/](https://www.txfed.org/) and [https://www.txfed.org/courses/introduction-to-measuring-your-farmers-market-impact](https://www.txfed.org/courses/introduction-to-measuring-your-farmers-market-impact)


  - For help with how to integrate a **Google Form** with a Google Sheet [https://www.makeuseof.com/integrate-google-forms-with-google-sheets/](https://www.makeuseof.com/integrate-google-forms-with-google-sheets/)


  - For help with **data collection** and analysis [https://farm2facts.org/](https://farm2facts.org/)

- **Oregon State University Extension Rapid Market Assessment Tool** (including Dot Surveys) [https://catalog.extension.oregonstate.edu/sr1088](https://catalog.extension.oregonstate.edu/sr1088)

- **British Columbia Association for Farmers Markets** - Farmers Market Impact Toolkit [https://www.demonstratingvalue.org/resources/farmers-market-toolkit](https://www.demonstratingvalue.org/resources/farmers-market-toolkit)

- **Public Participation Partners** has information on how to understand your community through data [https://publicparticipationpartners.com/demographic-analysis-how-to-understand-who-makes-up-your-community/](https://publicparticipationpartners.com/demographic-analysis-how-to-understand-who-makes-up-your-community/)
Sprouts Kids Club

Sprouts Kids Club is a new weekly event at the Boise Farmers Market for all kids age 5 to 12. The program is modeled after programs in Oregon and across the country with the focus of teaching kids about their food and where it comes from.

Our mission is to educate and inspire children to take part in their local food system, enjoy eating nutritious foods and empower them to make healthy choices. Providing the opportunity to participate in activities that will allow kids to engage with local farmers will encourage a better understanding about where their food comes from.

Kids participating in the program are given a “Passport to Health” and a reusable Sprouts Shopping Bag for their purchases. Each week the child attends the Market they are given 2 special" Sprouts Tokens", each worth $1 to spend on fresh fruits & vegetables or plants that produce food. There will be weekly activities centered around food, nutrition and the food system which include scavenger hunts for produce, gardening and composting, and kids cooking classes.
Select Your Farmers Market Metrics & Data Collection Plan

In lesson 2, you reviewed refined metrics used across the country and heard examples of metrics farmers markets in Texas are using. Select the metrics that best suit your market to meet your data collection accomplishments you set in worksheet #1 - Data Assessment.

- Total Market Sales
- Total SNAP & Other Food Access Program Sales
- Total Visitors
- Total Volunteer Hours Contributed
- Total Acres Cultivated by Farmers
- Total % of Farm Vendors
- Total % of Women-Owned Businesses
- Total % of BIPOC-Owned Businesses
- # or % of BIPOC-Owned Businesses
- Vendor Count
- Other:
  - Other:
    - Other:
      - Other:
        - Total Market Sales
        - Total SNAP & Other Food Access Program Sales

Use Assessment Worksheet #2

Worksheet #2

Select Your Farmers Market Metrics

TXFED.ORG

Texas Center for Local Food

April 2022

TXFED.ORG

Introduction to Measuring Farmers Market Impact
After selecting the metrics best suited to your market, fill out this Data Collection Plan to help develop a plan for evaluation. The first table is an example with the Farmers Market Coalitions Top 7 Metrics. The second table is for you to fill in the metrics you’ve selected and plan to use. Remember, only collect data that you will actually use.

### Farmers Market Data Collection Plan

**Market Name:** Example-town Farmers Market  
**Leader of Data Collection:** Market manager

<table>
<thead>
<tr>
<th>Metric</th>
<th>Audience</th>
<th>Collection (When will we collect?)</th>
<th>Point Person</th>
<th>Platform for Data Entry</th>
<th>Reporting (When will we report?)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Market Sales</td>
<td>FM board</td>
<td>Every market day</td>
<td>Operations manager</td>
<td>Excel</td>
<td>End of year report</td>
<td></td>
</tr>
<tr>
<td>Total SNAP Sales</td>
<td>FM board, vendors</td>
<td>Every market day</td>
<td>Market manager</td>
<td>Excel</td>
<td>End of year report</td>
<td></td>
</tr>
<tr>
<td>Total Visitors</td>
<td>Vendors, Customers</td>
<td>Random market days 4x/season</td>
<td>Operations manager</td>
<td>Excel</td>
<td>End of year report</td>
<td></td>
</tr>
<tr>
<td>Total Volunteers Hours</td>
<td>FM board, vendors</td>
<td>Every market day</td>
<td>Volunteer Leader</td>
<td>Google Sheets</td>
<td>Volunteer recruitment beginning, mid, and end of year</td>
<td>75% Participation</td>
</tr>
<tr>
<td>#/% of BIPOC-owned Businesses</td>
<td>FM board, customers, local leaders</td>
<td>1x in Vendor Application</td>
<td>Google Forms – Vendor Application</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#/% of Farm Vendors</td>
<td>FM board and customers</td>
<td>1x in Vendor Application</td>
<td>Google Forms – Vendor Application</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres Cultivated by Farmers</td>
<td>FM board and customers</td>
<td>1x in Vendor Application</td>
<td>Google Forms – Vendor Application</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Metric</td>
<td>Audience</td>
<td>Platform for Data Collection (When will we collect?)</td>
<td>Point Person</td>
<td>Reporting Platform for Data (When will we report?)</td>
<td>Notes</td>
<td></td>
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<td>------------------------------------------------------</td>
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<td>------------------------------------------------------</td>
<td>-------</td>
<td></td>
</tr>
</tbody>
</table>

Leader of Data Collection: __________________________

Market Name: __________________________
Data Use Assessment

TXFED.ORG Introduction to Measuring Farmers Market Impact

Worksheet #1

Use this guided reflection to help you understand why you collect data and what you’ll do with it.

Data collection accomplishments: What do you want to accomplish with your data collection?
  o Collecting data due to demand from the funder(s)
  o Collecting data for spot analysis of an issue at the market
  o Measure your mission
  o Measure your annual goals
  o Other: ____________________________________________________________

Describe success for your farmers market in your own terms:

_______________________________________________________________________
_______________________________________________________________________

What steps will you take to help you be successful?

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

What do you do with/or plan to do with your farmers market data now? (Check all that apply)
  o Create an annual report for stakeholders
  o Internal data to guide operations
  o Reports to funders
  o None of these yet
  o Other: ____________________________________________________________

If you were to describe your market or make the case for your market to stakeholders today, what would you tell them about your market?

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________

What pieces of information do market managers know about your market and how do they know this? (ie. average vendor count from booth fee receipts, vendor demographics from application, etc.)

_______________________________________________________________________
_______________________________________________________________________
_______________________________________________________________________
What are the three most significant benefits your market receives from collecting data? *(ie. to support grant funding, inform vendors and/or board, etc.)*

1. 
2. 
3. 

What are the three biggest challenges your market faces in collecting data? *(ie. need to select which data we have staff capacity to collect, vendors don’t want to share sales data, etc.)*

1. 
2. 
3. 

Describe the audience for the data you are collecting *(ie: vendors, customers, funders, etc.)*
DE-ESCALATION & CONFLICT RESOLUTION

The Produce Plus Program provides critical support to community members who want to purchase fresh fruits & vegetables. Due to limited funds, Produce Plus is unable to serve everyone who qualifies or to serve everyone who experiences food insecurity.

Farmers’ Market Brigade Volunteers and market staff may interact with Customers who feel frustrated or upset by the program’s rules and operations, including long lines, limited checks, program eligibility rules, and more.

We encourage Farmers’ Market Brigade Volunteers to consider the following de-escalation tactics if any conflict arises while setting up and distributing Produce Plus checks to Customers.

**Remember CLARA:**
- Calm and center yourself.
- Listen actively to the other person.
- Affirm what they’re saying.
- Respond non-confrontationally.
- Add information if they seem open to it.

Other conflict-resolution strategies include:
- Introduce yourself, ask for their name, and use it often.
- After listening to a person’s whole concern/question, paraphrase what they’re saying and ask if you got it right.
- Clearly explain program rules while continuing to recognize the Customers’ concerns and feelings.
- Encourage Customers to call the Produce Plus Customer hotline, 202-888-4834.

In escalated situations, remember to:
- Move and speak slowly.
- Keep hands lowered, visible, and open.
- Be mindful of body language: relax, give them space, don’t loom.
- Make eye contact, but not constantly.
- Speak quietly or match their volume and slowly lower.

*If any situation remains escalated, ask for help from a Market Manager, Market Champion or Volunteer Leader.*

To report an incident, please call 202-601-9200 ext. 211 or email produceplus@dcgreens.org.
Finding funding for farmers markets

Farmers market organizers often ask whether there are grants available to provide start-up funds for markets. The short answer is, “Maybe!” More to the point, we discourage organizers from thinking the first step is getting a grant, and then you’ll start getting organized. A successful grant application will require you to have done a lot of work in order to complete the application. You will have had to identify a fiscal sponsor or become your own 501 (c) (3), develop a governing body, a mission, a business plan, a timetable, and so on. In other words, there’s no point in waiting for a grant to start getting organized. On the other hand, you might use the grant application process to structure getting organized. By answering for yourselves the questions asked by the grant application, you’ll have gained a great deal, even if your application doesn’t get funded.

A few caveats and disclaimers:

Don’t look for grants to solve your financial problems. In fact, to build sustainability you should continuously seek to minimize your need for outside funds—which means you have to create your own internal revenue streams. Vendor rents are the primary source of these and eventually can pay for a staff position. As for rent levels, the best thing is to first research what other nearby markets have done, as vendors will be aware of what those markets charge, and expect about the same. Generally speaking, markets on the West Coast take a percentage of sales; while markets in the rest of the country ask a flat fee for a single space (although craft markets are often run as percentage rent markets).

Markets charge by the frontage for the most part, and some markets limit a vendor to no more than two spaces in a row, so the market can keep a diverse range of products along each row. Whatever you charge, make sure you keep a simple system for maintaining records and also showing your board and community what is done with the money. (Go to marketumbrella.org to see the “CCFM-rent forms” on the marketshare page.)

Most private funders are not in the business of providing ongoing operational funds, such as staff, rent and utilities, or the cost of insurance. They exist to fulfill their own objectives and may consider funding you if they think your objectives coincide with theirs. Over time, however, their interests and funding priorities are likely to change…and they will move on. You don’t want to be over-dependent upon a single funder, or you will one day come face-to-face with disaster.

Government grants may also be available, at the local, state or federal level. However, be aware that government grants typically are time-consuming to apply for and require a lot of reporting and paperwork subsequently. These requirements are particularly burdensome for start-up organizations with little or no paid staff.

Although grants are tempting because they represent the potential for fairly large sums of money in a single chunk, keep in mind the professional fundraising maxim: individuals give 80% of charitable contributions compared with the 20% that foundations and corporations’ offer. In other words, over time it is the individuals who believe in your mission who will sustain you—outgiving foundations four to one.
So what are your alternatives?

In-kind donations. Don’t underestimate them! The first may come in the form of a fiscal sponsor—another nonprofit or a government agency willing to take you under their umbrella, include you in their insurance coverage, let you borrow their board of directors, use their copy machine, perhaps even offer you office space. Keep in mind that foundations are more likely to give to you if they see that you are already getting local support.

Also look for donated market space. Cities will typically provide market space for free. When the Crescent City Farmers Market was getting started, we approached the Reily Food Company—the local company associated with several popular local brands of coffee and tea—and asked to use their parking lot for our Saturday market. They were so charmed that we didn’t ask for money that they began donating all of the coffee and tea that we sell at our markets, giving us an additional revenue stream. Although in a place like Seattle having one corporate sponsor of market coffee sales might start a war with other coffee purveyors, in New Orleans it works. Look for local companies that share your views.

Consider an Americorps volunteer or college intern for your first staff positions. Harness that youthful enthusiasm and contribute to the next generation of farmers market supporters.

Corporate sponsors. Although a community farmers market must be sure about the expectations when working with a corporation, locally owned companies often care as much as market shoppers do about local farmers and fishers doing well, and can be called on to add assistance—as long as what is expected in return is not changing the democratic nature of the market. Remember, most of your vendors and shoppers work for for-profit businesses and they care about the success of their market! Perhaps a printing company will print your banner, market bags, and other materials for free—or in exchange for including their name on those materials, or simply in a year-end thank-you brochure. Perhaps a tent manufacturer will donate vendor tents in exchange for being listed as supporter of local farmers. Perhaps an ad agency will donate logo, website, or newsletter design. You want as many community partners as possible because these are people who are now invested in your success, who will talk you up with their employees, colleagues, and friends, and who will refer customers to your market.

Revenue streams. As noted, vendor rents can be your primary income-producing activity and can eventually pay for a staff position. Other possible income-generating ideas include coffee or other drink sales; t-shirt and market bag sales (some markets do not allow non-food sales, but many consider these marketing tools as well as income producers); a fee on debit and credit card sales (which are usually issued to shoppers in wooden tokens), market gift certificates (where a percentage of each certificate is used at the Welcome Booth, giving the organization some income), cookbook sales, workshops, farm tours (agri-tourism) or a membership organization (see below), etc.

Fundraisers. There are countless ways to raise money—from upscale dinner galas to down-home hayrides and hoedowns. We recommend centering your fundraiser on farming and food. Get your vendors, chefs, board members, media supporters—all your usual partners—in involved doing what they already do, but for this occasion doing it for the market’s long-term success. If you’re a seasonal market, we recommend holding your event in the middle of your off-season to remind people about your upcoming year (they will have missed you!). If you’re a year-round market, consider holding your main fundraiser during your most bountiful time of the year. Develop a budget for your fundraiser and aim to raise at least $10,000 in net profit (meaning after costs are covered), unless you’re a tiny rural market, where $2,000-$3,000 might be a more realistic goal. Try to let volunteers help plan and execute it; otherwise all of your staff time will go to event planning. At marketumbrella.org, we are fortunate to have an excellent “Friends of the Market” organization to handle our fundraising for us.

Friends of the Market. For most of our first decade, our membership organization charged $25/year to belong and in return gave members a bumper sticker that read “I YAM a Friend of the CCFM” (more marketing!), as well as six tokens for free coffee. Obviously, the rich rewards were not the main reason they gave money! The new model we have developed has a sliding scale for membership and different thank you gifts attached. As noted, our friends also organize our fundraiser every year and, from all accounts, have a great time doing it. Most of our elected Board works on Friends events, and we also find new leaders through it.

Still want to apply for grants?

OK, but now you have other sources of support, as well, and are less likely to become dependent upon grant funding.
**What types of grants are available?** Look for foundations interested in neighborhood economic development, “Main Street” development programs, aid to small-scale farmers, nutritional programs, but just remember to make sure the grant work is within your stated mission (go to marketumbrella.org to see the share titled “Strategy of the 4Ms”).

**What about government grants?** The USDA offers grants to farmers markets, particularly under two of their programs: the Agricultural Marketing Service’s Farmers Market Promotion Program (FMPP) http://www.ams.usda.gov/AMSv1.0/ and the Community Food Project: http://www.csrees.usda.gov/nea/food/sri/hunger_sri_awards.html

Be advised that the grant process is highly competitive and tends to be project-driven. In 2008, for example, FMPP grants were given to organizations that worked to improve farmer access to marketing and financial information; improved consumer education; or implemented innovative approaches to market operations and management, etc. In 2008, FMPP funding totaled $1 million, distributed in grants of no more than $75,000.

**Talk to your community partners.** Hospitals, universities, and other large organizations may have discretionary funds available for distribution to nonprofits whose work furthers their own goals and objectives. Kaiser-Permanente, for example, sponsors farmers markets in many of their fields of operation. Your relationships with community and corporate sponsors can lead you to other discretionary sources of funds.
FARMS MARKET IMPROVEMENT TOOLKIT

HEALTH programs
- Healthy cooking demos, recipes & education
- Health screenings & promotion booths
- Exercise classes

BUSINESS incubation
- Help new businesses & start-ups by sharing kitchen space, storage, food prep facilities, retail space

special EVENTS
- Concerts
- Tastings
- Craft fairs
- Recycling drives
- Marathons & bike races

VENDOR recruitment
- Vendor & producer outreach
- Target vendors selling products not sold at the market
- Become CSA drop-off site/food hub center

market STUDIES
- Survey customers
- Count number of customers
- Survey vendors about needs, concerns & sales info

COMMUNITY programs
- Partner with local community groups to sponsor activities & fund-raisers
- Invite local groups to distribute info at markets & use market as meeting hub

GOAL TOOLS

Increase sales
- +

Attract more customers
- 

Keep customers returning
- +

Encourage vendor retention
- 

Grow product diversity
- +

Grow community support
- 

UPGRADING YOUR SPACE with more parking, covered vendor spaces, sitting areas, or restrooms may lead to short term performance gains. But sustaining that also requires increased operational & organizational performance.

MORE INSIGHTS

SOCIAL MEDIA doesn’t directly impact the above goals. Since everyone does it, customers view it as standard practice.

Agricultural Marketing Service  February 2018  USDA is an equal opportunity provider, employer, and lender.
Farmers markets have evolved into robust business partners and valuable community resources. To find out more about market impacts, 1,396 farmers market managers told us about their market performance, vendors, customers, events, and more. Here’s what we found.

Farmers markets are key business partners that provide opportunities for established and emerging local businesses.

81% of surveyed markets recruited vendors. 56% of those increased their number of vendors. 59% recruited specific vendor types. 35% recruited any vendor type.

44% already had a waiting list. 15% didn’t recruit. 35% were out of space. 18% of markets opened a commercial kitchen.

10% had farmers who transitioned to organic. 17% had farmers who increased acreage. 37% of markets contracted with local restaurants.

56% of markets increased product variety. 41% enabled farmers to continue farming. 24% had vendors who added employees.

Community events:
- 20% Canning classes
- 27% Arts & crafts
- 48% Garden classes
- 65% Cooking classes
- 79% Music
- 55% Youth activities
- 49% Fund raising

64% of markets hosting community events reported customer growth.

60% of all surveyed markets saw customer growth. Of those, 57% saw increased customer retention.

Sources: All data was gleaned from the 2015 National Farmers Market Manager Survey, which surveys farmers markets listed in the USDA National Farmers Market Directory. The Directory is a voluntary service with information about market products, locations and more, online at www.usda.localfooddirectories.com

August 2016

Agricultural Marketing Service

USDA is an equal opportunity provider, employer, and lender.
Metrics Vendor Letter

Dear _______ Farmers Market vendors,

As we busily prepare for what we hope will be the best farmers market season ever, we are excited to share with you some good news.

The _________ Farmers Market is using Farmers Market Metrics, which is designed to help farmers markets understand and communicate their impacts. We will be collecting information from our visitors as well as our vendors, helping us understand more about your business, which, in turn, will help us to better support your operations.

This season, you may see some surveys being conducted at market, though they should be short and not interfere with the flow of customer traffic in any way. We hope to learn valuable information about our customers and our market’s overall impact that we will certainly share with you as the project progresses. Additionally, you will be asked certain questions on a small number of topics, including things like farm acreage (if applicable), gross sales at market, or the number of crops and varieties you offer for sale.

Why are we asking for this information? We take for granted the significant economic and social benefits that our market offers the community, but not everyone sees it this way. As the market continues to grow, we may compete for space, parking, and the right to be taken seriously by the people who make decisions about how land is used and municipal and state policies are made. We need to better articulate the role this market plays in our economy and community if we want to see it thrive, and we can only do that accurately with your help.

We want to assure you that any information you provide is confidential and will be compiled into aggregate statistics. No individual business information will be released without written consent from the owner.

Your cooperation, accuracy, and honesty in responding to any surveys this season is critical to helping this market understand its impacts and communicate its value to potential partners and funders. We greatly appreciate your cooperation and look forward to working with you to make this year the best season yet.

Please stay tuned for further updates on this project and how you can help.

Sincerely,
Market Day Report: <Market Name>, <Market Date>

Number of vendors: _________________

Number of farm vendors: ____________

# of SNAP transactions: ______________

$ of SNAP tokens distributed: __________

How many volunteer hours were worked in preparation for and during the market day? ____________________________

What was the temperature like today?
- Hot
- Warm
- Cool
- Cold

What was the weather like today?
- Sunny
- Cloudy
- Rainy
- Windy
- Snowing
- Smoky/Hazy

Did you have any activities or outreach at or leading up to the market? Select all that apply:
- Chef/cooking Demonstration
- Taste Tests / Sampling
- Nutrition Education
- General Outreach
- Activities for Kids
- Contest
- Promotion
- Health Fair
- Gardening Demonstration
- Market Tours

Briefly describe the event:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

Was there a target population you were trying to attract? Select one:
- All Market Shoppers
- New Market Shoppers
- SNAP Recipients
- College Students
- Teens
- ESL Communities
- Coupon Program Participants
- Voucher Program Participants

Were there community partners supporting this activity? Select an option
- None
- Faith-Based organizations
- Primary or secondary school
- University or college
- Healthcare facility
- Bank
- Business
- Restaurant
- Non-Profit
- Government
- Community group
- Economic development group
- Grocery or other food retailer
- Other

Names of community partners:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________
Were there any outreach activities for this activity? Select an option:
- [ ] Flyer distribution
- [ ] Food demonstration
- [ ] Public speaking event
- [ ] Food to door
- [ ] Radio advertising
- [ ] Public transit ads
- [ ] Other

Was this activity/outreach at the market or off-site? Select an option:
- [ ] At market
- [ ] Off-site

Total number of participants:
__________________________________

Participants under 18:
__________________________________

Which of the following services did your market offer on this market day? Select all that apply:
- [ ] Pre-ordering (from individual vendors)
- [ ] Pre-packed market boxes (a market aggregate)
- [ ] Curbside or drive-thru

*Once this page is completed, be sure to add this data into your Metrics account.*
<table>
<thead>
<tr>
<th>Sales by Payment Method</th>
<th>Token Redemption (for market management use)</th>
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</thead>
<tbody>
<tr>
<td>Cash / Check $</td>
<td></td>
</tr>
<tr>
<td>Credit / Debit Tokens $</td>
<td></td>
</tr>
<tr>
<td>SNAP/EBT Tokens $</td>
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<tr>
<td>Incentive 1 $</td>
<td></td>
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<tr>
<td>Senior FM Nutrition Program $</td>
<td></td>
</tr>
<tr>
<td>WIC CVV $</td>
<td></td>
</tr>
<tr>
<td>Total $</td>
<td></td>
</tr>
</tbody>
</table>

Please complete, fold & return this slip to the market manager before you leave the market.
Every recorded song has two copyrights: one for the melody and lyrics and another for the recorded rendition of the song. Performance Rights Organizations (PROs), such as the American Society of Composers, Authors and Publishers (ASCAP), Broadcast Music, Inc. (BMI), and Society of European Stage Authors and Composers (SESAC), own these copyrights and administer blanket licenses to venues, allowing them to play music from their library for customers.

The Fairness in Music Licensing Act of 1998 further governs where and when copyrighted music can be performed. Generally speaking, public performances are broadly interpreted under the law and are defined as performing in a place “open to the public or at any place where a substantial number of persons outside of a normal circle of a family and its social acquaintances is gathered.”

WHEN DO YOU NOT NEED A LICENSE?

- If you are playing a song published before 1922. Songs published before 1922 are public domain.
- If the music is being played in a classroom, during tutoring, for government officials, by nonprofit veteran organizations, or at annual agricultural or horticultural fair or exhibition.
- If you are playing from a AM or FM broadcast station licensed by the Federal Communications Commission (FCC). All legally-operated AM and FM radio stations are licensed by the FCC.
- If the artist is performing all original works, in an in-person concert.

CAN A MARKET PLAY A PLAYLIST WITH A SPEAKER?

Any music played for the public to listen to should be properly licensed.

IF OTHERS PERFORM MUSIC IN MY MARKET, CAN THE MARKET OPERATOR(S) STILL BE HELD LIABLE FOR COPYRIGHT INFRINGEMENT?

Yes. It is the responsibility of the venue/place of business to obtain licenses for all music played within the premises, whether live or recorded.
DO YOU NEED A LICENSE IF YOU PAY FOR PANDORA BUSINESS ACCOUNT OR A SPOTIFY PREMIUM ACCOUNT?

No. Internet radio is not required to be licensed by the FCC. Paid internet radio subscriptions targeted towards businesses, like Pandora for Business, may be a viable alternative if they cover the licensing costs for you. Check with your provider about music licensing rights before you subscribe.

Another alternative is satellite radio, such as SiriusXM for Business. This is a paid subscription which handles the copyright royalties for businesses to allow them to play music without having to pay licensing fees, just the subscription fee. It should be noted, however, that the licensing fees for most performing rights organizations amount to an annual sum not substantially different than that charged by satellite radio.

If you pay for one PRO's library, you only receive access to the music owned by that PRO, rather than purchasing a subscription to something like satellite radio you will only receive the library that that specific PRO copyrights rather than an endless variety of music supplied by a provider like Sirius XM for Business.

WHO REGULATES MUSIC LICENSING? WHO IS CHECKING THAT BUSINESSES/ORGANIZATIONS HAVE THOSE LICENSES?

There are three national Performing Rights Organization (PROs): ASCAP, BMI, and SESAC. Each PRO oversees the music in their respective catalog and uses the court system to enforce copyright infringement — the result of playing music in a public setting without the proper licensure.

Rates vary for each PRO and licensing with one only allows you to play music from their catalog alone. As an example, in 2020, rates for ASCAP were based on “seating capacity” per event and ranged from $10 to $370. Their “minimal annual fee” was $261. There is no specific license type for a farmers market.

WHAT AGREEMENT SHOULD YOU HAVE IN PLACE WITH LIVE PERFORMERS AT YOUR MARKET?

The Farmers Market Coalition recommends the following language in a signed agreement with performers:

“I am aware of U.S. Copyright Law and fully respect its authority with regard to the playing of live music. I hereby certify that any music played at ___ Farmers Market is of my own authorship or in the public domain.”


MORE HELPFUL RESOURCES AND LINKS

Strategies for Success

Books and articles:

- Resource with many books for farmers markets https://www.farmersmarketonline.com/books-for-farmers-markets
- From the Ground Up: Local Efforts to Create Resilient Cities. Alison Sant, Island Press, 2022
- Good article about the impacts of farmers markets https://theconversation.com/farmers-markets-are-growing-their-role-as-essential-sources-of-healthy-food-for-rich-and-poor-157009

Webinars, Podcasts, etc.

- Farmers Market Pros - conferences, webinars, podcasts, TED talks and more https://www.farmersmarketpros.com/
- Market Umbrella has a free online resource library at https://www.marketumbrella.org/marketshare/
- Texas Center for Local Food has a free online course for market managers https://www.txfed.org/

Social media for market managers:

- Utah Farmers Market Network Facebook page - see what your fellow managers are up to! https://www.facebook.com/groups/136432023776342
- Utah Farmers Market Network Instagram page https://www.instagram.com/utahfarmersmarkets/
- US Farmers Market Managers Facebook page - post questions and engage in discussions! https://www.facebook.com/groups/farmersmarketmanagers
- Farmers Market Coalition Facebook page https://www.facebook.com/fmc.org

Join the Farmers Market Coalition’s listserv - it’s a great forum for asking questions and seeing what other farmers markets around the country are doing. https://farmersmarketcoalition.org/networking/listserv-2/
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“The best resources are the connections you form with each other.”