



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

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

May 2009

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

Methodology

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

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

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

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

Summary of Findings

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 1.

Perceived greatest challenges to boards/governing bodies

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

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

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

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

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



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

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

Table 2

Most commonly offered services by state FMAs

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

Table 3

Desired topics for web-based professional development opportunities

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

Limitations

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

Conclusion

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

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

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

*This survey and report was made possible through a 2008 grant from the
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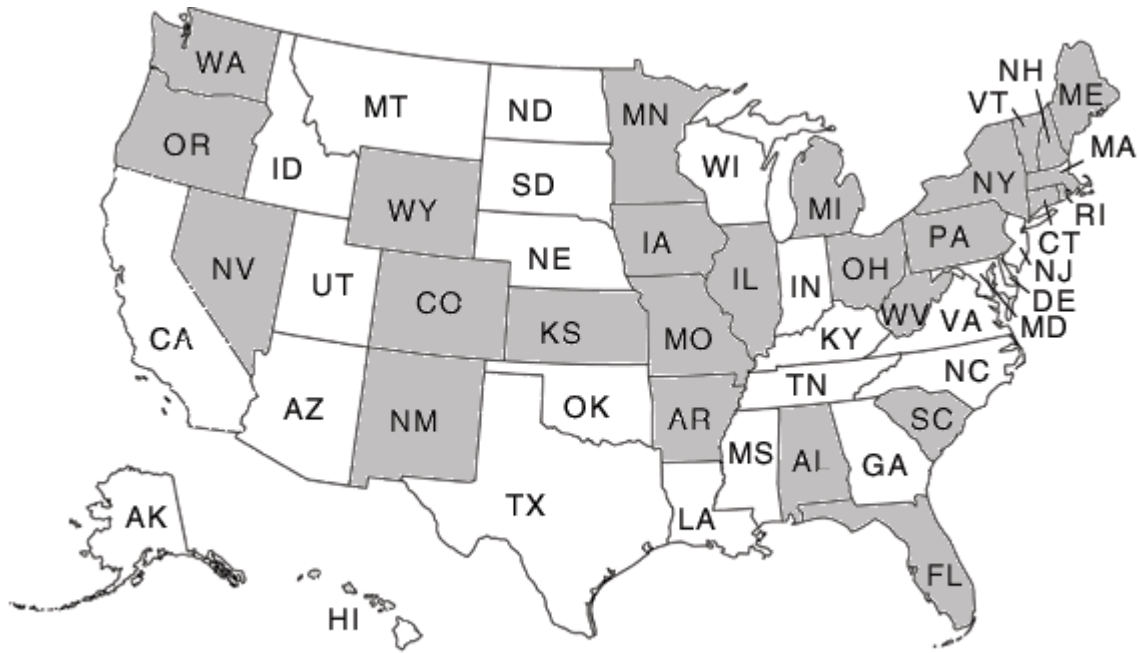


**Appendix A: Organizations Responding to State Farmers Market Association Survey,
January – February, 2009**

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



Appendix B: Map of States with Organizations Responding to State Farmers Market Association Survey, January – February, 2009





Constant Contact Survey Results

Survey Name: State Farmers Market Association Survey

Response Status: Partial & Completed

Filter: None

May 28, 2009 2:17:17 PM

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

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



TextBlock:

Basic Information

* In what year was your farmers market association founded?

27 Response(s)

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

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

TextBlock:

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

TextBlock:

Membership

* How many farmers markets does your association represent?

27 Response(s)

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

27 Response(s)

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

27 Response(s)

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

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



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

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

* Who can join or receive services from your association?

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

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

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

TextBlock:

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






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Membership Services

TextBlock:

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

Insurance and Risk Management Tools

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

Grant and Resource Support

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





Nutrition - Related Programs

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






Training and Education

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

Market Start-up and Management Services

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

Networking and Information Sharing

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

Market Promotion to the General Public

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

Policy and Advocacy

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

Additional services (please specify)

8 Response(s)

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

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

TextBlock:

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

TextBlock:

Organizational Structure

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

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

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

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

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

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








* Who governs the activities of your association?

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




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

27 Response(s)

Which categories are officially represented on the governing body?

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

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

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

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

24 Response(s)

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

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

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

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

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

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

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

23 Response(s)

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

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

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

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

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


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

Does your organization have a strategic plan?

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







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

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

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

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

How often is your strategic plan reviewed and updated?

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

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

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

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Human Resources

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

27 Response(s)

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

27 Response(s)

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

27 Response(s)

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

27 Response(s)

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

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

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

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

* Are you an employee of the organization?

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

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

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

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

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

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

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

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

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













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Funding

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

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

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

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

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

27 Response(s)

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

27 Response(s)

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

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

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

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

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

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

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Advocacy

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

1 = Not at all active, 5 = Very active

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

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

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

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

TextBlock:

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Challenges and Needs














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

27 Response(s)

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

27 Response(s)

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



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

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Leadership Opportunities

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

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

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

Please use this space for any additional comments.

11 Response(s)

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You're done!

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