

# Building Farmacies:



## A Guide for Implementing a Farmers' Market at a Community Health Center

Darcy A. Freedman<sup>1,2</sup> & Kassandra A. Alia<sup>3</sup>

University of South Carolina, College of Social Work<sup>1</sup>

University of South Carolina, Cancer Prevention and Control Program<sup>2</sup>

University of South Carolina, Department of Psychology<sup>3</sup>

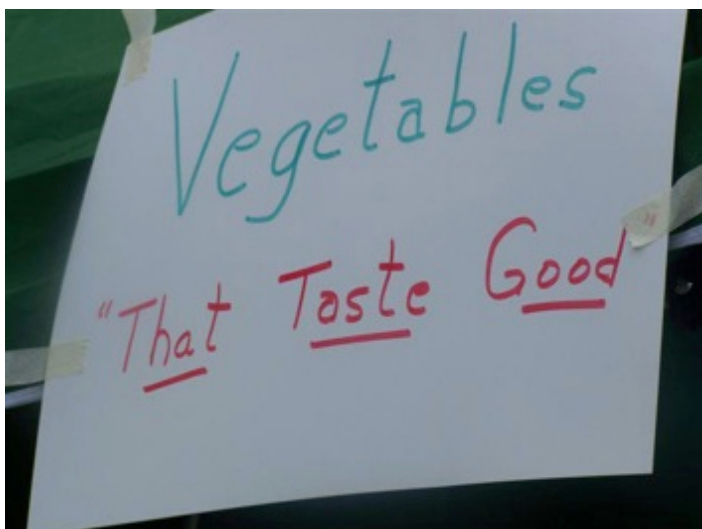
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“Being involved in the market is very interesting. I have learned a lot about different fruits and vegetables that I did not know about. It is great to try to market a healthy Orangeburg, and to get more people into buying fresh produce, not produce that has been around or had raw sewage run over it or anything like that. To promote a healthier Orangeburg - It is great, and I love being an advocate for that.”  
*Crystal Lloyd, Community Volunteer and Advisory Council Member*

“One reason why I was so excited to join the market was because it was helping our patients and the community, giving them the opportunity to have fresh fruits and vegetables. Also, being that transportation is an issue at the health center for some of our patients, they can make a one stop shop to see the doctor, grab some veggies, grab some fruit, and head home.”  
*Elvin Cobbs, Advisory Council Member and Staff of Family Health Centers, Inc.*



“The market has been a really good concept. I think trying to put the production side of farmers growing things with the health side and trying to make that connection, I think that is a good promotion and that should be continued.”  
*Mark Nettles, Market Vendor and Advisory Council Member*

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### The Right Choice, Fresh Start Farmers' Market Advisory Council Members

Dr. Edith Anadu, Family Health Centers, Inc.  
Ms. Patricia Armstrong, Family Health Centers, Inc.  
Mr. Paul Butler, RCFS Farmers' Market Manager (2011) and Orangeburg-Calhoun-Allendale-Bamberg Community Action Agency  
Ms. Linda Blume, Community Volunteer  
Mr. Elvin Cobbs, Family Health Centers, Inc.  
Ms. Patricia Gibson-Haigler, South Carolina State University  
Ms. Sadie Jarvis, Claflin University  
Ms. Crystal Lloyd, South Carolina State University  
Mr. Mark Nettles, 1890 Research and Extension Program, South Carolina State University  
Mr. Alvin Pair, Alvin Pair's Farm  
Ms. Patricia Williams, South Carolina Department of Health and Environmental Control  
Ms. Lucy Willms, University of South Carolina

### The Right Choice, Fresh Start Farmers' Market Advisory Council Ex-Officio Members

Ms. Kassy Alia, University of South Carolina  
Ms. Sylvia Ellis, Market Manager (2012) and Community Volunteer  
Dr. Darcy Freedman, University of South Carolina  
Mr. Jason Green, University of South Carolina

### Our Partners and Friends

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## Author's Welcome

Farmers' markets have grown in popularity in recent years as a place for improving health, increasing economic growth for local agriculture, and building communities. This is exciting because farmers' markets have the potential to offer a win-win-win solution to consumers, farmers, and communities by increasing access to fresh, high quality produce for consumers, economic opportunities for farmers and other retailers near farmers' markets, and opportunities for social interactions and the cultivation of community. Though the rebirth of farmers' markets represents an exciting movement in the United States, data reveal that the benefits of farmers' markets are not evenly distributed. Communities with the greatest need for farmers' markets, for instance, are least likely to have them.

In the present manual, we describe an approach for developing a health center-based farmers' market. Health centers, in particular federally qualified health centers or FQHCs, were identified as a strategic place to locate farmers' markets because they may be located in food desert contexts (i.e., low-income communities with low-access to healthy food retailers). Additionally, locating at a health center makes an explicit connection between farmers' market and preventive medicine. The health center-based farmers' market that is the focus of this manual is the Right Choice, Fresh Start (RCFS) Farmers' Market, a multi-vendor, produce-only farmers' market that operates in an FQHC parking lot in rural South Carolina. The RCFS market was developed through a community-university partnership. The goals of the market are to increase access to fruits and vegetables and improve diet among residents in the rural county and increase economic opportunity for participating small-scale farmers. The purpose of this manual is to describe the process we used to develop the RCFS farmers' market, starting with the initial conceptualization and taking you through the process of sustaining a health center-based market. We describe the methods used from December 2010 to October 2012 in detail and include our lessons learned and tips for future practice.

It is our hope that this manual is useful for community leaders, practitioners, and researchers alike as you develop health center-based farmers' markets. We hope that the example set by this partnership may be used to inspire innovative strategies for ensuring more equitable access to healthy foods and for re-visioning health centers in a manner that includes "farmacies" as a central component of health care delivery systems.

Sincerely,

Darcy Freedman, PhD & Cassandra Alia, MA  
University of South Carolina

## Chapter 1: Introduction and Overview

### 1. Introduction

The Right Choice, Fresh Start Farmers' Market Pilot Project is a research project of the Cancer Prevention and Control Research Network (CPCRN) and the College of Social Work at the University of South Carolina. The pilot project was conducted from June 2010 to December 2011; the second season of the market occurred from June-October 2012. This community-based farmers' market was piloted in collaboration with Family Health Centers, Inc. (FHC), a federally qualified health center (FQHC) in Orangeburg, SC. The purpose of the pilot project, a primary prevention intervention, was to increase access to fruits and vegetables among members of a population who suffer disproportionately from diet-related health conditions. In addition to supporting the local farmers economically, the market creates a sense of community while engaging in an innovative health promotion intervention.

The Right Choice, Fresh Start (RCFS) market was designed to be a replicable model for other community health centers across the country. The research team documented the market-building process to create this user's manual while demonstrating the various health and economic benefits of incorporating a farmers' market into a health care delivery system.

The RCFS market received initial funding from the Centers for Disease Control and Prevention and the National Cancer Institute (grant 3U48DP001936, PIs: J. Hebert & D. Friedman); it is our goal that the farmers' market is self-sustaining in the future. The RCFS Market is guided by an Advisory Council of invested community members who represent local universities, the health department, local farmers and the faith community. The market also receives support from the South Carolina Department of Agriculture, the 1890 Research and Extension Program at South Carolina State University, and the Clemson University Extension Agency.

#### 1a. Why Start a Farmers' Market at a Community Health Center?

**“Our patients are the most important. We at the Family Health Center are more excited about our patients being here than anything. The patients know we [the farmers' market] are here every Friday, and they are even asking for more [market] days. The market is a good thing.”** *-Elvin Cobbs, Family Health Centers Staff and Advisory Council Member*

Obesity among Americans is a national health concern affecting about one-third of the population (Flegal, Carroll, Ogden, & Curtin, 2010; Ogden, Carroll, Curtin, Lamb, & Flegal, 2010). Rates of obesity are particularly prevalent among racial and ethnic minority populations living in the South (Pan et al., 2009). As such, novel approaches to address obesity disparities are urgently needed. While behavioral change interventions designed to improve individual's health behaviors (e.g., healthy dietary behaviors) exist, they may be insufficient for achieving and maintaining the goal of obesity reduction among disparate populations (Jetter & Cassady, 2006). Environmental interventions focused on improving access to healthy foods may provide a promising alternative approach to individually oriented interventions.

Farmers' markets are environmental interventions that increase access to fresh fruits and vegetables. Interest in farmers' markets has grown exponentially in the past decade, with the number of markets in the United States frequently increasing (U.S. Department of Agriculture, 2007). While this growth provides an exciting opportunity for both food producers and consumers, disparities exist in the distribution of farmers' markets (Jones & Bhatia, 2011). Data reveal that farmers' market customers tend to be White, middle-aged, middle to upper class, and well-educated (Eastwood, Brooker, & Gray, 1999; Govindasamy, Italia, & Adelaja, 2002). Furthermore, markets are often located in predominately White, upper to middle class neighborhoods (Brown, 2002). Recent years have seen an increase in farmers' markets in communities with high rates of poverty, communities of color, and/or communities with limited access to healthy foods (Freedman, 2007; Freedman, Bell, & Collins, 2011; Suarez-Balcazar, Martinez, Cox, & Jayraj, 2006). These markets have been opened purposefully to target populations that are more likely to be adversely affected by diet-related health conditions (Moore, Diez Roux, Nettleton, & Jacobs, 2008; Pan et al., 2009).

An important step in the future of farmers' markets is to be strategic about locating them in settings that are accessible to populations unduly affected by health disparities. One potential setting is a community health center. Federally qualified health centers (FQHC) or community health centers are community-driven, non-profit health care delivery organizations that provide quality patient-focused health care in a comprehensive and culturally appropriate manner. The primary purpose of these organizations is to provide comprehensive care to patients that includes preventive and primary health care services along with other related services including health education, case management, pharmacy, dental, oral health, and others. Furthermore, FQHC's serve medically underserved patients; specifically, FQHC's provide care to individuals regardless of their socioeconomic status or ability to pay. The types and methods of service delivery at community health centers are driven by community needs. Community input is provided in various ways including community and consumer representation on the health centers' board of directors; the majority of the members on a community health center board must be recipients of services from the health center.

## **2. The Right Choice, Fresh Start Farmers' Market Model**

The RCFS Market is guided by theory suggesting access to healthy foods is a multi-dimensional concept. That is to say, access to healthy foods (or lack of access) are not simply a function of geographic access (i.e., do you have a food store in your community?). This study is grounded in a theory of food access that suggests there are five dimensions of food access: spatiotemporal, economic, social, service delivery, and personal. This theory is based on prior food access research with low-income populations in the South (Freedman, Liese, Hatala, Lomax, & Blake, 2011). The five dimensions of food access are outlined below.

Guided by this theory, several aspects of the RCFS Market make it unique in comparison to a traditional farmers' market. The market is located at a federally qualified health center. This location is unique because of its connection to a community health center that primarily serves low-income populations. Key features of the RCFS model include: (1) financial incentive programs to improve access among low-income consumers; (2) a produce "prescription" program for patients at



the community health center; (3) the acceptance of federal food assistance benefits; (4) an evaluation plan that measures the markets’ progress towards its’ goals; and (4) an active, participatory Advisory Council consisting of health center staff and volunteers from the community.

Table 1.1. Dimensions of food access.

<b>Dimension</b>	<b>Description</b>
<i>Spatiotemporal</i>	The farmers’ market is conveniently located in a space that is accessible to participants. It is easy to get to for people traveling by car, bus, and foot.
<i>Economic</i>	The farmers’ market sells foods at fair market prices, accepts food subsidies such as food stamps and farmers’ market vouchers, and provides financial assistance to select group of patient-customers (i.e., those with the greatest need for produce to treat their health condition).
<i>Social</i>	The farmers’ market is developed collaboratively with regular feedback from key stakeholders (consumers and farmers). The farmers’ market is tailored to the needs and interests of the target population (i.e., patients of FHC). The farmers’ market is a communal space that is welcoming to all.
<i>Service Delivery</i>	The farmers’ market sells a wide variety of high quality produce, the setting is clean and organized, and customers are treated with respect.
<i>Personal</i>	Customers have the knowledge, skills, and efficacy to purchase and prepare produce procured at the farmers’ market.

## 2a. Financial Incentives and Economic Accessibility

The RCFS farmers’ market is an environmental intervention aimed at reducing diet-related health disparities by increasing access to healthy foods. A major barrier to accessing healthy foods in general and fresh fruits and vegetables in particular is the price of the foods. Moreover, the financial resources of a family (i.e., the amount of money in one’s pocket book) also influence food access. For many individuals, healthy foods are considered to be unaffordable. Thus, a key aspect of the RCFS Market was the inclusion of financial incentives into the market design. The RCFS Market has a financial voucher program for a select group of research study participants from the community health center, “prescription” coupons for patients at the health center, and a double your food subsidy program. Additionally, the RCFS market accepts EBT/SNAP cards (food stamps) and WIC and senior vouchers.

### 2a1. Voucher Program

The financial vouchers offered at the RCFS Market are available to participants in a study designed to evaluate the market. The goal of the study is to examine shopping trends among a select group of patients at the health center, assess the influence of the market on fruit and vegetable consumption, and explore other benefits (e.g., social) of the market in the lives of these participants. As a part of

this study, financial vouchers are provided to a cohort of randomly selected patients at Family Health Centers, Inc. who have a diabetes diagnosis. In return for completing three surveys and agreeing to shop at the market, the patients are given \$50 in vouchers redeemable at the market. Vouchers are given in \$25 increments after the completion of Survey 1 and Survey 2. Voucher cards are not replaced if they are lost. To reduce the risk of losing a lot of money in the voucher program, each voucher card is worth \$5. All farmers' vending at the RCFS Market were made aware of the vouchers and agreed to accept them if they planned to vend at the market. Payment to the farmers comes in the form of reimbursements the following week. More details about the study design are provided in the chapter on Evaluation.

### ***2a2. Prescription Program***

The prescription program offered as a part of the RCFS market is an intervention aimed at raising awareness about the importance of fruit and vegetable consumption, increasing patient-provider communication about healthy eating, and increasing economic access to produce. Health care providers at the community health center are supplied with a prescription pad that outlines the current recommendations for healthy eating (i.e., fill at least half of your plate at each meal with fruits and vegetable). The prescriptions can be "filled" at the farmers' market; customers receive \$1 off their purchase when the prescription is "filled." A sample prescription is provided in Appendix B. Having a prescription pad for the farmers' market creates an opportunity for discussion between the health care provider and the patient about the importance of maintaining a healthy diet. Additionally, studies have shown that receiving a prescription from a medical professional often correlates with behavior changes. Unlike participants in the research study, any patient at the health center would be eligible to receive a farmers' market prescription as an incentive to shop there.

### ***2a3. EBT/SNAP/Food Stamp Benefits, WIC (Women, Infants and Children) and Farmers' Market Senior Vouchers***

Accepting federal food assistance benefits at the farmers market is an important way to ensure that the market is accessible to the members of the community who may need it the most. Farmers are also likely to see increased sales as a result of the capability to receive benefits. The process of becoming certified to accept EBT/SNAP benefits and vouchers is a time sensitive and complex process, so it is best to begin planning well in advance of the start of the market. Additionally, farmers must become certified by the state regulatory agency (e.g., Department of Agriculture or Department of Health) to accept WIC and Senior Farmers' Market Vouchers; this typically occurs in the winter or spring before the market season. Lessons learned from the RCFS market and information on resources related to federal food assistance programs will be shared in the chapter on Market Planning.

### ***2a4. Double-Voucher Program***

Although not used in the first season of the RCFS market, the "double-voucher" program is another successful model for providing economic incentives for low-income populations to shop at farmers' markets. A double-voucher coupon matches federal food to significantly increase an individual's buying power. These programs are springing up across the country with widespread support from underserved communities and farmers alike. The double-voucher program facilitates a mutually

beneficial link between food insecure populations and local farmers. These incentives help small farmers to access a share of federal food dollars often spent at large retail stores while ensuring that low-income individuals receive the fresh, nutritious produce that is often too costly for their limited food budget. For more information about the double-voucher program, visit the Wholesome Wave web site at [www.wholesomewave.org](http://www.wholesomewave.org).

In the second year of the market, the RCFS implemented an intervention similar to a double-voucher program. The intervention, called “Shop N Save”, was a self-enrollment intervention. Customers electing to enroll had the opportunity to receive one \$5 matching coupon per week if they spent at least \$5 at the market using the following food assistance programs: Supplemental Nutrition Assistance Program (SNAP); Women, Infants, and Children Program (WIC); and Senior and WIC Farmers’ Market Nutrition Program.

### **2b. Evaluation**

The RCFS Farmers’ Market began as a community-campus collaborative research study involving the University of South Carolina and Family Health Centers, Inc. As such, evaluation played a key role in market activities during the pilot phase. Several goals were agreed upon by members of the community during a participatory visioning meeting, and an evaluation plan was devised to measure the project’s success in meeting those goals. Undertaking an evaluation project is a worthwhile venture to demonstrate to potential funders and stakeholders the value of having a farmers’ market at your community health center. An evaluation project could range greatly in scope and complexity. The evaluation plan for the RCFS Market is available in this manual; however, it is important to take into consideration the amount of work involved in carrying out a successful evaluation effort.

Partnering with a local university may be beneficial for your project. Faculty in the health sciences such as Social Work, Public Health, Nursing, Medicine, Pharmacy, Nutrition, and/or Psychology may be particularly interested in collaborating on evaluation efforts. Through this relationship, the RCFS Market accessed a significant number of researchers, volunteers and graduate assistants who were able to assist in the various evaluation tasks.

### **2c. Advisory Council**

The Advisory Council consists of health center staff members and community volunteers who agree to commit their time and expertise to the project. The Advisory Council is critical to the farmers’ market planning process, implementation and long-term sustainability. Council members serve as guides throughout the market’s formation process and play an integral role in ensuring that the market reflects the culture and preferences of the community. An application or election process can be used to decide who will serve on the Advisory Council. Depending on the budget, a stipend or an incentive can be offered in return for their time. The Council generally agrees to stay involved over the course of two years. Therefore, it is important to recruit new people to join the Council on an ongoing basis so all people do not roll off of the Council at the same time. The market is largely planned over the course of several Advisory Council meetings. Descriptions of the meetings are provided in this manual.

## Chapter 2: Planning Your Community Health Center’s Farmers’ Market

### 1. Is Your Health Center Ready?

Before you begin making plans, it is important for your community health center to assess its level of readiness to host a farmers’ market. A great deal of time, energy and resources go into the planning process. Considering the factors that indicate readiness could help ensure your market’s success, effectiveness and sustainability.

During the initial phase of the RCFS farmers’ market project, the research team conducted a readiness assessment for establishing a market at a community health center (Abstract in Appendix I) Results of the study indicated that several factors were related to readiness, including capacity, social capital, awareness of health problems and solutions, logistical factors, and sustainability. Thus, it is important for community health centers to take stock of these factors as you prepare to develop a farmers’ market at your site.

*Table 2.1 Dimensions of readiness for establishing an environmental intervention at a health center.*

<b>Indicator of Readiness</b>	<b>Definition</b>	<b>Dimensions</b>
<i>Capacity</i>	Ability to mobilize health center and community resources to implement and sustain the environmental intervention.	<ul style="list-style-type: none"> <li>• Institutional support</li> <li>• History of programming to increase access to healthy foods or improve diet</li> </ul>
<i>Social Capital</i>	Ties and connections available that may be leveraged to mobilize environmental interventions at the health center.	<ul style="list-style-type: none"> <li>• Partnerships and collaborations</li> <li>• Collective efficacy</li> <li>• Public image</li> </ul>
<i>Awareness of health problems and solutions</i>	Understanding of community health concerns and needs and related solutions.	<ul style="list-style-type: none"> <li>• Ecological perspective of health problems</li> <li>• Community-informed understanding of health concerns</li> <li>• Awareness of barriers to accessing and eating healthy foods</li> <li>• Vision that farmers’ market will serve as the solution to community health problems</li> </ul>
<i>Logistical Factors</i>	Resources needed to implement and support an onsite farmers’ market.	<ul style="list-style-type: none"> <li>• Physical location</li> <li>• Patient volume</li> <li>• Access to local farms and farmers</li> </ul>
<i>Sustainability</i>	Resources needed to sustain the intervention.	<ul style="list-style-type: none"> <li>• Awareness of intervention demands</li> <li>• Broad support for the intervention</li> <li>• Ownership of the intervention</li> </ul>

Source: Freedman et al., 2012

## 2. Conducting a Readiness Assessment Meeting

The first step to establishing a farmers' market at your community health center is to conduct a readiness assessment meeting with key stakeholders. It is important to invite stakeholders from the community health center (e.g., executive director, medical director, facilities manager, other key staff, and board members) as well as key community contacts (e.g., extension agents, local farmers). In this meeting, select a spokesperson to introduce the concept of establishing a farmers' market at your community health center. The spokesperson should be someone who is comfortable leading a group discussion and passionate about the possibilities associated with establishing a farmers' market at the health center. In the RCFS study, we used the following questions to guide our readiness assessment meetings. You may modify these as you introduce the idea with your stakeholders. At the end of your meeting, make a plan for determining whether the farmers' market is project is a good fit for your center and, if applicable, generate some ideas for garnering start-up funding.

### Readiness Questions

1. What types of programs or activities have occurred in your community and/or at your health center related to increasing access to fresh produce?
2. What is the general attitude about increasing access to fresh produce in your community and at your health center?
3. Is there information available on food accessibility concerns in the community and diet related health conditions among patients at your health center and the community at large?
4. Who, if anyone, provides funding for increasing access to fresh produce programs/activities and how long will it continue?
5. What is the health center's attitude/belief about funding prevention programs like a farmers' market?
6. What are the primary obstacles to increasing access to fresh produce in your community?
7. Has your organization talked about establishing a farmers' market at the health center?
8. What is your vision for having a farmer's market at the health center?

### Logistical Questions

1. Do you have outdoor space available for the farmers' market?
2. Is this space large enough for set-up, parking?
3. Is the health center located in a high traffic area to attract customers?
4. What is the average daily patient volume at the health center?
5. Is there a high prevalence of patients receiving chronic disease management care and/or prenatal care (i.e., recurrent patients)?
6. Are patients generally satisfied with the health center?
7. How is the health center perceived by the surrounding community?
8. What types of relationships exist between the health center and the community?
9. Are the health center staff members willing to engage in a participatory planning process?
10. How have you engaged key community leaders (e.g., mayor, neighborhood associations, and non-profits) in other efforts at the health center?
11. What is the fit between the farmers' market project and the overall mission of the health center?

### Windshield Tour

It will also be important to carefully consider the physical space at your health center. An exploratory tour of the facility is highly advised to envision where and how your market may take place. Be sure to include the facilities' manager in the discussion and the tour. It is advisable to consider the following questions during the windshield tour.

1. Is the space large enough for famers' trucks to access the site in the parking lot?
2. Are there shade trees available in the area?
3. Does the location allow for signage to promote the famers' market?
4. Is the site easily accessible for patrons?
5. Is the site wheelchair accessible and accommodating for customers with disabilities?
6. Will the existing traffic patterns allow for easy flow in and out of the farmers' market?
7. Is the site easily visible from the street?
8. Will the parking lot need to be repaved soon such that it will interfere with the market?
9. Is there a shelter for the farmers, or is there a space to set up tents?
10. Will the market have access to electricity for an EBT machine, cash register, fans, etc.?
11. Will the market have access to a phone line for an EBT machine?
12. Will farmers and customers be able to access a restroom?
13. Is there a place for farmers to wash their hands and/or their produce?
14. Is the health center on a bus route?
15. Is there adequate parking for staff and patrons, in addition to the farmers' trucks?
16. How close is the health center to an existing grocery store, farmers' market or healthy food source?
17. How accessible is foot traffic to the community health center site?

### 3. Funding your Farmers' Market Project

In addition to assessing the readiness of your health center, securing start-up money will be essential for creating a successful intervention. Consider submitting a grant to the U.S. Department of Agriculture, a charitable organization or a community foundation. When planning for market funding, remember that fundraising will be necessary for project sustainability after the initial start-up funds have been secured. Below is a sample budget for starting up a farmers' market.

*Table 2.2 Sample budget for first year of farmers' market project.*

<b>Item</b>	<b>Estimated Cost</b>
Meeting expenses (e.g., community meeting, advisory council meetings)	\$600
Famers' market Supplies (e.g., tent, tables, chairs, storage unit)	\$3,000
Marketing (e.g., signs, posters, advertisements)	\$3,000
Mailings (postage, printing, supplies)	\$800
Farmers' Market Manager (~12 hours/week X 40 weeks)	\$6,000
Financial Incentive Programs	\$1,000
Evaluation (Interviews, surveys, focus groups, etc.)	\$2,000
Research Assistance (~10 hours/week X 30 weeks)	\$3,600
<b>TOTAL</b>	<b>\$20,000</b>

In addition to these costs, the RCFS Market relied heavily on the facilities staff at the community health center to assist with market set-up. In the first year of the market, facilities staff were relied on for transporting supplies (e.g., tables, tents) to and from the storage unit on market days (Note: In the second year of the market, a shed was purchased to alleviate the burden on the facilities staff). Locating the storage unit near the farmers' market site may reduce the time costs of facilities staff. Additionally, facilities staff members were instrumental in securing power and phone lines at the farmers' market site necessary for EBT and troubleshooting challenges along the way.

#### 4. Steps to Opening Day

Planning a health center-based farmers' market is an exciting process that takes place over the course of several months. Here you will find a blueprint for mapping the way to your opening day. A detailed discussion of the steps follows.

##### Calendar of Events

June -

September: Conduct a meeting of key stakeholders at the health center to determine interest and readiness to host a successful market. Secure the necessary start-up funding.

October: Gather names of community members who would have an interest in your farmers' market. Send a letter to the members of the community inviting them to a community visioning meeting.

November: Hold the community visioning meeting. Set the initial goals for the farmers' market. Recruit attendees to serve on the farmers' market advisory council.

December: Recruit advisory council members via an application. Screen advisory council applicants and conduct interviews if necessary. Plan for the first advisory council meeting.

January: 1<sup>st</sup> Advisory Council Meeting

Goals: Introduce the project, develop relationships, and establish group norms. Review the goals for the market established at the community meeting and create work groups.

February: 2<sup>nd</sup> Advisory Council Meeting

Goals: Discuss market logistics, farmer recruitment plan, farmer WIC/Senior voucher training and the plan for evaluation. Make a plan to conduct a product assessment with the health center patients and a farmer interest survey. Brainstorm name and logo for market.

March: 3<sup>rd</sup> Advisory Council Meeting

Goals: Present the evaluation plan (if desired). Determine how your voucher system will function and begin EBT application process. Discuss results from farmer interest survey and product assessment survey. Determine a day and time for the market. Begin making plans for marketing and fundraising.

## Building Farmacies Manual

- April:** 4<sup>th</sup> Advisory Council Meeting  
Goals: Approve the market regulations and vendor agreement. Approve the market manager job description and determine how to market the position. Approve the evaluation plan (if one is being used). Place orders for market materials and locate storage space for them. Finalize marketing materials and fundraising plans.
- May:** 5<sup>th</sup> Advisory Council Meeting  
Goals: Hire market manager. Enroll farmers in the market. Send your press release to local media. Finalize all remaining market logistics for opening day. Receive EBT machine and EBT training.
- June:** Market Opens!  
6<sup>th</sup> Advisory Council Meeting  
Goals: Trouble-shoot problems at the market, review sales trends, farmer and customer feedback. Make plans for a grand opening event in July. Focus on fundraising strategy.
- July:** Grand Opening Event
- August:** Family Centered Event in conjunction with Farmers' Market Awareness Week/Month
- September:** Market continues with season extension
- October:** Market continues with season extension  
Fall Festival and End of Market Event
- November:** 7<sup>th</sup> Advisory Council Meeting  
Goals: Discuss the successes and shortcomings of this year's market. Recruit new members of the community to the advisory council. Establish a plan for moving forward into year two.

## 5. The Community Forum

The community forum is designed to introduce the project to the community at large and actively seek the input from the people who live and work in the community surrounding the health center. The meeting will include key stakeholders from all walks of life, and it will be an opportunity to recruit Advisory Council members.

### 5a. Community Member Representation

A successful community-based market needs input from various sectors of society. The community forum should include those who can contribute a wide range of knowledge and experience. Brainstorm with staff members to generate a list of names and contact information of people representing different backgrounds. The broader the representation, the better! Here is a list of individuals you may want to include. Ideally, you would like at least 10 stakeholders involved in the planning process.



### *Stakeholder Suggestions*

<i>Patients of the Health Center</i>	<i>Food Safety Knowledge</i>
<i>Experienced Farmer's Market Organizer</i>	<i>Research Specialist</i>
<i>Extension Agent from Land Grant University</i>	<i>Fundraising/Grant writing Specialist</i>
<i>DSS Social Services/Community Social Worker</i>	<i>Local Farmer</i>
<i>Government Representative</i>	<i>Local Community Member - Target Consumer</i>
<i>Lawyer with Agricultural or Non-Profit Knowledge</i>	<i>Community Organization Leader/Partner</i>
<i>Marketing Specialist</i>	<i>Community Faith Leader</i>

### **5b. Inviting Stakeholders to the Meeting**

It is important to send out a letter of invitation at least two weeks in advance of the meeting and follow up with a personal phone call if possible. You will need to create a list of names and contact information for key stakeholders prior to the mailing (Sample invitation in Appendix C). The phone call gives the community members a chance to ask questions about the farmers' market project and understand why they have been invited to participate in your meeting. Keep a database with each community member's name, title, organization and contact information. Use this database to keep track of RSVP's and later to track who attends the meeting. One strategy to ensuring a strong attendance at your meeting is to provide a meal for those who participate. This could be donated by a local restaurant or grocery store if needed.

### **5c. Planning the Meeting**

Several tasks will need to be accomplished in preparation for your community forum. Be sure to select a location that is large enough to accommodate all of the guests. Assemble the packets of materials that each person will receive. Documents may include an agenda, visioning activity materials, contact information for the project director, an Advisory Council application, and a meeting satisfaction evaluation. Select the speakers for the meeting, and consider asking the CEO, a medical professional, and the project director to prepare speeches. Recruit several leaders to facilitate a visioning activity in small groups. Remember to make arrangements for the meal.

### **5d. Presenting the Concept of the Farmers' Market at a Community Health Center**

The community will be curious about your farmers' market project, so be prepared to illustrate a compelling need for the market. If the community experiences high rates of chronic diseases or health disparities that could be ameliorated by the presence of the farmers' market, do some research to present a few statistics to those in attendance. Often, this information can be found using a quick internet search on websites such as the Centers for Disease Control (CDC; [www.cdc.gov](http://www.cdc.gov)) and the National Institutes of Health (NIH; [www.nih.gov](http://www.nih.gov)). The community will want to be informed about the problem being addressed; however, they will also want to know about the solution being proposed. In addition to information on health statistics, bring in images of vibrant and diverse farmers' markets. Engage the community's imagination to begin a process of visioning their own farmers' market.

## 5f. Group Visioning Activity

This activity is meant to elicit feedback from the community concerning their desires for the farmers' market. Facilitators should be assigned beforehand to lead small groups through the process. By the end of the activity, the community should have a list of ideas that can be translated into initial goals for the community health center-based farmers' market. This information will then be synthesized by the Advisory Council to finalize the goals. There may be other activities that you could use to capture ideas for the market. The experience at the RCFS community forum was very positive, and the activity was well-received. Whatever method your group decides upon, be sure to emphasize active participation and input from each person in attendance. See the instructions for the activity used in the RCFS study; this activity can be implemented with small to very large groups in a relatively short timeframe. In the RCFS study we conducted this activity with approximately 50 people in about 20 minutes (See Johnson, Freedman, Joosten, & Duke, 2011).

### Visioning Activity

#### *Step 1: Reflect*

- Each group will take 3-5 minutes for a "quiet time" to reflect on what will happen as a result of the Farmers' Market at the Health Center.
- Record one idea per card. Once all ideas are recorded, each person will prioritize their choices with a ranking of 1-2-3 value on each card with 3 being the highest value. Some cards will not be ranked (i.e., there will not be a 4, 5, 6, etc.).
- Turn the cards face down on the table. Explain that it's often difficult to process and distill so much information into just three ideas, but that is the point of this quiet time.

#### *Step 2: Discuss*

- When all have completed the "Reflect" step, announce that you will now record these ideas for discussion at the table. Go around the table asking each person to report their "3" item, and as each idea is stated write a very brief summary on the easel pad. (Do not number the ideas at this point.)
- Try to ensure that all at the table understand what is being written down. Questions may be posed to ask for clarity but should not be used to voice disagreement.
- Once everyone has recorded their "3" idea, go around the group again and get the "2" idea and then the "1" idea.

#### *Step 3: Rank*

- When all ideas have been recorded, announce that the group will now attempt to identify the "consensus Top 3" from the table, for presentation to the larger group.
- Each table member should now take another index card and write down their own individual top three choices, considering all of the ideas presented, and giving each a 3-2-1 value.
- One final time, go around the table asking each person to name his/her 3-value idea only. Write these value numbers beside each item. When this is completed, ask a reporter from the group to add up the scores to identify the "consensus Top 3" that will be reported out. E.g., if "improving the health of patients" receives a "3" score from three people, then the total score for this reason would be 9.

#### *Step 4: Report*

- Direct your Reporter to proceed to the front of the room for presentations.
- These reports must be very brief – only 30 to 60 seconds – and should highlight only the top three consensus points.

The information gathered through the visioning process will serve as the goals that guide the market's direction as an intervention. The goals that were determined by the visioning meeting for the RCFS study are provided below as examples; however, the goals defined by your site may be very different. Most importantly, the project goals should be guided by community feedback.

1. To increase access to produce among patients at the community health center.
2. To improve diet among adults and children in the community.
3. To increase demand for local farmers' products.

### 5g. Advisory Council

During the meeting, explain the concept of the Advisory Council. Let them know what kind of people you are looking for and describe the responsibilities (and rewards) of serving on the Council. Inform the group that applications have been provided in their meeting packets. Invite them to fill them out before they leave or send them in by a certain date. The Advisory Council Application for the RCFS study is available in Appendix D.

### 5h. Community Survey

At the conclusion of your community forum, ask the attendees to complete a brief survey that includes questions about the community's preferences for the emergent farmers' market. A sample is provided in Appendix E. This can give your team a clearer idea about what days and times are best, what kinds of products interest potential consumers, and what "wrap-around" services, such as health screenings or cooking classes, are most appealing. Be sure to include a section to ask for names of others who may want to get involved.

After your meeting, collect and analyze the feedback that was received. Send out a mass email explaining the results from the meeting and any other important messages. Remind the attendees to submit their Advisory Council Application, and inform them of your team's next steps.

## 6. Selecting the Advisory Council

Ensure that the Advisory Council applications are widely distributed, and allow at least a month's time to receive applications. Once the deadline is reached, meet with project staff to individually review the applications to determine which applicants are acceptable. Selection criteria can include the organization they represent, timeliness of application (did they meet the deadline), skills they possess, and overall attitude towards the market.

Representation is an important factor in creating a diverse Advisory Council. Members could represent organizations such as the agricultural extension agency, health department, local schools and universities, faith community, business community, hospitals or civic club. Consider inviting a farmer and a patient to serve on the Council. It is important that the Advisory Council is able to speak for members of the larger community.

Written applications should be reviewed thoroughly, and if necessary, an interview may be conducted with a potential candidate. Ultimately, you should select a core team of the best 8 to 10 applicants, and if there are good candidates that somehow did not make the top list, consider offering them an alternate position. An alternate would serve in the event that a selected candidate

was not able to. Members may not be appropriate if they are too busy to respond to communication, if they present a conflict of interest with the market, or if they would be an over-dominating voice on the council.

### **6a. Acceptance, Rejection and Alternate Letters**

Send out letters in the mail informing applicants of their status on the Advisory Council. Example letters are in Appendix F. Be sure to include the days, times and locations of all the meetings leading up to the market opening. Send out an email to create a listserv for communication between members. Make accommodations for members of the Council who may not use email, and determine a good way to remain in contact.

### **7. First Advisory Council Meeting**

The goals of the first Advisory Council meeting are to formally introduce the project, get to know one another, set the ground rules for working as a team, and begin looking into the first tasks in working groups. Sample agendas of all meetings are found in Appendix G.

#### Potential Agenda Items

Present the results of the visioning meeting to determine the goals of the market

Establish a set of ground rules for working as a team

Discuss and define the goals of the farmers' market

Discuss the market logistics using results from the community survey

Market size, day, time, frequency, start and end date

Name of the market

Break into action teams to divide up the work:

Farmer Recruitment Team

Evaluation Team

Meeting Evaluation

### **7a. Meeting Evaluation**

An effectiveness survey is used at each meeting to determine what aspects went well and what aspects can be improved. The Advisory Council members should be informed that the evaluation component is essential to ensuring that their goals as a team are being met. Be sure to include the results of the survey in your meeting minutes and work to address the areas of dissatisfaction as a group (see Appendix H).

#### Interim Tasks

Draft initial Evaluation Plan

Gather contact information for local farmers

### **5. Second Advisory Council Meeting**

The goals of the second Advisory Council meeting are to discuss market logistics, establish a farmer recruitment plan, schedule a training for farmers interested in accepting WIC and Senior Farmers' Market vouchers, review the plan for evaluation, and brainstorm names and a logo for the market. Additionally, time must be directed to developing a plan for conducting a product assessment with the health center patients as well as a farmer interest survey.

### Potential Agenda Items

Discuss market logistics  
Farmer recruitment plan  
Farmer training for WIC and Senior Farmers' Market vouchers  
Discuss the Evaluation Plan  
Market name and logo  
Make a plan to conduct a Market Product Assessment with health center patients (Appendix I)  
Make a plan to conduct a Farmer Interest Survey (Appendix J)

### Interim Tasks

Administer Market Product Assessment  
Administer Farmer Interest Survey  
Analyze results for next meeting  
Farmers receive training for WIC and Senior Farmers' Market vouchers

## **6. Third Advisory Council Meeting**

The goals of the third Advisory Council meeting are to present the evaluation plan (if desired) and get approval, determine how your financial voucher system will function, discuss the EBT application process, review results from farmer interest survey and product assessment survey, determine a day and time for the market, and develop a strategy for marketing and fundraising.

### Potential Agenda Items

Present the evaluation plan and receive feedback  
Determine how your voucher or financial incentive program will function  
Examine the EBT application process  
Present results from farmer interest survey  
Present results from market product assessment survey  
Determine a day and time for the market  
Begin making plans for marketing and fundraising

### Interim Tasks

Apply for your FNS number to receive your EBT machine  
Create your Market Rules and Vendor Agreement (Appendix K)  
Write a Market Manager Job Description (Appendix L)  
Create marketing and fundraising materials (Appendix M)

## **7. Fourth Advisory Council Meeting**

The goals of the fourth Advisory Council meeting are to approve the market regulations and vendor agreement, approve the market manager job description and determine how to market the position, approve the evaluation plan (if one is being used), place orders for market materials and locate storage space for them, and finalize marketing materials and fundraising plans.

### Potential Agenda Items

Approve the market regulations and vendor agreement  
Approve the market manager job description and determine how to market the position  
Approve the evaluation plan  
Discuss study participant recruitment (if applicable)  
Place orders for market materials and locate storage space for them  
Finalize marketing materials and fundraising plans

### Interim Tasks

- Advertise the Market Manager Position
- Hold interviews for Market Manager (Appendix N)
- Recruit participants to the research study (if applicable)
- Send out the Vendor Agreements to interested farmers in the mail
- Purchase market materials (tables, chairs, signs, t-shirts, etc.)
- Write a press release (Appendix O)

## **8. Fifth Advisory Council Meeting**

The goals of the fifth Advisory Council meeting are to review market manager candidates and nominate a top candidate, review farmer enrollment as vendors at the market, review and approve your press release and develop a plan to share it with local media, finalize all remaining market logistics for opening day, and discuss EBT machine and EBT training.

### Potential Agenda Items

- Hire market manager
- Enroll farmers in the market
- Create a plan to disseminate your press release to local media
- Finalize all remaining market logistics for opening day
- Receive EBT machine and EBT training
- Celebrate all of your planning and hard work and make plans for opening day!

### Interim tasks

- Distribute marketing materials related to the farmers' market
- Recruit volunteers to help with evaluation tasks
- Print vouchers or acquire tokens for financial incentives
- Finalize study participants (if applicable)
- Administer pre-market surveys (if applicable)

## **9. Sixth Advisory Council Meeting**

The sixth Advisory Council meeting will take place soon after the market opens. The goals of this meeting are to trouble-shoot problems at the market, review sales trends, discuss farmer and customer feedback, make plans for a grand opening event in July, and review plans for fundraising to sustain the market. In the RCFS study, we had potluck dinner for this meeting and asked council members to bring a dish that featured foods sold at the market.

### Potential Agenda Items

- Discuss “high” and/or “low” experience at markets so far
- Trouble-shoot problems at the market
- Review sales trends and customer volume
- Review farmer and customer feedback
- Make plans for a grand opening event in July
- Next steps for fundraising strategy

### Interim Tasks

- Send out sponsorship mailings
- Shop at the market!

## 10. Seventh Advisory Council Meeting

The seventh Advisory Council meeting will occur near the end of the market season or soon after it is over. The goals of this meeting are to discuss the successes and shortcomings of this year's market, brainstorm ideas for enhancing the market in the future, develop a plan for recruiting new members of the community to the advisory council, and establishing a plan for moving forward into year two.

### Potential Agenda Items

Discuss "high" and/or "low" experience at markets so far  
Review successes and shortcomings of this year's market  
Discuss plans for sharing the market "story" with key stakeholders  
Brainstorm ideas for next year  
Develop a plan for recruiting new members to the Advisory Council  
Establish plan for moving forward

### Interim Tasks

Schedule Advisory Council meeting dates for the next year  
Disseminate results for first year  
Send thank you notes to participating farmer

## Chapter 3: Implementing Your Community Health Center's Farmers' Market

Once you have gone through the process of planning for your farmers' market, the next step is to open the market and put it into action! This chapter will review topics relevant to implementing the market.

### 1. Key Players Involved

The market is a space created for members of your community; as such, all community members are welcome and vital members to the market's success. However, there are several key players who are most important to the success of market implementation. The following section will discuss these positions, their role in the implementation of the market, and suggestions for recruiting individuals to fill these important roles.

#### 1a. The Market Manager

**"The role of market manager has given me a whole new idea of what is going on around Orangeburg. That I like, because I wanted to get involved with Orangeburg issues seeing as how I had always worked out of town. So, now I can get involved."**

- ***Sylvia Ellis, Market Manager (2012) and Community Member***

The Market Manager plays a central role in handling the day-to-day operations at the farmers' market. This includes an on-site presence at the market during all market hours as well as some off-site work during non-market hours. The manager works together with the Health Center Liaisons and the Advisory Council to ensure the market is implemented in line with the vision and policies agreed upon during the planning phase. In addition, the manager is the primary contact person for market vendors, consumers, and the community. The manager should be an outgoing individual with a passion for the farmers' market and the community. He/she needs to be comfortable interacting with a variety of individuals. Ideally this person will be well-connected with diverse stakeholders in the community.

The duties of the Market Manager will vary depending on the vision and capacities for your particular market. The specifics of this position should be discussed and finalized during the planning phases. For the RCFS market, the Manager played a key role in the implementation of the market. The position was a part-time, 10-15 hour per week position; the salary for this position was budgeted into the grant. The duties for the RCFS Market Manager are listed below; reviewing these duties may provide an example of the role the Manager can play in ensuring a successful market.

#### Duties of the Market Manager:

- Enroll farmers/vendors in the market by obtaining a signed copy of the vendor agreement.
- Collect all stall fees owed, make accurate accounting and deposit in market account.
- Work with the Facilities Manager to set up, break down, and maintain the safety of the market.



- 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 market policies and procedures 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 the market manager's booth in collaboration with staff and volunteers.
  - Have nutritional and health education materials to distribute.
  - Have recipes for seasonal, local foods that are available in the market.
  - Oversee the market's EBT and voucher acceptance program.
- Act as liaison to the Advisory Council, providing accounting and performance reports on the 15th of each month.
- Communicate market policies, activities and rules to farmers, keeping them informed throughout the season. Bring suggestions from farmers back to the Advisory Board.
- Help the Advisory Council with planning special promotional events.
- Oversee marketing and outreach
- In collaboration with the Evaluation Team, help record the number of visitors who come to the market. Assist with tracking the volume of produce that is sold per market day and entering the data into the database after the market day is completed.
- Assure the market site is clean once the market is closed and the vendors have left for the day.
- Maintain a database of farmers/vendors, their contact information, signed vendor agreement and any licenses or permits each vendor possesses based on the products they are selling.
- Conduct or arrange for farm inspections as needed.

Recruitment of the Market Manager should take place prior to opening the farmers' market. The job description (including duties, qualifications, compensation, hiring timeline and application instructions) should be developed during the planning stages of the market. See a sample job description in Appendix L. It is advised that this job description is posted and circulated at least two months prior to opening day. Sample interview questions for the farmers' market manager position are available in Appendix N.

## 1b. The Farmers

**"Being a part of the market keeps my mind occupied and it also helps other people. For instance, at the Family Health Center you're helping someone. It's not a big profit-making thing. It's just that I try to grow all my produce myself. I also try to do all the selling myself because I can actually sell, technically, at a lower price than surrounding markets and that's what I am trying to do."**

**- Willie Ulmer, Market Vendor**

Without farmers there is, of course, no farmers' market. Therefore, the role of the farmer is extremely vital to the successful implementation of your farmers' market. Farmers are responsible for bringing produce to sell to the market weekly. Farmers directly communicate with the Market

Manager, and are expected to comply with market policies as stated in the vendor agreement (vendor agreement developed during the planning phases; see Appendix K for the RCFS vendor agreement).

In many markets, a farmer may elect to be either part-time or full-time. The frequency of commitment will depend on the length of your market (i.e., the number of weeks open), the capacity of your market (i.e., the space you have for vendor stalls) and the plan for the size of the market. Thus, the number of farmers needed for the market will depend on these considerations.

In selecting the farmers for your market, it is recommended that you consider what qualifications you expect for your farmers. One of the goals of the RCFS market was to increase economic growth for small scale, local growers; thus, all of the vendors for the RCFS market were farmers from the community. The RCFS market also sought to sell locally grown produce, and so it was a requirement that farmers have the capacity to sell produce grown on their farms in order to be eligible for the market. In the RCFS market, at least 50% of the produce sold by a participating farmer vendor needed to be grown by them (i.e., not a resale product). Other considerations include the role of the farmer on their farm; for the RCFS, farmers who had sole proprietorship, a partnership, or corporation were eligible. Farmers also needed to be in compliance with government regulations.

The recruitment of farmers began early in the planning phase of the market—several months prior to market implementation. The Advisory Council relied on recommendations of farmers from community agricultural leaders, such as extension agents. Once a list of names had been gathered, farmers were contacted and asked to complete a brief farmer interest survey (see Appendix J). If farmers' responded that they were interested in the market, they were entered into a database as a potential vendor. Advertisements were also placed in local newspapers. Word of mouth was another recruitment strategy.

It is advised that you meet with the farmers and visit their farms prior to enrolling the farmers as vendors for your market. This will provide an opportunity to verify how and where the products are grown. Your team may also decide to use this time to administer a survey to the farmer; this is an aspect of the evaluation, which will be discussed further in chapter 4. The visit is also an opportunity for the market manager to discuss market policies.

### **1c. Volunteers**

Volunteers may be needed to help with market operations. At the RCFS Market, volunteers were depended upon to help with various research tasks, such as administering surveys, creating receipts for sales and doing participant observations. Volunteers may also be helpful with other market logistics, such as set up and take down; marketing; and organizing and running market activities. The role of the volunteer will depend on your specific market, and should be discussed during the planning phase.

If it is determined that your market needs volunteers, consider recruiting from the following places: local middle schools, high schools and universities; civic clubs; Boys and Girls Clubs; 4-H clubs; patients at the health center; friends/family of the Advisory Council members; senior centers; and volunteer recruitment organizations, such as the United Way. Creating partnerships with organizations in the community is an important part of gaining traction and gathering momentum for sustainability. Volunteers from partner organizations are likely to want to participate in the market if they know about it and understand its mission. Create a volunteer job description and circulate it widely (see Appendix L for an example from the RCFS market). Consider asking a member of your team be designated as the volunteer manager. This person will be called upon to circulate the call for volunteers, manage the phone calls /emails, answer questions, schedule dates and delegate volunteer responsibilities. Tip: Don't overlook the help of children and youth! They are often available during summer months and are interested in being involved.

### **1d. Health Center Staff**

During the RCFS market, the staff members from the Health Center were vital to the successful implementation of the farmers' market. Staff involved in the implementation included the executive director, medical director, health educators, nurses, pharmacists, receptionists, facilities management and social workers. They provided important support for the market, including acting as liaisons between the health center and market operations; providing logistical support in the set up and running of the market; and promoting the market through announcements and discussions with patients among other activities. Staff also supported the market financially by attending the market as regular customers!

Given the importance of involving the staff from the health center in market operations, it is encouraged that you discuss with leaders at the health center and the advisory council how to strategically work with the health center. There may be an opportunity for the existing board of the health center to take on the farmers' market as a project that they want to organize. Maintaining positive relationships is critical to a long-standing and effective market.

### **1d. Additional Positions**

There may be other key players involved in implementing your market. The RCFS utilized the Advisory Council to help the market run smoothly. If the market is being implemented as a research project, the Project Director and Research Staff are also essential to the market's success. These positions will be discussed in more detail in Chapter 4. Depending on the needs of your market, you may want to consider requesting the help of these and other individuals.

## **2. Marketing**

Spreading the word about your market is important to draw as many people to the market as possible, and should begin well in advance of opening day.

Prior to opening day, there are several strategies that may help you spread the word about your market. See example press release from season 2 for the RCFS Market in Appendix O. Issue press releases well in advance of the market to generate buzz and excitement. Be sure to invite members of the local media to come out and cover the story. Put up signs in the health center and hand out reminders to the patients. Make announcements over the PA system about when the market will

begin. Place flyers around the town. Go on the radio to be interviewed about your new market. Ask local pastors to announce the opening during services. Do whatever you can to make sure that the community knows about your market!

During the market season, it is important to continue to advertise. Set up signs near the road and around the market to let people know that you are open. Signs should clearly and crisply display important information about the market, including that the market accepts food subsidies (e.g., SNAP/EBT). Tell patients and staff that the market is open. Have volunteers and staff hand out flyers about the market. Make announcements over the health center PA system during the market hours about what foods are available. You may even consider having a special sale that is announced over the PA during various time points of the market day.

### 3. Supplies Needed

Your market will need various supplies to run smoothly. A list of supplies should be discussed during the planning phase of the market and should be incorporated into the market budget. Items may include tables, tents, folding chairs, extension cords, phone cords, signs, coolers, water bottles, money box, office supplies (e.g., tape, pens, pencils, calculators, string, clipboards), and cleaning products to wipe down tables. Check around to find the lowest price on these items and/or if any organizations would allow your team to borrow some of these items. A few supporters of the RCFS Market, for instance, decided to buy tents as a donation (value ~\$200). Be sure to let people know how they can help your market: you never know who may want to donate something!

Finding a place to store the items may be a challenge. During the first year of the RCFS market, materials were stored in a storage facility associated with the Family Health Center. During the second year of the market, a storage shed was purchased using market funds and was placed on the market site. Storage sheds are expensive typically costing between \$750-\$2,000 so they may need to be donated or be the focus of a fundraiser. For instance, you could put the logos of various sponsoring organizations on the shed. You will also need to consider how to transport supplies; this may require the help of market volunteers, the market manager, or other individuals.

**“One thing I would say in setting up a market is if you have a person who is running the market, make sure their schedules are clear and the people are on point for the day of the market. It is very important that you be on time and have the market open. Have everything you need. It can be tables, tents, chairs; make sure those things are available. Start making an assessment before the season ends to see if you need funding to have new tables, tents, chairs. Also if you the market is located on health center grounds, try to have a shed, some place to store all supplies. Having a shed is very important.”**

**- Elvin Cobbs, Family Health Center Staff and Advisory Council Member**

### 4. Market Logistics

Developing an action plan for market logistics will help ensure that market implementation is a success. Tasks and responsibilities should be considered for the following: pre-market planning, day of market, and post-market. Table 3.1 below includes a list of tasks that were included in the

RCFS market. Tasks and responsibilities will vary depending on whether your market includes a research and evaluation component.

### 5. Special Events at the Market

Market events are a great way to connect with consumers and spread awareness about the market. Events are also useful opportunities for promoting fundraising for the market. The RCFS market had a Grand Opening event as well as a health fair on two different dates during the first market season. These events attracted higher than average numbers of customers as well as the media and other special guests. Special events at the market may include inviting guest speakers, cooking demonstrations, health education, music and dancing, and other fun activities. Ideas for potential activities can be collected during the pre-market assessment conducted during the planning phases (see Appendix P) or through customer satisfaction questionnaires during the market season. Enlist the support of the Advisory Council in planning for the market events: they may have connections to potential guest speakers and vendors, and may help with the coordination and planning for the event. The key is to be adequately prepared. Be sure to invite key stakeholders to the event well in advance; key stakeholders may include policy makers (senators, mayors, city council, school board), government officials (health department, department of social services, department of agriculture), business leaders, community advocates, etc. Make sure all guests have directions to the market. Ensure you have sufficient staffing and volunteers. Invite the press. Remember: this is an opportunity for celebration and will help with the long term sustainability of the market!

Table 3.1 Task And Who Is Involved

	<b>Tasks &amp; Who is Involved</b>
<b>Pre-Market Planning (days leading up to market)</b>	<p>Market Manager</p> <ul style="list-style-type: none"> <li>• Confirm Vendors</li> <li>• Assist with Marketing</li> </ul> <p>Market Manager/Research Staff (if conducting a research project)</p> <ul style="list-style-type: none"> <li>• Prepare supplies</li> <li>• Prepare evaluation materials, if applicable</li> <li>• Confirm Volunteers &amp; Coordinate Transportation</li> </ul> <p>Advisory Council</p> <ul style="list-style-type: none"> <li>• Assist with Marketing</li> </ul>
<b>Day Of</b>	The Market Manager is responsible for ensuring that events run smoothly on the day of the market.
<i>Setting Up</i>	<p>Market Manager</p> <ul style="list-style-type: none"> <li>• Ensure that farmers arrive</li> <li>• Collect stall fees (if applicable)</li> <li>• Distribute Farmer Reimbursement for EBT and financial incentives (if applicable)</li> </ul> <p>Volunteers</p> <ul style="list-style-type: none"> <li>• Conduct pre-study assessment (if applicable)</li> </ul> <p>Market Manager/Volunteers/Farmers</p> <ul style="list-style-type: none"> <li>• Set up vendor booths, signage, etc.</li> </ul>
<i>During</i>	<p>Market Manager</p> <ul style="list-style-type: none"> <li>• Provide oversight and ensure adherence to market policies</li> <li>• Run EBT Machine</li> </ul> <p>Volunteers</p> <ul style="list-style-type: none"> <li>• Conduct Market Evaluation (if applicable)</li> <li>• Assist with sales as needed</li> <li>• Assist with Marketing to encourage people to attend the market</li> </ul> <p>Farmers</p> <ul style="list-style-type: none"> <li>• Sell Produce</li> </ul>
<i>Take Down</i>	<p>Market Manager/Volunteers/Farmers</p> <ul style="list-style-type: none"> <li>• Assist with taking down all booths, signage</li> <li>• Clean up the market space</li> </ul>
<b>Post-Market (Days following the market)</b>	<p>Market Manager/Research Staff</p> <ul style="list-style-type: none"> <li>• Organize farmer sales reports and reimbursement of EBT/financial incentive sales</li> <li>• Discuss what went well at the market and suggestions for improvement</li> </ul>

## Chapter 4: Evaluating Your Community Health Center's Farmers' Market

Evaluation is a key component of many community based organizations. There are many benefits to conducting an evaluation, and evaluations may be tailored to your specific needs, interests, and capacities. In this section, we will describe some of those benefits, and provide guidance to those interested in conducting an evaluation of their farmers' market.

### 1. Why Evaluate?

Evaluation can be used as an important tool to understand and improve your market. Evaluation may be conducted for research purposes as well as for ongoing feedback. Evaluation may help you to understand whether or not your market is successful at attaining the goals you have set out to achieve. It may also guide you in how to further enhance the success of your market by providing guidance for improvement. Additional benefits of evaluation may include helping to clarify program plans, or to improve communication among partners. Overall, there are many benefits to evaluating your market.

### 2. Planning Your Evaluation

Once you have decided that you want to evaluate your market, the next step is to decide on your evaluation plan. This process can be an exciting time to engage multiple stakeholders and use your creativity to develop a plan that may further enhance your market. The following section will describe this process, including who should be involved, developing your evaluation objectives, and selecting methods for evaluation.

#### 2a. Who should be involved?

Similar to other aspects of the market, the evaluation is developed and implemented through a collaborative process that engages key stakeholders. In evaluation, stakeholders are people or organizations that have something to gain or lose from what will be learned from an evaluation. Stakeholders may include health center staff (e.g., directors, doctors, nurses, social workers, pharmacists, facilities management, etc.), farmers, patients, community leaders (e.g., political leaders, faith based leaders, etc.), academic institutions, and anyone else who may be influenced by the results of your evaluation. It is important to engage stakeholders in the evaluation process so their unique perspectives are understood. This increases the likelihood that the evaluation will be supported and utilized. Furthermore, involvement from stakeholders may enhance the success and effectiveness of the evaluation by promoting ownership and buy-in from stakeholders.

You may also want to develop an evaluation team to spearhead the evaluation planning. The purpose of the evaluation team is to develop and implement the evaluation, engaging other key stakeholders as appropriate. The evaluation team for the RCFS market was comprised of advisory council members who volunteered to participate on the team. The evaluation team worked with research staff to develop the evaluation, and reviewed proposed plans with the rest of the advisory council and the project funders. See table 1 for more information on stakeholders involved in the RCFS market.

### What Are SMART Objectives?

**S**-*Specific*

**M**-*Measurable*

**A**-*Attainable*

**R**-*Relevant*

**T**-*Time bound*

### 2b. Deciding on the Purpose of Your Evaluation

The next step in the evaluation process is deciding the purpose or objectives of your evaluation. The most important thing is that the evaluation be developed using SMART objectives.

SMART objectives are: (S) Specific, (M) Measurable, (A) Attainable, (R) Relevant and (T) Time bound. SMART objectives are important for many reasons, including that they: help to focus your evaluation; reduce the likelihood of miscommunication among stakeholders; promote accountability; and enable you to measure success.

There are various suggestions for how to develop SMART objectives. The Community Tool Box<sup>1</sup> provides detailed guidelines that you may find helpful. In brief, the Community Tool Box suggests first describing your program, in this case, your market. This description will help to illustrate the market's core components and elements and will help to set the frame of reference for all future decisions about its evaluation. Next, you will want to focus the evaluation design.

This will include deciding on the purpose for your evaluation, the users, the uses, and the specific research questions. You will also need to decide on criteria used to judge success of the program, and the standards or benchmarks used to determine whether you have met your stated goals.

The evaluation objectives for the RCFS market were developed using results from the community visioning process (see Chapter 2), through meetings with the advisory council, the evaluation team, and with funder and research support. For a complete example of the RCFS evaluation plan from the first season, see Appendix P.

### 2c. Evaluation Methodology

Once you have determined the purpose of your evaluation and specific evaluation objectives, the next step is to decide what methods to use. There are many possible methods, including surveys, observations, interviews, etc. The key is to make sure your methods aligns with your evaluation objectives. For example, in the RCFS market one of the primary purposes of the evaluation was to examine whether the market increased access to healthy foods among patients at the health center. Within this overall objective, access was defined in several ways to ensure that the evaluation plan explicated SMART evaluation objectives for examining access to healthy foods. To successfully evaluate these specific objectives, various evaluation methods were used that included a survey with individual participants and tracking of market sales, among other methods. See Table 1 for an overview of all methods used and Appendix P measurement forms.

<sup>1</sup> See: [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_main\\_1338.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_main_1338.aspx)



*Tip: Evaluation can be time consuming and resource intensive. When developing your evaluation plan and selecting your methods, keep in mind your available capacity for successfully implementing your plan. Also, it may be useful to engage researchers, funders, or others with evaluation experience to help guide you on what measures may help you effectively assess your evaluation objectives.*

## **Case Study – Planting Healthy Roots: Using Documentary as an Evaluation Tool**

Evaluation methodology may be designed and implemented using different approaches. For example, in the Right Choice, Fresh Start Farmers' Market, a documentary film was used as an evaluation tool. The film, *Planting Healthy Roots*, was added as a supplemental project to the RCFS market with the goal of enhancing the market by integrating media arts and health communications into the study design. In addition, the documentary was designed to enhance viability of the RCFS to secure funding and future expansion as well as dissemination of the RCFS project.

*Planting Healthy Roots* was designed using an approach called Coalition Model Filmmaking. In this model, both filmmakers and stakeholders worked together through each stage of the documentary's development from conceptualization to evaluation. Two student filmmakers spearheaded the development of the documentary. They used personal stories, community profiles, and expert interviews. These components were selected through an interactive process where researchers, advisory council members, and other stakeholders provided guidance on what to include.

*Planting Healthy Roots* was disseminated in multiple ways. It was shown at two community film screenings and two additional screenings events. DVD copies of the documentary were also available upon request; these DVDs were shared across 42 states and at least 6 countries.

The supplemental project used both process and impact evaluations to assess the documentary. The process evaluation included tracking attendance at screenings of the film as well as filmmakers notes and responses to questions about the production of the film. The impact evaluation included pre- and post-assessment at screenings of the film; recorded discussions from post-viewings of the film; and pre- and post- assessment from those who requested the film. This novel approach to evaluation allowed for examination of reach and usage of the documentary. Furthermore, it enabled researchers and stakeholders to collaborate together in sharing information about the RCFS market. You can access *Planting Healthy Roots* at: <http://www.youtube.com/watch?v=viPtYFwzD6I>

## 2d. Additional Planning Considerations

There are other factors or ideas you may want to consider during the planning phases of evaluation.

You may want to decide on a plan for data management. Whether you are collecting a small or large amount of data, it is important that the data are in a form that is reliable and easy to use. Deciding who is responsible for data management will be an important consideration to be made early on in the evaluation process.

If you are collecting data for research purposes, you will need to get approval through the Institutional Review Board (IRB) related to your organization (*Note: if you are unsure if your organization has an IRB, searching online or discussing with leaders in your organization may help you out*). Utilizing support from research partners will assist you in this process.

If your evaluation uses multiple methods and time points, you may want to recruit an Evaluation Coordinator. This individual can be in charge of making sure all aspects are in place for a successful evaluation.

**Table 1. Overview of the Right Choice, Fresh Start Farmers' Market Evaluation**

<b>Stakeholders Engaged</b>	<ul style="list-style-type: none"> <li>- Family Health Center Staff</li> <li>- Family Health Center Patients</li> <li>- Farmers</li> <li>- Faith-based leaders</li> <li>- Community Members</li> <li>- Academic Institutions</li> <li>- Governmental Leaders (e.g., DHEC)</li> <li>- Funders</li> <li>- Research Staff</li> </ul>
<b>Development of Evaluation Objectives</b>	<ul style="list-style-type: none"> <li>- Overall purpose developing through community visioning process and confirmed during Advisory Council meetings</li> <li>- Specific evaluation objectives developed through a collaboration between the Evaluation Team and Research Staff</li> </ul>
<b>Methodology</b>	<ul style="list-style-type: none"> <li>- Research staff and funders worked together to finalize evaluation methodology</li> <li>- Evaluation team finalized evaluation methodology, and reviewed proposed plans with the Advisory Council</li> <li>- Methodology finalized using Advisory Council feedback</li> <li>- Final evaluation included: a) surveys with a subset of diabetic patients; b) tracking of weekly market sales; c) observations of market attendee demographics; d) observations of social interactions in the market place; e) interviews with farmers; f) collection of health information from patient charts; g) community interest surveys; h) satisfaction surveys with advisory council, consumers, and farmers; and i) documentary evaluation</li> </ul>
<b>Data Management</b>	<ul style="list-style-type: none"> <li>- Through discussions with the Advisory Council, it was decided that the research team would be responsible for data management</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>- Data collection volunteers recruited through a number of sources both internal and external to the community</li> <li>- Two volunteer trainings held prior to first day of the market; additional trainings held on-site</li> <li>- Research staff and Advisory Council worked together to recruit study participants</li> <li>- Research staff conducted surveys with study participants, conducted community interest surveys, collected farmer and advisory council satisfaction surveys and interviewed farmers</li> <li>- Volunteers tracked market sales, conducted consumer satisfaction surveys, conducted observations of market attendee demographics, and reported observed social interactions</li> <li>- Evaluation procedures and results were reviewed throughout the implementation, and changes were made as needed (e.g., revision of pre-market assessment form)</li> </ul>
<b>Data Uses</b>	<ul style="list-style-type: none"> <li>- Plans for data use were considered through all stages of the evaluation, from planning to implementation</li> <li>- Data were used in numerous ways, including: a) market planning; b) assessing market effectiveness; c) engaging stakeholders and spreading awareness of the market; d) applying for additional funding; and e) developing plans for market sustainability</li> </ul>

### 3. Implementing Your Evaluation

Once you have developed your evaluation plan, the next step is to implement your evaluation! In this section, we will review a few key areas to consider when preparing to implement your evaluation. These include recruitment and training of the data collection team; recruiting participants (if applicable); and conducting quality checks of your data.

#### 3a. Recruitment and Training of Data Collection Team

When considering implementation of your evaluation plan, you will, of course, need to consider who will conduct the evaluation! Depending on the size of your evaluation and capacity available, you may or may not want to consider putting together a separate data collection team. In the event that your evaluation consists of numerous data collection days (e.g., weekly tracking of market sales), it is highly recommended that you consider recruiting and training a team for conducting the evaluation.

If you decide to put together a data collection team, volunteers may be ideal. In the RCFS market, we recruited volunteers from within and outside of the community to assist with conducting the evaluation. Recruitment of volunteers is described in detail in Chapter 3.

**Tip: Assign someone to be in charge of volunteer management. This will help ensure that the evaluation is conducted successfully and with optimal support!**

Next, you will want to set up times for training your volunteers. Depending on the extent of your evaluation, you may need one or more days for training. If your evaluation is rather easy to conduct you may be able to do on-site training. Regardless, it is suggested that you put together a volunteer protocol that can serve as a reference. In the RCFS market, this protocol was sent to volunteers prior to training and referenced onsite for training review. See appendix Q for a copy of the protocol.

#### 3b. Recruitment of Study Participants (if applicable)

You may decide to evaluate outcomes on a subset of individuals involved in the market. In the RCFS market, we were interested in whether access to healthy foods and healthcare and dietary patterns changed for patients with a diet related health condition. Through discussions with the Advisory Council and Evaluation Team, it was decided that the evaluation should be focused on a subset of adult diabetic patients at the Family Health Center.

There are various ways to approach recruitment of study participants. You may use recruitment events, place flyers and other marketing materials at key locations, place ads in local newspapers, use a grassroots recruitment approach, or call members of the community. Recruitment for participants in the RCFS market had to be handled delicately, because we were interested in patients at the Family Health Center. Thus, an approach that was sensitive to patient confidentiality was used where letters were sent by the health center to a randomly selected group of patients. Interested patients were then able to call the research staff to join the study.

Regardless of your recruitment approach, it is suggested that you have a protocol in place to assist with recruitment. For an example of the RCFS recruitment protocol, see Appendix R.

### 3c. Conducting Your Evaluation

Once you have recruited your data collection team and your study participants, the next step is to conduct your evaluation!

There are a few logistical factors you may want to consider when conducting your evaluation. First, you will want to be sure all materials are prepared ahead of time. This may include surveys, sales receipts, and any other tools needed for evaluation purposes. Second, if you are providing patients with a financial incentive, be sure any money or incentive is ready at the time of the evaluation. Third, you will want to be sure you have a space/location for conducting the evaluation. This may be at the market, in the Health Center, or at a remote location.

**Tip:** if you are collecting research from a remote location, be sure participants can call you back! Set up a phone line and answering service.

### 3d. Quality Assurance and Evaluating your Evaluation

Given that you have spent so much time and energy in planning your evaluation, you will want to be sure that the data collected is of the highest quality. For that reason, it is important to conduct both quality assurance checks as well as evaluate your evaluation.

Quality assurance checks can be conducted throughout the evaluation. For example, in the RCFS market, the research coordinator would check sales receipts and observe sales transactions. This enabled the coordinator to provide any support to new staff or identify challenges in the data collection process.

As you move forward through the evaluation implementation, you may identify areas of improvement. Perhaps you are realizing that you do not have the capacity for implementing an aspect of the evaluation, or you find that a method you are using does not adequately capture what it was intended to. Alternatively, you may find that there are important aspects of the market that your evaluation is not evaluating. For these reasons and others, you will want to evaluate your evaluation plan to revise if necessary. In the RCFS market, we found that the initially designed pre-market assessment was burdensome and potentially inaccurate. Thus, the pre-market assessment was revised on more than one occasion. See the final version in Appendix P. In addition, we added customer satisfaction surveys in the middle of the first season. These surveys allowed us to gather information that informed the development of the second season. On a whole, evaluating our evaluation plan enhanced our evaluation to make it more reliable, functional and informative.

## 4. Using Your Evaluation

The purpose of conducting an evaluation is to gather data that can be used in some fashion, for example guiding market development, evaluating market effectiveness, applying for future grant funding, or planning for market sustainability. There is little use in conducting an evaluation if it is not able to be used in some way! Thus, you will want to be sure to consider the use of the evaluation

during all phases of planning and implementation. You will want to ensure that the methods and design are well constructed and feasible. You will want to be sure to have support for conducting necessary analyses. See Table 1 for examples of how data were used in the RCFS market.

One way the RCFS evaluation was used was to share sales trends with each farmer. Many of the farmers' reported appreciating this feedback as it helped to plan for what to grow as well as for personal financial tracking.

**"I think the reports have helped to track how much they were really making. A lot of times you get to doing cash and sales and not really keeping a record of what each product is bringing in. So the reports help farmers to plan."**

**– Mark Nettles, Market Vendor and Advisory Council Member**

**"The reports are great because I have a book which I keep them [the reports] in. All I have to do when it's time for income taxes is pull them out – the information I need is right there in front of me."**

**– Willie Ulmer, Market Vendor**

The evaluation was also used to share results with Advisory Council members.

**"I think the data we have been sharing and getting feedback from the advisory council about has been very helpful. We, the advisory council, know what we have been doing is not just in vain. With the tracking of everything, we can really start to talk about the health disparities in the community, and also the farmers will know what to grow in the next season."**

**- Elvin Cobbs, Family Health Center Staff and Advisory Council Member**

## Chapter 5: Sustaining Your Community Health Center's Farmers' Market

**"I hope we can keep it going, especially the funding; keeping the funds for the staff is very key. When the research team moves on, it will be tough for any of us still working with the market because you all have been the key to keeping it going. Hopefully we will be able to expand and get more farmers coming and more customers."**

- **Mark Nettles, Market Vendor and Advisory Council Member**

**"Well, I would love to see it go forward. We must keep it simple. If we get too far out there, we can get beyond what we can handle and it will go the wrong way. So we have got to keep it simple and adjust according to what needs to be addressed. That is very important."**

- **Alvin Pair, Market Vendor and Advisory Council Member**

**"I hope that this market grows larger and larger because it is really an asset to the community."**

- **Sylvia Ellis, Market Manager (2012) and Community Member**

You have planned and developed your market. You have put it into action, and results from your evaluation tell you that the market has been successful at attaining the goals you set out to achieve. So what is next? The answer is making sure your market continues in the future! This may also be referred to as the sustainability or institutionalization of your farmers' market (*heads up: the terms are used interchangeably in this chapter*).

### 1. What is Sustainability?

Sustainability is the continuation of a program after the initial funding has ended (GTO Manual, 2004). Sustainability is more likely to occur if the program, in this case your farmers' market, is integrated and adapted so that it fits the needs of your community and health center. This process is also referred to as institutionalization, or the process of making your market a lasting part of the community health center.

Planning for sustainability is an active process; it is more than opening your market. This process includes developing relationships, practices, and procedures so that what you have developed will become a permanent fixture. Considering plans for sustainability throughout the development and implementation of your market will likely increase its impact as it will allow for the positive effects of your market to continue for years to come.

## 2. How do you plan for Sustainability?

There is not one perfect “how-to” model for developing a sustainability plan. Generally speaking, there are three main approaches to the institutionalization of a program:

- 1) Obtain new external funding to continue the program
- 2) Encourage the host organization or community to put its own resources into continuing the program
- 3) Generate political support for the program, so that it may be included in public funding budgets.

In the present chapter, we discuss topics relevant to the process of institutionalization of the RCFS market. Specifically, this chapter will focus on: a) seeking additional grant funding; b) fundraising; c) refining the market; d) spreading the word; and e) organizational change and culture.

Although the above topics are the focus of this chapter, there may be additional information that will help you plan for the sustainability of your market. Two resources you may find particularly helpful include:

- Chinman M, Imm P, Wandersman A. Getting to outcomes: Promoting accountability through methods and tools for planning, implementation, and evaluation. Rand Corporation, TR-TR101; Santa Monica, CA: 2004. Available at <http://www.rand.org/publications/TR/TR101/>
- The Community Tool Box, Chapter 46: Planning for Long-Term Institutionalization. [http://ctb.ku.edu/en/tablecontents/chapter\\_1046.aspx](http://ctb.ku.edu/en/tablecontents/chapter_1046.aspx)

### **An Important Note about Sustainability**

A key point to remember throughout this process is that not all programs should be sustained. While sustainability is often encouraged, there may be instances when it is not ideal to sustain a program. For example, things may change – personnel and capacity may fluctuate; the needs of your health center and community may change over time; and circumstances may arise that question whether your market should be institutionalized. Alternatively, you may come across a new model that may better suit the needs of your community, or through the evaluation may determine that your market approach is not successful or effective at attaining the goals set out. The major point is that programs should not be sustained for the sake of sustainability; rather, the market should warrant being sustained.

## 3. Additional Grant Funding

Seeking additional grant funding may be a useful approach to sustaining your market long term. Grant funding may be especially helpful during the first several seasons of your market, as it may provide your market with the support it needs to become institutionalized. This approach was essential to the continuation of the RCFS market. The winter before the second season of the market, the advisory council worked closely with research partners to obtain a grant award. This award enabled the team to not only maintain market operations but expand on the market as well.

Though the benefits are numerous, the grant application process can be time consuming and resource intensive. Thus, it is important to ensure you have the capacity to be able to pursue this



approach. A primary consideration to make is the purpose of the grant funding. A purpose may be to attain funding to sustain the market, as is, for an additional season. Alternatively, you may have ideas for expanding your market. In the RCFS market, customer and farmer satisfaction surveys and farmer focus groups (described in Chapter 4) were used to guide plans for expanding the market. A primary finding was that the market needed to expand its outreach and marketing approach in order to attract more customers. Thus, a focus of the grant applications was to acquire funds for enhanced outreach and marketing.

Once you have determined the purpose of your grant application, you will need to grant mechanisms that may be interested in your idea. In the RCFS market, we conducted an extensive search to identify potential grant opportunities. This included: Eat Smart, Move More campaign; U.S. Department of Agriculture (USDA); university funding; Centers for Disease Control Transformation Grants; and South Carolina Cancer Alliance (SCCA). Exploring these organizations and others in your area may be useful for you. Since grant funding changes over time, it is worthwhile to conduct an internet search for granting agencies interested in funding farmers' market projects or who have a broader interest in addressing a topic related to the farmers' market (e.g., obesity or cancer prevention, health promotion, economic development, sustainability, etc.).

**Tip:** Calls for grant applications may come out at different times. Appointing someone to be responsible for checking for grant calls will be useful to make sure you do not miss out on a potential opportunity!

Next up: building the capacity to write the grant application. Grant writing is a collaborative process. As such, you may want to involve members of the advisory council; health center staff; and seek partnerships with research personnel or others familiar with grant applications. Assign roles and sections for team members to work on. Develop a timeline. Schedule meetings, as necessary, to ensure that the team is organized and has open communication.

Throughout the grant writing process, you will also want to be sure to have a plan in place should you be awarded the grant. Have open discussions around who will be managing the grant funding. Ensure the resources are available for following through with the grant plans. These and other considerations will be important for the successful institutionalization of your market.

### **Great Resource for Identifying Financial Support**

The Community Development Financial Institution (CDFI) Fund created a Capacity Building Initiative for Financing Healthy Food options track to prepare CDFIs to effectively deploy financial resources to healthy food projects benefiting low-income areas. To assist projects in their mission to increase access to healthy foods, the CDFI Fund commissioned the creation of the Financial Resources catalogue. This catalogue may serve as a useful resource for your project. **Find it here:** [http://www.cdfifund.gov/what\\_we\\_do/resources/Financial%20Resources%20Catalogue%20PDF.pdf](http://www.cdfifund.gov/what_we_do/resources/Financial%20Resources%20Catalogue%20PDF.pdf).

## 4. Fundraising

An alternative to grant funding is fundraising. This may be a replacement or supplement to external funding, and may help sustain the market operations. In the RCFS market, a sponsorship model was developed where donors were given certain titles signifying their support of the market. Furthermore, donors who supported the market during the first year were recognized for their contributions in the market newsletter (see Appendix S).

Several approaches were used to spread the word about the sponsorship program. First, letters were developed by advisory council members describing the program (see Appendix T). These letters were mailed out to community leaders and other stakeholders identified by the advisory council; each advisory council member was asked to refer at least one individual to receive the letter. In addition, the program was announced at market events and listed in the market newsletters (see Figure 1 for an example excerpt).

Figure 1. Excerpt from the Right Choice, Fresh Start Newsletter

### *From the Desk of..... ██████████ Market Manager*

As market manager, I am excited about the opportunity to provide local farmers with a new location to sell their fruits and vegetables that is convenient to consumers. The market aims to create a sense of community while piloting an innovative healthy-eating intervention. A longer term goal of the market is to serve as a replicable model to other community health centers across South Carolina. Therefore, the market must be self-sustaining after October 2011. Will

you be a seed, sprout, blossom, fruit, rising sun or sustaining star? We would appreciate receiving your donation on or before December 15, 2011. All donations to the "The Right Choice, Fresh Start Farmers Market" are tax deductible. Please make all checks payable to: Family Health Centers, Inc.—RCFS Famers Market. All donations should be mailed to: ██████████ ██████████ Attention: ██████████ ██████████ If you have any questions, you may

contact Patricia at ██████████ or you can email me at ██████████@hot-mail.com. Contributors will be acknowledged in our December Newsletter thanking you for being a "Founding Member".

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| Contributors' Categories |                |
|--------------------------|----------------|
| Seeds                    | \$1 - \$25     |
| Sprouts                  | \$26 - \$100   |
| Blossoms                 | \$101- \$250   |
| Fruits                   | \$251- \$500   |
| Rising Sun               | \$501- \$999   |
| Sustaining Star          | \$1,000- Above |

Note: You will need to identify where funds should be stored. In the RCFS market, all donations were kept in the market bank account at the health center and managed by a leader in the advisory council (in our case, the health center representative). These unrestricted funds were used to purchase a shed in the second year of the market. This shed was a huge help in easing resources needed to run the market, as all materials could be kept on site.

## 5. Refining Your Market

Adapting your market to suit the changing needs and circumstances of your community will help ensure that it is sustained over time. Ongoing evaluation will provide you with guidance for how to refine your market. Open communication with stakeholders will also provide valuable feedback that you may use. See Table 1 for examples of how feedback from the first season was used to refine the market in the second season.

Table 1.

Adaptations Made for Season Two of the Right Choice, Fresh Start Farmers' Market

| Lesson Learned During Season One                                                                                                                 | Adaptation Made in Season Two                                                                                                                                                                                                                                                                                                                                   | Benefit of Adaptation                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Customers would often show up before the market was open (before 10am) and the market was often slow for the last hour of the market (1 to 2pm). | Hours of operation were changed to 8:30am to 12:30pm                                                                                                                                                                                                                                                                                                            | Increased temporal accessibility of the market.  |
| Market sales tracking indicated that more targeted outreach to customers using food subsidies was needed                                         | The Shop n' Save program was implemented. This program provided matching funds (\$5 per week) when customers spent at least \$5.00 in food subsidies at the market.                                                                                                                                                                                             | Increased reach to low income customers.         |
| Farmers were disappointed with the number of customers at the market, and called for enhanced marketing and outreach.                            | The grant funds obtained allowed for an expanded market campaign. Research staff, advisory council members and the market manager worked together to develop marketing materials. The market manager attended at least three events monthly where low income customers could be targeted; evidence-based cookbooks and flyers were distributed at these events. | Increased the number of customers at the market. |

**“Go to different agencies. Find out what agencies you can go to for doing outreach. Then recruit by word of mouth and develop flyers to share. Also, any time you are out walking around, if you have the farmers’ market t-shirt, wear the t-shirt. I find that if I have the t-shirt on sometimes after the market, people are asking me questions and I can tell them about the market then.”**

- **Sylvia Ellis, Market Manager (2012) and Community Member**

-

## 6. Spreading the Word

**“In the years to come, I hope that the community will get more involved. I think it is good to keep the market small, but I would love for more of the community to be involved with each other. So, I would hope that the word would continue to spread.”**

**- Crystal Lloyd, Advisory Council Member**

We have already discussed how increased marketing was important for increasing the number of customers at the RCFS market in the second season. However, spreading the word about your market may be important for other purposes.

One primary reason for spreading the word is to sustain engagement of your market’s stakeholders. In the RCFS market, several methods were used to connect with stakeholders with the goal of sustaining engagement. Data was shared with advisory council members during meetings to show results and successes of the market, as well as to discuss ideas for improvement of market operations. For example, during the second season of the market, monthly reports were sent to the advisory council comparing market sales to sales during the same month in season one.

Spreading the word may also increase community ownership of the market. In the RCFS market, *Planting Healthy Roots*, the farmers’ market documentary, was shared with members of the community. During this session, community members and advisory council members had the opportunity to see the story of the market told from the perspectives of the community. The screenings also engaged viewers in an interactive discussion where they could share their thoughts on the documentary. This provided an opportunity for shared ownership and pride over the successes of the market.

Promoting awareness of the market may also attract new relationships. These relationships may be helpful in sustaining the market. For example, you may be able to connect with policy makers; this new relationship may lead to lasting public funding of your market. The potential for such connections re-emphasizes the point discussed in Chapter 3 about distributing press releases and inviting the media to attend the market – attracting media attention provides the chance to spread the word to individuals who may not have heard about you before. These individuals may end of being customers, or they may also turn out to be key players in the sustainability of your market. The key is to have procedures in place so that your data are accessible and easy to share with interested parties. Otherwise, you may miss out on an important opportunity for your market!

## 7. Organizational Change and Culture

Your market is more likely to be sustained if it is integrated into the culture of your health center and community. There is no straightforward way to integrate your market. However, there are a few things that may be helpful. The development and maintenance of relationships with stakeholders is important. The RCFS market would not have continued into a second year without the tremendous support from the health center staff, including the executive director, and advisory council members. In addition, the market is more likely to be integrated if it is a fixture that can be

depended upon. The RCFS was reliable in that it was open when it said it would be. This allowed customers, such as the staff at the health center, to look forward to attending the market weekly.

Ultimately, evaluation data from your market may be the best tool for institutionalizing the model into the health center culture. If results from the market reveal benefits for patients and the health center overall, then there is a greater likelihood that the model will be integrated into the operation of the health system. Additionally, it is important to find ways to integrate the operation of the farmers' market into the roles of existing staff. For instance, there may be a way to include farmers' market management duties within the roles of social workers and/or health educators already on staff at the health center.

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# Appendix


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## Appendix A: Voucher Card

### Front of Voucher, Season 1

**Right Choice, Fresh Start  
Project Participant Voucher Card**

Name: \_\_\_\_\_ ID #: \_\_\_\_\_  
RCFS Staff Verification: \_\_\_\_\_  
Voucher #5 for SURVEY #1



 = 25 cents

### Back of Voucher, Season 1

*Voucher for SURVEY #1*

*Present this card to cashier each visit to the market. You will receive a \$5 voucher after each survey you take. You may earn up to \$20 in vouchers. Voucher is not redeemable for cash value.*

*Dates available to take Survey #1*

*June 2-13*



## Appendix B: Sample Prescription

**Family Health Centers, Inc.**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Eating plenty of fruits and veggies may help reduce the risk of many diseases, including heart disease, high blood pressure, diabetes, and some cancers.**

**Fruits and veggies are HIGH in fiber, vitamins, and minerals and are naturally LOW in calories.**

**Rx:**

*At each meal, fill half your plate with colorful fruits and vegetables!*

*Try to consume at least 5 servings of fruits and vegetables each day.  
Limit the use of butters, oils, meats, and sugars to flavor produce.*

Provider: \_\_\_\_\_

*Fill your prescription at the Right Choice Fresh Start (RCFS) Farmers' Market between June 3 and October 28, 2011 and receive \$1.00 off your purchase of fresh fruits and veggies. Coupon only redeemable at the RCFS farmers' market. Prescription must be submitted to farmer for redemption. Provided while funds last.*

**Family Health Centers, Inc.**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**Eating plenty of fruits and veggies may help reduce the risk of many diseases, including heart disease, high blood pressure, diabetes, and some cancers.**

**Fruits and veggies are HIGH in fiber, vitamins, and minerals and are naturally LOW in calories.**

**Rx:**

*At each meal, fill half your plate with colorful fruits and vegetables!*

*Try to consume at least 5 servings of fruits and vegetables each day.  
Limit the use of butters, oils, meats, and sugars to flavor produce.*

Provider: \_\_\_\_\_

*Fill your prescription at the Right Choice Fresh Start (RCFS) Farmers' Market between June 3 and October 28, 2011 and receive \$1.00 off your purchase of fresh fruits and veggies. Coupon only redeemable at the RCFS farmers' market. Prescription must be submitted to farmer for redemption. Provided while funds last.*

## Appendix C: Sample Invitation for Community Planning Meeting



October 26, 2010

Dear Community Members,

We are pleased to announce that Family Health Centers, Inc. (FHC) has been selected to participate in a Farmers' Market Pilot Project in collaboration with the USC Cancer Prevention and Control Research Network (CPCRN). This project aims to increase the availability and affordability of fresh produce to patients at FHC as well as members of the larger community. Some of the objectives of this farmers' market include decreasing chronic disease, a greater awareness of nutrition, local economic development, and improved community connectedness. However, we believe that a successful market should be planned with the community, so we need your input!

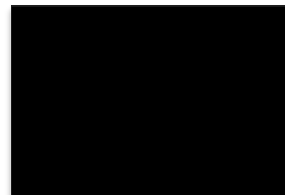
We would like to invite you to our first community planning meeting on **Thursday, November 11, 2010 from 5:30 to 7:30 PM**. The meeting will be held at the New Vision Educational Center in Orangeburg.

After enjoying a meal together, we will give a brief presentation of why this farmers' market is being planned and invite you to share your ideas about the kind of market that you would like to see. These ideas will be used to establish our vision and initial goals moving forward. We will also talk about ways that you can get involved. Please don't miss this opportunity to share your thoughts, expertise and creativity in what promises to be an innovative undertaking.

- What: Farmers' Market Community Planning Meeting
- When: Thursday, November 11, 2010 from 5:30 to 7:30 PM
- Where: The New Vision Center, 3720 Magnolia Street in Orangeburg
- Why: To participate in the creation of a new, community-based farmers' market

Please RSVP with [redacted] by Friday, November 5. Everyone is welcome. We hope to see you there!

Sincerely,



## Appendix D: Advisory Council Application

### USC Cancer Prevention and Control Research Network & Family Health Centers, Inc.

### Farmers' Market Pilot Project

### Advisory Council

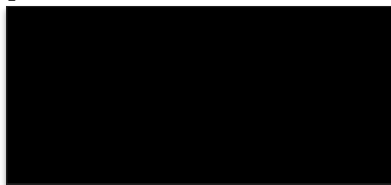


**What?** Be a part of an innovative movement. Join the Advisory Council for the Family Health Centers, Inc. Farmers' Market. Provide guidance to the formation process. Create a business plan to sustain the market. Develop a publicity strategy. Help with the evaluation of the farmers' market. Share lessons learned with other health centers.

**Commitment:**

- 2 years (2011-2012)
- 2011: Attend 6 Advisory Council meetings (2 hours/meeting) – beginning January 2011
- 2012: Attend 4 Advisory Council meetings (2 hours/meeting)
- Support the development of the farmers' market at Family Health Centers, Inc.
- Spread the word about the farmers' market to community members
- Assist with fundraising to support farmers' market
- Assist with evaluation efforts
- Share insights with others

**Applications must be submitted by December 3, 2010.** Approximately 10 people will be selected for the Advisory Council. Fax or mail applications to:



We may contact applicants in December to learn more about your interests in the Council. The Council will be selected in January 2011.

**Should I apply? Apply if you are...**

- Interested in improving the health and wellbeing of community members
- Eager to share ideas to develop an outstanding market at Family Health Centers, Inc.
- Interested in farmers' markets
- Enjoy working in groups/collaboratively
- Willing to devote time over the spring to the project

**This project is a collaboration between the Cancer Prevention and Control Research Network at the University of South Carolina and Family Health Centers, Inc. and is funded by the Centers for Disease Control and Prevention.**

## **Farmers' Market Pilot Project Advisory Council Application**

Please Print

Name \_\_\_\_\_

Organization/Employer/Affiliation (if applicable) \_\_\_\_\_

Title \_\_\_\_\_

Phone \_\_\_\_\_ Cell \_\_\_\_\_ Email \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ Zip \_\_\_\_\_

**Why are you interested in joining the Advisory Council?**

**What skills and expertise will you bring to the Advisory Council?**

**What is your preferred meeting time (day of week, time of day)? Please provide at least 3 times that work for you.**

## Appendix E: Community Survey Sample

Thank you for taking part in this brief survey. We want to collect your thoughts about opening a farmer's market in your community.

- |                                                                                   |                                          |                                              |                                                     |
|-----------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------|-----------------------------------------------------|
| 1. Are you interested in having a farmer's market at Family Health Centers, Inc.? | Very Interested<br><input type="radio"/> | Somewhat Interested<br><input type="radio"/> | Not at all Interested<br><input type="radio"/>      |
| 2. Have you ever shopped at a farmer's market? (If no, please skip to #5)         | Yes<br><input type="radio"/>             | No<br><input type="radio"/>                  |                                                     |
| 3. Do you enjoy shopping at farmer's markets?                                     | Enjoy Very Much<br><input type="radio"/> | Enjoy Somewhat<br><input type="radio"/>      | Do <u>Not</u> Enjoy At All<br><input type="radio"/> |
| 4. How often do you currently shop at a farmer's market?                          | Often<br><input type="radio"/>           | Sometimes<br><input type="radio"/>           | Never<br><input type="radio"/>                      |

***If you were to shop at a farmer's market...***

5. What foods/items would you want to see sold at the market? (Mark all that apply)

**FRUITS**

- |            |                       |              |                       |            |                       |            |                       |
|------------|-----------------------|--------------|-----------------------|------------|-----------------------|------------|-----------------------|
| Apples     | <input type="radio"/> | Bananas      | <input type="radio"/> | Oranges    | <input type="radio"/> | Peaches    | <input type="radio"/> |
| Cantaloupe | <input type="radio"/> | Strawberries | <input type="radio"/> | Watermelon | <input type="radio"/> | Blackberry | <input type="radio"/> |
| Blueberry  | <input type="radio"/> |              |                       |            |                       |            |                       |

**VEGETABLES**

- |                |                       |               |                       |              |                       |                |                       |
|----------------|-----------------------|---------------|-----------------------|--------------|-----------------------|----------------|-----------------------|
| Green Beans    | <input type="radio"/> | Potatoes      | <input type="radio"/> | Bell Peppers | <input type="radio"/> | Onions         | <input type="radio"/> |
| Broccoli       | <input type="radio"/> | Cabbage       | <input type="radio"/> | Carrots      | <input type="radio"/> | Spinach        | <input type="radio"/> |
| Celery         | <input type="radio"/> | Squash        | <input type="radio"/> | Hot Pepper   | <input type="radio"/> | Green Onion    | <input type="radio"/> |
| Collard Greens | <input type="radio"/> | Cherry Tomato | <input type="radio"/> | Corn         | <input type="radio"/> | Radish         | <input type="radio"/> |
| Kale           | <input type="radio"/> | Turnip Greens | <input type="radio"/> | Tomatoes     | <input type="radio"/> | Beets          | <input type="radio"/> |
| Red Potatoes   | <input type="radio"/> | Cucumbers     | <input type="radio"/> | Zucchini     | <input type="radio"/> | Sweet Potatoes | <input type="radio"/> |

**ADDITIONAL VENDORS**

- |            |                       |                 |                       |                  |                       |                 |                       |
|------------|-----------------------|-----------------|-----------------------|------------------|-----------------------|-----------------|-----------------------|
| Honey      | <input type="radio"/> | Baked Goods     | <input type="radio"/> | Meat             | <input type="radio"/> | Seafood         | <input type="radio"/> |
| Crafts     | <input type="radio"/> | Plants          | <input type="radio"/> | Health Education | <input type="radio"/> | Kids Activities | <input type="radio"/> |
| Live Music | <input type="radio"/> | Cooking Classes | <input type="radio"/> |                  |                       |                 |                       |

**Other Vendor Suggestions:** \_\_\_\_\_

6. How often would you be willing to shop at the farmers' market at Family Health Centers, Inc.?
- |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|
| Never                 | Once a month          | Once a week           |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
7. How much money would you spend at the farmers' market at Family Health Centers, Inc.?
- |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|
| Less than \$5.00      | \$5.00 - \$15.00      | More than \$15.00     |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Farmers' Market Manual: Appendix

5. What is your choice of payment for shopping at the farmers' market at Family Health Centers, Inc.?

- Cash  Check  Credit/Debit Card  WIC  EBT Card  Other: \_\_\_\_\_

6. What day(s) would you prefer to shop at the farmers' market? (Mark all that apply)

- Monday  Tuesday  Wednesday  Thursday  Friday  Saturday

7. What time of day would you prefer to shop at the farmers' market? (Mark all that apply)

- Morning  Afternoon  Evening

8. What would make it challenging for you to shop at the farmers' market at Family Health Centers, Inc.?

- Transportation  Job Conflicts  Distance to Market  Money  Not sure how to cook with fresh produce  Don't like to eat fresh fruits and vegetables

**Please help us learn a little about you.**

12. How would you describe your race/ethnicity?

- African American/Black  Hispanic or Latino  American Indian  Asian  White/Caucasian  Multi-Racial

13. What is your gender? Female  Male

14. What is your age? (years) \_\_\_\_\_

15. Do you own a car? Yes  No

16. Are you a patient at Family Health Centers, Inc.? Yes  No   
(If no, skip to question 6)

17. How often do you come to Family Health Centers, Inc.?

- Once a year  2-5 times per year  6-11 times per year  12 or more times per year

18. Do you receive any of the following?

- Food Stamps  WIC  Farmer's Market Vouchers

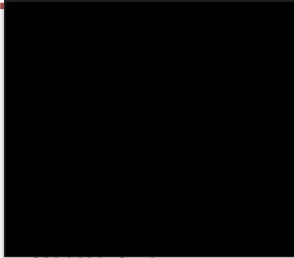
**Please provide any other comments or feedback regarding a farmer's market at Family Health Centers, Inc.:**

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**THANK YOU!!**

## Appendix F: Advisory Council Letters



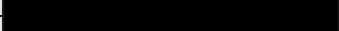
Columbia, SC 20208

Dear Advisory Council Applicant,

Congratulations! You have been accepted to serve on the Family Health Centers, Inc. Farmers' Market Advisory Council. We received many applications from dedicated and talented individuals, and we are certain that those of you who were selected will make an excellent decision-making team.

We have a lot to accomplish in a relatively short amount of time! Please note the following meeting dates, and be sure to mark your calendars. We will meet every **second Tuesday of the month from 5:30 PM to 7:30 PM** in the Family Health Centers, Inc. conference room at 3310 Magnolia Street.

- Tuesday, February 8<sup>th</sup>
- Tuesday, March 8<sup>th</sup>
- Tuesday, April 12<sup>th</sup>
- Tuesday, May 10<sup>th</sup>
- Tuesday, June 14<sup>th</sup>

Please call Professor  by Tuesday, January 18 to confirm your acceptance on the council and RSVP for the first Advisory Council meeting February 8<sup>th</sup>. Dinner will be provided during all meetings.

Thank you for your willingness to contribute your time and energy to this project. We are looking forward to working with you!

Sincerely,



## Appendix G: Sample Meeting Agendas

### Right Choice, Fresh Start Farmers' Market Advisory Council Agenda

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March 8, 2011

|                                                                                                                                                                         |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Review and Approve Minutes from February 8 Meeting<br>Ground Rules and Expectations Review                                                                              | (5 minutes)  |
| Introduce Documentary Team                                                                                                                                              | (5 minutes)  |
| Report from Farmers' Market Manager Training                                                                                                                            | (5 minutes)  |
| Market Logistics<br>By Laws Example: Recruiting and Accepting Vendors<br>Number of Venders and Facilities Logistics<br>Farmer Survey Results<br>Hiring a Market Manager | (30 minutes) |
| Evaluation Team Report<br>Market Products Assessment Results<br>Present Proposed Evaluation Plan for Feedback and Approval                                              | (30 minutes) |
| Budget and Financial Sustainability Plan<br>Menu Sponsorship Example                                                                                                    | (15 minutes) |
| Financial Assistance Plan<br>EBT and Vouchers                                                                                                                           | (20 minutes) |
| Next Meeting Proposal, Final Questions & Recap                                                                                                                          | (10 minutes) |
| Meeting Evaluation Reminder                                                                                                                                             |              |

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## Appendix H: Meeting Evaluation Survey

### Right Choice, Healthy Start Farmer's Market Advisory Council Meeting Effectiveness Survey

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DATE OF MEETING: \_\_\_\_\_

#### Overall Meeting Effectiveness

For the following questions, please circle the option that best represents your opinion about the meeting:

|                                                        | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--------------------------------------------------------|-------------------|----------|---------|-------|----------------|
| 1. The purpose of the meeting was clearly stated.      | 1                 | 2        | 3       | 4     | 5              |
| 2. The meeting agenda was followed.                    | 1                 | 2        | 3       | 4     | 5              |
| 3. Meeting time was managed effectively.               | 1                 | 2        | 3       | 4     | 5              |
| 4. Meeting objectives were met.                        | 1                 | 2        | 3       | 4     | 5              |
| 5. Everyone was encouraged to actively participate.    | 1                 | 2        | 3       | 4     | 5              |
| 6. Leadership was balanced among meeting participants. | 1                 | 2        | 3       | 4     | 5              |
| 7. The group worked well together.                     |                   |          |         |       |                |
| 8. Decisions were made as a group.                     | 1                 | 2        | 3       | 4     | 5              |
| 9. I was comfortable expressing my ideas and opinions. | 1                 | 2        | 3       | 4     | 5              |
| 10. I felt my ideas and opinions were heard.           | 1                 | 2        | 3       | 4     | 5              |
| 11. I felt my time today was well spent.               | 1                 | 2        | 3       | 4     | 5              |
| 12. What do you feel worked well today?                |                   |          |         |       |                |

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13. What do you feel could have been improved?

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**Effectiveness of Today's Agenda Items**

For the following questions, please circle the option that best represents how effective you felt each segment of the meeting was. Please feel free to provide a comment as well.

|  |                      |   |   |   |                |
|--|----------------------|---|---|---|----------------|
|  | Not at all effective |   |   |   | Very effective |
|  | 1                    | 2 | 3 | 4 | 5              |

Ground Rules and Decision Making

Comment: \_\_\_\_\_  
\_\_\_\_\_

|  |                      |   |   |   |                |
|--|----------------------|---|---|---|----------------|
|  | Not at all effective |   |   |   | Very effective |
|  | 1                    | 2 | 3 | 4 | 5              |

Defining goals

Comment: \_\_\_\_\_  
\_\_\_\_\_

|  |                      |   |   |   |                |
|--|----------------------|---|---|---|----------------|
|  | Not at all effective |   |   |   | Very effective |
|  | 1                    | 2 | 3 | 4 | 5              |

Market Logistics

Comment: \_\_\_\_\_  
\_\_\_\_\_

|  |                      |   |   |   |                |
|--|----------------------|---|---|---|----------------|
|  | Not at all effective |   |   |   | Very effective |
|  | 1                    | 2 | 3 | 4 | 5              |

Action Teams

Comment: \_\_\_\_\_  
\_\_\_\_\_

**Future Meetings**

1. What food would you prefer at the next meeting? \_\_\_\_\_

2. Suggestions on agenda items for the next meeting:

\_\_\_\_\_  
\_\_\_\_\_

## Appendix I: Readiness Abstract

Freedman, D.A., Whiteside, Y.O., Brandt, H.M., Young, V., Friedman, D.B., & Hébert, J.R. (2012). Assessing Readiness for Establishing a Farmers' Market at a Community Health Center. *Journal of Community Health, 37*(1), 80-88.

# Assessing Readiness for Establishing a Farmers' Market at a Community Health Center

[Darcy A. Freedman](#), [Y. Omar Whiteside](#), [Heather M. Brandt](#), [Vicki Young](#), [Daniela B. Friedman](#), and [James R. Hébert](#)

## Abstract

Farmers' markets are community health promotion interventions that increase access to fresh fruits and vegetables. As farmers' markets continue to develop, it is important to strategically locate them in settings that are accessible to populations disparately affected by health disparities. One potential setting is a community health center. The goal of this analysis is to extend existing research on community readiness to identify indicators of preparedness among community health centers for establishing onsite farmers' markets. The sampling frame for the readiness assessment included all community health centers in South Carolina (N = 20) representing 163 practice sites. Data collection included two brief online surveys, in-depth key informant interviews, and secondary analysis of contextual data. Five themes related to readiness for establishing a farmers market at a community health center were identified: capacity, social capital, awareness of health problems and solutions, logistical factors, and sustainability. Findings from this study provide guidance to researchers and community health center staff as they explore the development of environmental interventions focused on reducing diet-related health conditions by improving access to healthy foods.

**Keywords:** Community health center, Federally qualified health center, Obesity, Farmers' market, Community readiness

## Appendix J: Farmer Interest Survey

### Right Choice Fresh Start Farmers' Market Study

#### Farmer Interview-BASELINE

##### Baseline Interview

**1. Tell me a little about your farm:**

- a. How long have you been farming? \_\_\_\_\_ year
- b. Did your parents or other relatives farm on your farm? \_\_\_\_ Yes \_\_\_\_ No
- c. How big is your farm? \_\_\_\_\_ acres
- d. What do you grow on your farm?

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- e. Do you follow any special farming practices?  
\_\_\_\_ Organic      \_\_\_\_ Sustainable methods  
\_\_\_\_ Other: \_\_\_\_\_

**2. Have you sold food at a farmers' market in the past or do you currently sell food at farmers' market? If yes:**

Where do you sell? (record names of markets)

Why do you sell at farmers' markets?

**3. In what ways has selling foods at farmers' market been beneficial to you? Or, how do you imagine it could be beneficial?**

Personally, financially, communally

**4. Why are you interested in participating in the Right Choice Fresh Start Farmers' Market?**

Location, time of day, population, organization

**5. What would make it easier for you to sell foods at a farmers' market?**

**6. What challenges lie ahead for small scale farmers like yourself, particularly those who sell at farmers' markets? How may these affect your work at the Right Choice Fresh Start Farmers' Market?**

**Right Choice Fresh Start Farmers' Market Study**

**Farmer Interview-FOLLOW UP**

1. **How long have you been farming?** \_\_\_\_\_ years
2. **Did your parents or other relatives farm on your farm?** \_\_\_\_ Yes \_\_\_\_ No
3. **How big is your farm?** \_\_\_\_\_ acres
4. **Prior to this year, did you ever sell foods from your farm at a farmers' market?** \_\_\_\_ Yes  
\_\_\_\_ No

*The next questions are about your thoughts related to farmers' markets in general. How much do agree or disagree with the following statements. There are no right or wrong answers.*

| <b>I participate in farmers' markets...</b> |                                                              | <b>Strongly Agree</b>    | <b>Agree</b>             | <b>Neutral neither agree nor disagree</b> | <b>Disagree</b>          | <b>Strongly Disagree</b> |
|---------------------------------------------|--------------------------------------------------------------|--------------------------|--------------------------|-------------------------------------------|--------------------------|--------------------------|
| <b>5</b>                                    | to keep food dollars in my community.                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>6</b>                                    | to increase my earnings.                                     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>7</b>                                    | to inform consumers about farming and production practices.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>8</b>                                    | to interact with customers.                                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>9</b>                                    | because it is an easy way to sell my products.               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>10</b>                                   | because they provide me with a stable seasonal income.       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>11</b>                                   | because they open the door for other opportunities for work. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |
| <b>12</b>                                   | because of the location of the market.                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>                  | <input type="checkbox"/> | <input type="checkbox"/> |

**The last questions help us better understand you.**

13. **What is your age?** \_\_\_\_\_ years
14. **What is your gender?** \_\_\_\_ Male \_\_\_\_ Female
15. **What is your race? Check all that apply.**
  - 1 White
  - 2 Black or African American
  - 3 Asian
  - 4 American Indian or Alaska Native
  - 5 Other [specify] \_\_\_\_\_

**Appendix K: Market Rules and Vendor Agreement**

# Right Choice, Fresh Start Farmers' Market Vendor Agreement

This document must be signed and dated by each vendor participating at the Right Choice, Fresh Start Farmers' (RCFS) Market, indicating they have received a copy of the RCFS Market Rules, Procedures and Product Guidelines that govern the market, and agree to uphold the purpose of the RCFS Market and abide by the rules, procedures and guidelines within.

I, \_\_\_\_\_ (print name), have received a copy of the Right Choice, Fresh Start farmers' Market Rules, Procedures, and Product Guidelines that govern the market, and agree to abide by the rules, procedures and guidelines within.

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Vendor Information Sheet

### Contact Information

Name of Farmer(s): \_\_\_\_\_

Name of Farm: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: (Home) \_\_\_\_\_ (Cell) \_\_\_\_\_ (Other) \_\_\_\_\_

Email: \_\_\_\_\_

Preferred method of contact: \_\_\_\_\_

### Availability

Would you like to be a full-time or part-time vendor? \_\_\_\_\_

A full-time vendor is defined as participating in 15 or more of 20 weeks of the market season.

A part-time vendor is defined as participating in 5-10 of 20 weeks of the market season.

Are there any dates that you will be unavailable? \_\_\_\_\_

### Farmer Information

Did you vend with the RCFS market in 2011? \_\_\_\_ Yes \_\_\_\_ No

Do you have product liability insurance? If so, what coverage do you carry?

\_\_\_\_\_

Farmers' Market Manual: Appendix

Do you have all necessary permits/licenses need to sell at the RCFS Market? (Permits/licenses are needed for anything other than fresh produce). Please list.

---

Are you a Certified SC Locally Grown Farmer? If not, would you like to become one?

---

Do you use traditional or organic farming practices? \_\_\_\_\_

Are you a Certified Organic Farmer? \_\_\_\_\_

**What products do you intend to sell? Please check the following.**

**FRUITS**

---

|            |                       |              |                       |            |                       |              |                       |
|------------|-----------------------|--------------|-----------------------|------------|-----------------------|--------------|-----------------------|
| Apples     | <input type="radio"/> | Blueberries  | <input type="radio"/> | Citrus     | <input type="radio"/> | Peaches      | <input type="radio"/> |
| Cantaloupe | <input type="radio"/> | Strawberries | <input type="radio"/> | Watermelon | <input type="radio"/> | Blackberries | <input type="radio"/> |
| Muscadines | <input type="radio"/> |              |                       |            |                       |              |                       |

**VEGETABLES**

---

|                |                       |               |                       |              |                       |                 |                       |
|----------------|-----------------------|---------------|-----------------------|--------------|-----------------------|-----------------|-----------------------|
| Green Beans    | <input type="radio"/> | Potatoes      | <input type="radio"/> | Bell Peppers | <input type="radio"/> | Onions          | <input type="radio"/> |
| Broccoli       | <input type="radio"/> | Cabbage       | <input type="radio"/> | Carrots      | <input type="radio"/> | Spinach         | <input type="radio"/> |
| Celery         | <input type="radio"/> | Squash        | <input type="radio"/> | Hot Pepper   | <input type="radio"/> | Green Onion     | <input type="radio"/> |
| Collard Greens | <input type="radio"/> | Cherry Tomato | <input type="radio"/> | Corn         | <input type="radio"/> | Radish          | <input type="radio"/> |
| Kale           | <input type="radio"/> | Turnip Greens | <input type="radio"/> | Tomatoes     | <input type="radio"/> | Beets           | <input type="radio"/> |
| Red Potatoes   | <input type="radio"/> | Cucumbers     | <input type="radio"/> | Zucchini     | <input type="radio"/> | Sweet Potatoes  | <input type="radio"/> |
| Butterbeans    | <input type="radio"/> | Okra          | <input type="radio"/> | Field Peas   | <input type="radio"/> | Black-eyed Peas | <input type="radio"/> |
| Asparagus      | <input type="radio"/> | Beets         | <input type="radio"/> | Hot Peppers  | <input type="radio"/> | Oriental Veg.   | <input type="radio"/> |

**OTHER ITEMS**

---

|         |                       |             |                       |           |                       |             |                       |
|---------|-----------------------|-------------|-----------------------|-----------|-----------------------|-------------|-----------------------|
| Honey   | <input type="radio"/> | Baked Goods | <input type="radio"/> | Basil     | <input type="radio"/> | Parsley     | <input type="radio"/> |
| Peanuts | <input type="radio"/> | Plants      | <input type="radio"/> | Mushrooms | <input type="radio"/> | Other Herbs | <input type="radio"/> |
| Crafts  | <input type="radio"/> |             | <input type="radio"/> |           | <input type="radio"/> |             |                       |

**Other Items Not Listed:**

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# Right Choice, Fresh Start Farmers' Market

## Rules, Procedures and Product Guidelines

### 2012 Market Season

*June 1, 2012 – October 12, 2012*

This document outlines the purpose, rules, procedures and product guidelines of the Right Choice, Fresh Start Farmers' Market. It is a tool for market management and vendors to understand the mission of the Right Choice, Fresh Start Farmers' Market, market operations, and the rules and procedures. It will help to ensure that the mission of the market is upheld in a professional manner.

## Right Choice, Fresh Start Farmers' Market Rules, Procedures and Product Guidelines 2012 Market Season

The Right Choice, Fresh Start Farmers' Market (RCFS) is joint project between Family Health Centers, Inc. (FHC) and the Cancer Prevention and Control Research Network (CPCRN) at the University of South Carolina. The project, now in its second year, received its initial funding from the Center for Disease Control and Prevention. The goals of this market include increasing access to produce among patients at FHC and residents of Orangeburg, improving diet among adults and children, and increasing economic demand for farmers' products. This market provides local farmers with a community location to sell their fruits and vegetables that is convenient to consumers. The market aims to create a sense of community while promoting an innovative healthy-eating intervention. A longer term goal of the market is to serve as a replicable model to other community health centers across South Carolina by documenting the market building process and demonstrating the various health and economic benefits of incorporating a farmers' market into a health care delivery system. In order to document the market's progress, increase market performance, and share information with others, a team of evaluators will administer surveys and collect data during market hours.

The RCFS Market has applied for grant funding for this year's market season and plans to become self-sustaining in the future. It is guided by an Advisory Council of invested community members who represent local universities, DHEC, local farmers and the faith community. The market receives support from the SC Department of Agriculture, the 1890's Program as well as Clemson Extension.

## Rules and Procedures

### Producer-Only Requirement and 50% Rule

The Right Choice, Fresh Start Farmers' Market is a healthy-eating intervention whose goals include supporting local agriculture and providing fresh produce to the patients of Family Health Centers, Inc. as well as members of the surrounding community.

A farmer/grower may be a sole proprietorship, a partnership, or a corporation and shall include family members and employees who assist in the production and/or sales and marketing of the product. At this time, only produce vendors will be considered eligible to sell products. As the market grows, the sale of the following products may be considered: baked goods, cheese, pasta, soap, meat, fish and local artisan crafts. The decision regarding which items are acceptable for sale in the market will be revisited with the Advisory Council, consumers and farmers each year.

In order to create an appealing market mix for consumers and to supplement the fluxuation of crops, farmers are permitted to incorporate up to 50% of resale items each week. Farmers will be required to indicate which items are resale products to the market manager each week. Farmers are asked to follow this rule for the sake of fairness and may be asked to leave the market if they do not comply.

### Vendor Stall Fees

All vendors must pay a weekly stall fee of \$5 to the market manager each week. For this fee, they will receive 2 tables and one chair for their stall. 10' x 10' tents are available for rent for an additional \$5, and they are reserved prior to the market on a first come first serve basis.

All vendors must confirm with the famers' market manager via telephone prior to the market. If the vendor confirms attendance but does not show up to the market, the vendor will be required to pay the \$5 fee the following week.

Stall fees should be paid in cash or by check made payable to Family Health Centers, Inc. at the start of the market day (8:30 AM on Friday).

### Insurance

Vendors are encouraged to consider obtaining individual liability insurance for products sold. Vendors should inform the market manager in writing if they have product liability insurance. The RCFS Market has a general insurance policy through the FHC for general liability.

## Farmers' Market Manual: Appendix

### Permits

All vendors must show proof that they are in compliance with all necessary rules and regulations of the Department of Agriculture, DHEC and local business ordinances. Vendors must present their permits to the market manager who will maintain vendors' files. Vendors must disclose any information regarding inspections and indicate the name of the farm inspector and date of most recent inspection.

### Market Agreement

All farmers/growers and producers must complete and sign a Right Choice, Fresh Start Market Vendor Agreement.

### Vendor Capacity

Each week, there is capacity for 5-6 vendors at the market. Since the space is limited, the decision of which vendors shall be selected each week will be left up to the market manager. Vendors are encouraged to confirm their attendance at the market with the market manager as soon as they are sure that they want to participate. In time, the market may expand to more than one day per week to accommodate more vendors.

### Product Guidelines

Farmers/growers and producers must abide by all applicable federal, state and local health regulations in the harvest, preparation, labeling and safety of the products they bring to market.

Fresh fruits and vegetables will be the primary items sold at the market at this time. It is the Right Choice, Fresh Start's choice that all products come from South Carolina, and the majority of the produce be sold directly by the grower. Any re-sale items must be clearly labeled. The Market Manager in collaboration with the Advisory Council will resolve any issues as to the suitability of any item. As a general guideline, at least 50% of the produce sold by the farmer should be grown directly by the farmer. This guideline supports the spirit and goals of the market, which is to help local farmers sell their products.

**Baked Goods** – not accepted at this time

**Canned Fruits and Vegetables** – not accepted at this time

**Cider** – not accepted at this time

**Dried Fruits and Vegetables** – not accepted at this time

## Farmers' Market Manual: Appendix

**Eggs** – not accepted at this time

**Fish and Shellfish** – not accepted at this time

**Flowers, Plants and Trees** – Flowers, plants and trees must be from the farmer/grower's own greenhouse or farm. No re-sale of these products is permitted.

**Grain Products** – not accepted at this time

**Honey** – Honey must be from the farmer/grower's own hives, but may be processed off-farm. The farmer/grower must provide the management with information about the facility where it is processed.

**Meats and Meat Products** – not accepted at this time

**Milk, Cheese and Fresh or Frozen Dairy Products** – not accepted at this time

**Pestos, Flavored Oils, Mustards and Vinegars** – not accepted at this time

**Peanuts** – dried peanuts and boiled peanuts are accepted, provided that the vendor can provide all necessary permits.

**Preserves, Jams and Fruit Butters, Syrups, Purees and Salsas** – accepted, provided that the vendor can provide all necessary permits.

**Produce** – all produce, defined as fruits and vegetables, offered for sale at the market must be grown by the farmer or labeled as re-sale.

**Soaps and Herbal Products** – not accepted at this time

**Wool and Pelts** – not accepted at this time

**Other Farm Products** – including compost, mulch or custom potting mix must be grown, processed or gathered predominately by the farmer/grower in the region, subject to approval.

**Specialty Agricultural Products** – (e.g. herbs, cooking spices, rare mushrooms, etc.) must be approved by the market management.

**Prepared Foods** – No pre-prepared foods for sale will be accepted at this time. Samples of produce or certain recipes to demonstrate how to prepare the foods will be accepted, provided that all rules and regulations outlined by DHEC have been followed and approved.

## Market Operations and Procedures

### Set-up, Clean-up and Breakdown

Set-up starts at 7:30 AM or any other time designated by the market manager, but must be completed by 8:30 AM. Vendors should not arrive before 7:30 AM. Late-comers may be admitted or denied at the Market Manager's discretion.

Vendors should park in the parking lot designated for the farmers' market, near to their stall. Vendors are responsible for removing all garbage from their stall space area. Stall spaces are to be left in the same condition at the end of the market as they were found in at the beginning. Breakdown of the market will begin at 12:30 PM and must be completed by 1:30 PM.

### Hours of Operation

The market will operate on designated days of the month, currently **Fridays** from the hour of **8:30 AM to 12:30 PM**. Vendors should not set up earlier than 7:30 AM and must be completely set-up by 8:30. All vendors should remain at the market until 12:30 PM (unless their products have sold out). All vendors should vacate the market site by 1:30 PM.

### Vehicles

Vehicles shall not be utilized as a display or dispensing area for market goods unless it is a refrigerated unit for perishable items. No vehicle may remain running during market hours other than for the purpose of refrigeration.

### Market Space Assignments

Market management has full authority to assign exhibit space. Requests for particular sites will be given consideration but management reserves the right to assign and locate all vendors.

### Number of people assigned to each vendor space

Each vendor shall have at least one person, but not more than four persons, managing the space at the market. One person may not manage two or more vendor spaces at the market.

### Vendor Equipment and Supplies

Vendors are responsible for providing and removing any and all equipment and supplies they requires when conducting business on the market site.

Each vendor will be provided with: a 10' x 10' stall space, 2 tables, 1 chair, and 1 parking space. Vendors are responsible for additional tables, chairs and equipment they might need.

## Farmers' Market Manual: Appendix

### Product Display and Tents

The use of canopies, awnings and sun umbrellas is encouraged. A limited number of tents are available for rent for \$5 from the market manager. Vendors who would like to rent a tent should inform the market manager prior to the start of the market, and pay the \$5 to the market manager at the start of each market day. All products must be sold, displayed and stored from a surface above the ground. All vendors must utilize tables, shelves, cases and other structures for these purposes.

### Signs

All vendors are required to display the products for sale and the price of each item. White boards, chalk boards or printed signs are acceptable. All signs must remain within the allotted vendor's exhibit space and must not block pedestrian traffic, or interfere with other vendor's displays or views. No soliciting or political or religious activities will be permitted in the market area. Displays of public interest, such as nutritional, health or consumer information, may be displayed with the consent of the market manager.

### Alcohol and Tobacco

The sale or consumption of alcoholic beverages or tobacco products on the market site is strictly prohibited.

### Market Attendance

The Market will operate for 20 weeks, from Friday, June 1 to Friday, October 12, 2012.

Full-time vendors are expected to participate in at least 15 of the 20 weeks of the market. Part-time vendors are expected to participate in 5-10 markets during the 20 weeks. Part-time vendors for whom it is not feasible to come to the market every week should maintain clear communication with the Market Manager about the number of days they anticipate being able to attend.

Farmers/growers or producers should confirm their space at the market by telephoning or otherwise communicating with the market manager at least 1 day in advance (Thursday by 9:00 AM). Vendors who will not be able to attend should take special care to communicate this information to the manager so that the market set-up can be modified and/or the space can be filled on a temporary basis.

### Market Sales and Reporting

Vendors are responsible for acting as their own treasurer, including the collection and remittance of sales tax. Vendors are responsible for all state and municipal permits required to

## Farmers' Market Manual: Appendix

sell their products. Vendors will also be asked to complete a market report at the end of each market day, indicating both the volume of product sold and dollars in sales generated from business at the market that day. This information will be collected and utilized by the market manager and the evaluation team to study the success of the market. This information will only be reported in aggregate, thus the exact sales per vendor will not be reported in any of the summary reports from the project.

### Market Food Samples

Food samples must be prepared behind the vendor's stand and be presented in a safe and sanitary manner, in accordance with to the DHEC code and the direction of RCFS management. The vendor must provide trash receptacles for the disposal of sampling materials, such as cups, spoons, forks, or toothpicks.

### SNAP – EBT at the Farmers' Market

The RCFS Farmers' Market will be accepting SNAP (EBT benefits) through a wired, central PoS machine. A customer who would like to use their EBT card to buy produce will approach the vendor and select the items for purchase. The farmer will create a receipt for the customer and set their items aside. The customer will go to the SNAP area to swipe their EBT card and get their receipt validated. The customer will return to the farmer, provide the receipt, and receive their purchased items. Reimbursement for items purchased will be deposited in the market bank account within a week of the purchase. The market manager is responsible for ensuring that each farmer receives their payment in a timely fashion, no more than 2 weeks after the initial purchase. A vendor who already has an EBT system is permitted to use it instead of the central PoS.

### WIC and Senior Farmers' Market Vouchers

Vendors will be permitted to accept WIC and Senior Farmers' Market Vouchers provided that they have received training and certification to accept them. All rules and regulations pertaining to the Farmers' Market Nutrition Program must be followed. Vendor trainings take place in February and March, and anyone who misses this training will be required to wait until the following year to receive certification, per the rules of DHEC.

### Market Evaluation Team

Each week, a team of volunteer evaluators will assist with recording the items sold and net sales of each vendor. All vendors are asked to cooperate with the research team by communicating with them as they conduct their sales. In return for these efforts, each vendor will receive a week by week track record of the volume of produce that they sold and the sales



that they achieved. This information may help guide farmers in planning and preparing for future markets.

### Other Financial Vouchers

From time to time, other financial incentive programs may be developed in conjunction with the RCFS market. These funds will have cash value equivalent to the amount on each voucher and funds will be paid out to respective farmers by the market manager one week after receipt of the voucher. All farmers must acknowledge receipt of these funds on designated receipt forms.

## **Administration of Rules and Procedures**

### South Carolina Department of Health and Environmental Control (DHEC)

All vendors are required to be in compliance with state laws and permitting regulations. DHEC inspectors will visit the market, and it is the responsibility of the vendor to be in compliance.

### Advisory Council

In order to ensure that the Right Choice, Fresh Start Farmers' Market was designed and implemented with the interest of farmers, community members and health center patients in mind, an Advisory Council was created in January of 2011 and remains active.

This Advisory Council will work with the market manager and FHC staff to review and recommend changes to the RCFS Market "Rules, Procedures and Product Guidelines" on an annual basis. The Advisory Council will also serve as a committee to encourage the growth, development and sustainability of the market in years to come.

### Rule Violations

The RCFS market management has the responsibility and authority to direct vendors to comply with the RCFS Farmers' Market Rules and Procedures. Complaints regarding violation of rules may be referred verbally or in writing to the market manager.

The market manager is responsible for enforcing all market rules. Possible violations will be discussed and resolution attempted. Vendors selling prohibited items will be asked to remove those items from sale or leave the market. Unresolved problems will be referred to the Advisory Council and/or the Department of Agriculture. Continued violations will result in being banned from the market with no reimbursement of fees paid. Any vendor challenging another vendor's product's legitimacy or conduct must file a written complaint with the market manager, giving the name of the vendor and the product or situation they feel may not be in

## Farmers' Market Manual: Appendix

compliance with the market policies. The complainant must date and sign their name to the complaint and the Market Manager will attempt resolution. If resolution is not attainable the complaint will be referred to either the Advisory Council or the Department of Agriculture, depending on the situation.

Penalties for violations may include a warning, temporary suspension, or permanent exclusion from the Right Choice, Fresh Start Farmers' Market, depending on the severity of the offense.

See the chart below.

| Violation                                                             | 1 <sup>st</sup> Offense                                                                       | 2 <sup>nd</sup> Offense                                             | 3 <sup>rd</sup> Offense                                              |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------|
| No show without calling to cancel                                     | Written warning. Stall fee of \$5 enforced.                                                   | Written warning. Fine of \$5 in addition to \$5 stall fee enforced. | Market management will review continued participation in the market. |
| Arriving less than 30 minutes prior to opening of the market          | Written warning.                                                                              | \$5 fine.                                                           | Market management will review continued participation in the market. |
| Selling products not pre-approved by management                       | Written warning.                                                                              | \$5 fine.                                                           | Market management will review continued participation in the market. |
| Non-compliance with DHEC or the Department of Agriculture regulations | Vendors are subject to the consequences prescribed by DHEC and the Department of Agriculture. |                                                                     | Market management will review continued participation in the market. |

## Appendix L: Market Manager Job Description

The Right Choice, Fresh Start Farmers Market

Farmers Market Manager

### Job Description

May 15, 2011 – October 31, 2011

The Right Choice, Fresh Start Farmers' Market (RCFS) is a joint project between Family Health Centers, Inc. (FHC) and the Cancer Prevention and Control Research Network (CPCRN) at the University of South Carolina; the project is funded by the Centers for Disease Control and Prevention. The goals of this market include increasing access to produce among patients at FHC and residents of Orangeburg, improving diet among adults and children, and increasing economic demand for farmers' products. This market will provide local farmers with a new venue to sell their fruits and vegetables at a location that is convenient to consumers. The market aims to create a sense of community while piloting an innovative healthy-eating intervention. A longer term goal of the market is to serve as a replicable model to other community health centers across South Carolina by documenting the market building process and demonstrating the various health and economic benefits of incorporating a farmers' market into a health care delivery system. In order to document the market's progress, increase market performance, and share information with others, a team of evaluators will administer surveys and collect data during market hours.

The RCFS Farmers Market is funded for one year by the Center for Disease Control via the CPCRN with plans to become self-sustaining in the future. It is guided by an Advisory Council of invested community members who represent local universities, DHEC, local farmers and the faith community. The market receives support from the SC Department of Agriculture, the 1890's Program as well as Clemson Extension.

#### Manager Position

The Market Manager is a part time, seasonal position of 10 hours per week beginning May 15, 2011 and ending October 31, 2011. The primary responsibility of the Market Manager is to coordinate the day-to-day operation of the farmers market at Family Health Centers, Inc. This will include an on-site presence at the market during all market hours (Fridays from 10:00 AM to 2:00 PM), as well as off-site work during non-market hours. The manager will report to the Project Director and Family Health Center Liaisons as well as the Advisory Council, 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**
- **Work with the Facilities Manager to set up, break down, and maintain the safety of the market. 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 in collaboration with staff and volunteers**
  - **Have nutritional and health education materials to distribute**
  - **Have recipes for seasonal, local foods that are available in the market**
  - **Operate market's EBT and voucher acceptance program**
- **Facilitate farmers' enrollment in the Farmers' Market Nutrition Program (FMNP).**
- **Act as liaison to the Advisory Council, 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 Advisory Board.**
- **Help with planning kick-off event for the market opening and any other special promotional events.**
- **In collaboration with the Evaluation Team, conduct periodic customer counts each market day to assess the level of growth in market usage. Monitor the volume of produce that is sold per market day.**
- **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, signed vendor agreement and any licenses or permits each vendor possesses based on the products they are selling.**
- **Conduct or arrange for farm inspections as needed.**

Duties – off season

- **Assist with vendor recruitment**
- **Professional development for market managers**
- **Community relationship development**
- **Fundraising in collaboration with the Advisory Council**
- **Advertising/ promotional program development, including special events planning**
- **Work with the Advisory Council to plan for market growth and development**

### Qualifications

- **High school diploma preferred**
- **Basic computer skills, including internet, email, simple spreadsheets, and word processing**
- **Ability to think creatively**
- **Good communication skills, including the ability to resolve conflicts**
- **Organizational skills**
- **Marketing skills helpful**
- **Some financial knowledge helpful: i.e. budgeting, accounting**
- **Self-motivated, able to prioritize tasks and learn the job quickly**
- **Passionate about the community, local agriculture, and promoting healthy eating**
- **Committed to attaining the goals of the market**
- **Ability to collaborate with a variety of stakeholders, including the staff of Family Health Center, the Advisory Council, and the Evaluation Team**

### Compensation

- **The position starts at an hourly wage of \$12 per hour, 10 hours per week from May 15 – October 31, 2011 with possibility for future employment.**
- **The market manager will be an employee of the University of South Carolina.**

### Hiring Timeline

- **The Manager will be hired during the month of April 2011 to begin work as of May 15, 2011.**

### How to Apply

- **Deadline to apply is April 20, 2011. Interviews will be conducted with top candidates.**
- **Submit your resume and cover letter indicating your experience and interest either by mail, email or fax to:**

Appendix M: Marketing and Fundraising Materials



**Now Open!**

**Right Choice, Fresh Start**

**Farmers Market**

**June-October**  
**Fridays 8:30 am to 12:30 pm**

- **SNAP/EBT Accepted**
- **Cash Accepted**
- **Senior & WIC Farmers' Market Vouchers Accepted**

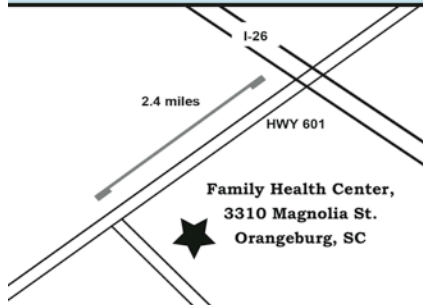
**Lots of Fresh Fruits & Veggies!**

**Locally Grown!**

**Location: Family Health Center,  
3310 Magnolia St. Orangeburg, SC**

For more information contact Edith Anadu (803) 531-6900 or (803) 777-1326

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## Appendix N: Market Manager Interview Questions

### Interview Questions for RCFS Farmers' Market Manager Candidates

Candidate's Name:

1. What interests you about being a farmers' market manager? What skills and background do you bring that would make you successful at this position? What skills would you like to develop?
2. Are you available every Friday from 10:00 AM – 2:00 PM from June 3 through October 28, 2011?  
Can you lift 35+ lbs?
3. What is your experience with farming and agriculture?
4. Tell us about your business-related skills. Do you bring financial knowledge, such as budgeting or accounting, or marketing experience?
5. What computer programs are you familiar with? What is your comfort level with using the computer for data entry, communication and creating marketing materials?  
[TECHNICAL SKILLS]
6. You will be required to work with a variety of stakeholders, including farmers, patients, FHC staff members, customers and research assistants. How do you establish a working relationship with new people? [RELATIONSHIP BUILDING, COMMUNICATION]
7. We are looking for a passionate individual who is willing to put in the many hours required to run the market and be zealous about the cause of health and nutrition. Could you tell me about a time when you had to go above and beyond the call of duty in order to get the job done? [DEDICATION]
8. As a market manager, you will be faced with making many decisions. Tell us about a time when you were faced with making an unpopular decision. [DECISION MAKING]
9. We are looking for someone who is self-motivated. Give us an example of when you showed initiative and took the lead. [LEADERSHIP, MOTIVATION]
10. The market manager is in charge of upholding the RCFS Market Policies and Procedures Manual, a guide what is permitted at the market. Adhering to the health and business ordinances is essential for the market to remain in operation. How have you had to enforce rules and policies in other settings? What was challenging for you? [RULE ENFORCEMENT, MANAGEMENT]

11. Many conflicts may arise at the market, such as conflicts between farmers, between consumers and farmers, between farmers and market management, and between the market and community members. A manager must be able to listen carefully to both sides of the conflict, find a common ground that will be acceptable to both parties, and have everyone exit the conflict with a positive attitude. What is your typical way of handling conflict? Please give us an example of a situation in which you had to call upon your conflict resolution skills. What did you do, and what was the outcome? [CONFLICT RESOLUTION]
12. Tell me about a stressful situation that demonstrated your use of coping skills. [COPING SKILLS]
13. Give me a specific example of a time where you used good judgment and logic in problem solving. [JUDGMENT]



## Appendix O: Press Release Example

Press Release

June 29, 2011

For information, contact: XXX

### **Orangeburg farmers market makes it easier to make the right choices**

Leon Brunson is happy to see what's going on just outside the federally qualified health center he runs in Orangeburg.

Baskets of colorful fruits and vegetables -- squash, tomatoes, melons and cucumbers -- line the tables under green and white tents. Farmers, most of whom live just a short drive away, come to the new Right Choice, Fresh Start Farmers Market each Friday to sell their produce to people who need it most.

"People who come to the doctor can walk out the door, buy fresh vegetables and take them home," said Brunson, the center's chief executive officer. "We serve 22,500 patients, and these fruits and vegetables can play a major part in improving their health. The doctors here are supporting this wholeheartedly."

Improving health by increasing access to healthy foods in rural areas is the idea behind the market, which is supported by a grant from the Centers for Disease Control and Prevention to the Cancer Prevention and Control Research Network at the University of South Carolina. It's the first farmers market in South Carolina -- and among the first in the country -- to partner with a federally qualified health center.

The market, at 3310 Magnolia St. in Orangeburg, started in early June and will continue from 10 a.m. until 2 p.m. each Friday through October. Five local farmers sold their crops on opening day, and the number is expected to grow. The market is open to the public and accepts Supplemental Nutrition Assistance Program (SNAP) payments for fruits and vegetables.

"We are coming to the families. We are coming to the health center. We are providing options to those in need of a change in lifestyle," said Paul Butler, the market manager. "And we're hoping it's an economic boost, too."

That's good news to farmers like Willie Ulmer, who grows vegetables on his 5-acre family farm in Orangeburg County. He was selling freshly cut collards and mustard greens along with lettuce, potatoes, yellow squash and radishes on a Friday in early June; the sweet corn and cantaloupe would be ripe and ready for the market soon.

"This is beautiful, beautiful," he said, looking out at the Certified South Carolina grown vegetable stands on a grassy strip between the medical center and the parking lot. "This is as fresh as you can get."

Dr. Darcy Freedman, a USC social work professor who led the move to create the farmers market at the health center, said access to fresh foods is one of the ways to improve the overall health of a community.

"We know obesity is a problem in South Carolina, particularly in the Orangeburg area. We also know obesity is related to other health conditions like diabetes, heart disease and some cancers. There is agreement among health care professionals that increasing consumption of fresh fruits and vegetables is an important approach to decreasing obesity trends," Freedman said. "The farmers' market addresses some of the geographic and economic barriers to consuming fruits and vegetables every day."

The USC researchers worked with an advisory council of educators, extension agents and business and community leaders to develop plans for the market. The community has taken a lead role in deciding how the market will operate, with input from farmers on the types of produce that will be available.

Patients at the health center receive "prescriptions" that can be filled at the farmers' market. The prescriptions focus on the national dietary guidelines to fill half of your plate with fruits and vegetables at each meal. Participants can redeem their prescriptions at the market and receive \$1 off their purchase, Freedman said.

The researchers from USC will study whether making healthy food accessible has an impact on patients' overall health. They also will assess the process of creating the market to determine if the model can be replicated in other areas.

"We also have a financial voucher incentive for a cohort of diabetic patients who will be tracked over the study so we can learn more about the influence of the farmers' market on their shopping trends and dietary patterns," Freedman said. "These individuals were recruited to the study in early June and receive up to \$50 in vouchers to use at the farmers' market."

Sadie Jarvis, an advisory board member and a shopper at the market on opening day, described the work on planning the farmers market as her "calling."

"You have to be concerned about the health of your community," she said. "This is not just about food -- it's about community."

Follow the farmers market online at <http://www.facebook.com/#!/pages/Right-Choice-Fresh-Start-Farmers-Market/216908111667843>

#####

## Appendix P: Market Evaluation Plan

### Right Choice, Fresh Start Farmers’ Market Pilot Project

#### Evaluation Plan

DRAFT v. 03/25/2011

Situation: Access to healthy food retail outlets influences diet and diet-related health outcomes. Populations with the least access to healthy food retail outlets (i.e., low-income and minority populations living in rural communities) tend to have the highest rates of obesity and other diet-related health conditions. Our prior research suggests that access to healthy foods is a multi-dimensional concept. Thus, increasing access requires more than just building a new store or farmers’ market (i.e., if you build it, people may not come). In addition to increasing *spatiotemporal access*, it is also important to address *economic, social, service delivery, and personal* aspects of food access. The goal of the “Right Choice, Fresh Start Farmers’ Market Pilot Project” is to develop an intervention program that addresses all five dimensions of food access. During the first year of the pilot project (2011), the ultimate goal of the project is to:

1. Increase access to healthy foods and healthcare among patients at Family Health Centers, Inc.
2. Improve dietary behaviors among adults (and children) diagnosed with one diet-related health condition that could be improved through increased consumption of fruits and vegetables (e.g., diabetes).
3. Increase demand for fruits and vegetables grown by farmers in Orangeburg and the adjacent counties (e.g., Calhoun, Lexington, Aiken, Barnwell, Bamberg, Colleton, Dorchester, Berkeley, Clarendon).

The “Right Choice, Fresh Start Farmers’ Market” includes intervention components related to the five dimensions of food access:

| Dimension of Food Access                                                                                                                                                                                                                                                                                                         | Intervention Component                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <p><i>Spatiotemporal</i></p> <p>The farmers’ market is conveniently located in a space that is accessible to participants. It is easy to get to for people traveling by car, bus, and foot.</p>                                                                                                                                  | <p>On-site Farmers’ Market (FM)</p>                                                                  |
| <p><i>Economic</i></p> <p>The farmers’ market sells foods at fair market prices, accepts food subsidies such as food stamps and farmers’ market vouchers, and provides financial assistance to select group of patient-customers (i.e., those with the greatest need for produce to treat their health condition).</p>           | <p>Food Assistance Acceptance (FA)</p> <p>Co-pay Voucher Program (V)</p>                             |
| <p><i>Social</i></p> <p>The farmers’ market is developed collaboratively with regular feedback from key stakeholders (consumers and farmers). The farmers’ market is tailored to the needs and interests of the target population (i.e., patients of FHC). The farmers’ market is a communal space that is welcoming to all.</p> | <p>Visioning Meeting (VM)</p> <p>Activities at Farmers’ Markets (A)</p> <p>Advisory Council (AC)</p> |



## Farmers' Market Manual: Appendix

|                                                                                                                                                                                     |                                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
|                                                                                                                                                                                     |                                                                                |
| <p><i>Service Delivery</i></p> <p>The farmers' market sells a wide variety of high quality produce, the setting is clean and organized, and customers are treated with respect.</p> | <p>On-site Farmers' Market (FM)</p>                                            |
| <p><i>Personal</i></p> <p>Customers have the knowledge, skills, and efficacy to purchase and prepare produce procured at the farmers' market.</p>                                   | <p>Activities at Farmers' Markets (A)</p> <p>F/V Prescription Program (PP)</p> |

\*Everyone has access to items in blue: VM, FM, FA (if participant receives food subsidies), and A. Components in red (V and PP) will only be available for a select group of 50 participants during the pilot year. Component AC (green) is only available to participants who applied and were selected to serve on the Advisory Council.

Evaluation Strategy:

### 1. How will we know if we increased access to healthy foods and healthcare among patients at Family Health Centers, Inc.?

|                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Individual Level</i></p> <p>(Gathered on a select group of <b>75 adult diabetic</b> patients)</p> | <ol style="list-style-type: none"> <li>1. Do perceptions of food access change over time?</li> <li>2. How often did individuals shop at the farmers' market?</li> <li>3. How much food did individuals purchase at the farmers' market? How did this change over time?</li> <li>4. How did the farmers' market affect overall food shopping patterns in terms of household funds spent on food, variety of food coming into home, cooking patterns, etc.?</li> <li>5. Did participants gain a social benefit from frequenting the farmers' market?</li> <li>6. How many people attended activities offered at the farmers' markets?</li> <li>7. Did knowledge, skills, and efficacy for purchasing and preparing produce change over time?</li> <li>8. How many co-pay vouchers were redeemed at the farmers' markets?</li> <li>9. What are the barriers and facilitators to using the market?</li> <li>10. How satisfied are people with the farmers' market?</li> </ol> |
| <p><i>Market Level</i></p> <p>(Gathered through market tracking systems)</p>                            | <ol style="list-style-type: none"> <li>1. How many FHC patients came to the farmers' market each week? Who else came to the RCFS market?</li> <li>2. How did the prices at the RCFS farmers' market compare to prices at nearby stores?</li> <li>3. How much food was available at the farmers' market each week?</li> <li>4. What types of foods were available at the farmers' market each week?</li> <li>5. How many customers used food assistance subsidies at the farmers' market each week?</li> <li>6. What types of social interactions occur at the farmers' market?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                 |

|                                       |                                                                                                                                                                                                                      |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <ol style="list-style-type: none"> <li>7. What types of educational programs occur at the farmers' market?</li> <li>8. How many F/V prescriptions were given out to patients?</li> </ol>                             |
| <i>Organizational/Community Level</i> | <ol style="list-style-type: none"> <li>1. What are barriers and facilitators to establishing a farmers' market a community health center?</li> <li>2. Did the volume of patients at FHC change over time?</li> </ol> |

**2. How will we know if we improved dietary behaviors among adults (and children) diagnosed with one diet-related health condition that could be improved through increased consumption of fruits and vegetables (e.g., diabetes).**

|                                                                                                  |                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Individual Level</i><br><br>(Gathered on a select group of <b>75 adult diabetic</b> patients) | <ol style="list-style-type: none"> <li>1. How did dietary patterns change over time?</li> <li>2. How did metabolic markers change over time (e.g., A1C)?</li> </ol>                                               |
| <i>Clinic Level</i>                                                                              | <ol style="list-style-type: none"> <li>1. How did metabolic markers for all FHC patients with diabetes change over time? Did those in the FM program (N=50) change differently than entire population?</li> </ol> |

**3. Increase demand for fruits and vegetables grown by farmers in Orangeburg and the adjacent counties (e.g., Calhoun, Lexington, Aiken, Barnwell, Bamberg, Colleton, Dorchester, Berkeley, Clarendon).**

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Individual Level<br><br>(Gathered through interviews with farmers selling at RCFS market) | <ol style="list-style-type: none"> <li>1. What are prior sales trends for participating farmers?</li> <li>2. Where are farmers selling before and after RCFS market?</li> <li>3. What factors influence demand for products?</li> <li>4. What benefits did farmers gain from RCFS market?</li> <li>5. What burdens did farmers experience with the RCFS market?</li> <li>6. What are the facilitators and barriers to selling food at the RCFS market?</li> <li>7. Would the farmer's participate in a similar market in the future?</li> <li>8. Were farmers' satisfied with the amount of produce sold at the market?</li> </ol> |
| Market Level                                                                              | <ol style="list-style-type: none"> <li>1. How much food was sold each week? Total, by farmer, by product, by dollar?</li> <li>2. What forms of currency flowed through the market? How much of each?</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                    |

**Data Collection Strategy**

1. Interviews with 75 FHC patients diagnosed with diabetes. .
  - Ideally enroll 75 people
  - Randomly select if possible
  - Three interviews: Baseline (May 2011), Mid-way (August 2011), End (October 2011)



## Farmers' Market Manual: Appendix

- Receive \$50 of co-pay vouchers
    - Total:  $\$50 \times 75 = \$3,750 \rightarrow \$25$  after completing survey 1 and  $\$25$  after survey 2
  - Compensation for interviews:
    - Survey 1: \$20
    - Survey 2: \$20
    - Survey 3: \$40
    - Total:  $\$80 \times 75 = \$6,000$
2. Interviews with participating farmers selling foods at the RCFS market
    - a. Interview all participating farmers (N~10)
    - b. Two interviews: Baseline (April or May 2011), End (November or December 2011)
    - c. Compensation for interviews
      - i. Interview 1: \$20
      - ii. Interview 2: \$20
      - iii. Total:  $\$40 \times 10 = \$400$
  3. Tracking systems for farmers' market and participant observations to assess social interactions, customer feedback, farmer feedback, and activities at market.
    - a. Data collected by Lucy, Kassy, Darcy, Advisory Council, and other research assistants
  4. Incentives for Co-pay program:  $\$375 + \$600$  donation =  $\$975$
  5. Documentary to track process
  6. Other process measures?

## Appendix Q: Training Protocol

### Right Choice Fresh Start Farmers' Market Study

#### Graduate Assistant Manual

#### Farmers' Market Protocol

- **Departure Time to Family Health Centers, Inc.**

GAs will carpool to Family Health Centers, Inc. The cars will depart from Darcy's house, 1727 Pinewood Drive, Columbia, 29205. Please park on the street near the house. Parking is free! Departure time will be emailed the week of the market. You must confirm with Nat that you plan to ride with the team. Approved drivers include Darcy, Nat and Shanna. If you are late, you will be required to provide your own transportation to the research site. If you are coming from Orangeburg, you are required to provide your own transportation to the Family Health Centers, Inc., 3310 Magnolia Street, Orangeburg, SC, 29115.

- **Attire**

All GAs should wear a Right Choice Fresh Start Farmers' Market t-shirt. Dress comfortably and appropriately (e.g., no super short shorts). If you do not have an RCFS t-shirt, please wear a white t-shirt. We strongly encourage you to wear close-toed shoes.

- **Food/Drinks**

We will be at the farmers' market from 9am-3pm each day. Plan to pack a lunch and drinks. A cooler is available on site.

- **GA responsibilities at farmers' market**

Primary tasks for GAs at the farmers' market include: set-up and clean-up, pre-market and post-market assessments, assist with sales receipts, participant observations, sales tracking, interviews (as needed), and assistance with RCFS voucher distribution.

- **Assignment of GA to farmer**

If possible, each farmer will be assigned one GA to assist with sales tracking. The GA will arrive at FHC around 9am each Friday. If needed, a GA will float between two farmers. GAs should stay with their assigned farmer (at his or her booth) for the duration of the farmers' market. A GA may be assigned to conduct participant observations at specific time points during a market. During this time, the GA will leave their assigned farmer to conduct the participant observations and will return to their respective farmer once the observation period has ended. During this time, a floater will be assigned to the respective farmer. It is never okay to leave a booth unattended.

- **Pre and Post-market Assessments**

At the beginning of each farmers' market, the GA will work with his/her assigned farmer to record the Farmers' Market Summary Sheet (Form 01) . This form records the unit, unit prices, resale, and sold out items. Many times there will be items that have not been sold at the market before and are not included on Form 01. There are blank lines at the end of the form that will allow for new produce to be entered. This should be written neatly.

| PRODUCE<br>(example unit) | Re-sale<br>item?<br>(y/n) | Unit V1<br>Used in<br>count | Unit V1<br>price | Unit V2<br>used in<br>count | Unit V2<br>Price | Sold<br>out?<br>(Y/N) |
|---------------------------|---------------------------|-----------------------------|------------------|-----------------------------|------------------|-----------------------|
| Apple                     | N                         | (1=1)                       | .33              |                             |                  | Y                     |
| Asparagus                 | Y                         | Bunch                       | 2                | LB                          | 4.5              | N                     |
| Basil                     |                           |                             |                  |                             |                  |                       |
| Banana                    | Y                         | (1=1)                       | .5               |                             |                  | Y                     |
| Banana Peppers (          | N                         | (1=1)                       | .25              |                             |                  | N                     |
| Blackberry                | N                         | Pint                        | 2.5              | Quart                       | 4.5              | Y                     |

These items are recorded as follows:

Units - This is recorded as V1 and V2 (version 1 and version 2) for items that can be measured in pints, pounds, bags, cartons, baskets, quarts, bushels, etc. These items cannot be easily counted. Items such as okra, blueberries and beans often have two versions (i.e., V1 and V2).

There are some items that can only have a V1 of “1”. These are items such as apples, tomatoes and onions. These items can easily be counted even if the selling price is, for instance, 8/\$1.00 or 3/\$1.00. Items that can easily be counted as one unit are pre-marked on Form 01 as 1=1 for the unit. There is no option for a version 2.

Unit Price - Unit prices reflect the average price per unit of produce at the start of the market. These prices will vary throughout the day, but the goal is to capture the starting price. Unit prices must always be written in decimal form (.125 instead of 8/1.00). If a farmer is selling small watermelons for \$1.00 and large watermelons for \$1.50, the unit price for tracking will be the average of the small and large prices (i.e., \$1.25).

Resale - Resale refers to the produce that the farmer has not grown himself/herself. This is a “yes/no” section, where the farmer is simply asked about each product's resale status. Our vendor policy indicates that farmers can sell up to 50% of their products as resale. Thus, if they are selling six products, three could be resale.

Sold Out - This section is the only post market assessment conducted on the items for sale. If the



## Farmers' Market Manual: Appendix

farmer has sold out of an item, it is marked as sold out. If there are still some left, it is marked as not sold out. This should not be left blank for any produce item being sold by the farmer on that specific day.

At the end of the market, all Form 01s should be checked for neatness and completion.

Things to focus on Form 01 checks:

Farmer ID (without zeros)

Date of Market

Unit prices is in decimals and not in fractions

Limit the number of zeros (i.e., record 1 instead of 1.00 or 2.5 instead of 2.50)

All resale/sold out filled out for each item that was sold

After Form 01 has been reviewed, it is time to clean the binder for the following week. All RCFS vouchers that have been fully used must be thrown out. Prescriptions, EBT receipts, and FHC vouchers will be given to Nat along with all completed receipts and Form 01.

- **Sales Receipts**

We will attempt to record Sales Receipts (Form 02) for all sales transactions at the farmers' market. Blank receipts will be available in a binder for each farmer. The receipts are completed by the GA. While it is our hope that a receipt is kept on every sales transaction, it is absolutely necessary to have a receipt for all sales transactions using RCFS vouchers, RCFS prescriptions, FHC vouchers, EBT/SNAP, or any other form of voucher payment available; a farmer will NOT be reimbursed if a receipt for these types of sales is not provided to the RCFS project director. If the farmer is interested, we will generate a report for him or her each week describing the types of sales made at his or her stand. This information may be informative for future farm management and planning.

When recording a receipt, you first need to identify the type of customer. There are five different types:

- **Study participant** - These customers are part of our research study and have been issued an ID number. ID numbers should be noted on each receipt. If a participant does not know his/her ID number, they should write their name on the receipt. ID numbers can be looked up at the voucher station. For all study participants, we need to record either their name or study ID.
- **FHC Staff** - These customers are staff members at FHC. They are normally wearing name badges and can easily be identified.
- **FHC Patient (non-study participant)** - Patients and family members of patients who are present at the market and are from FHC Orangeburg are identified as FHC patients.

## Farmers' Market Manual: Appendix

- **Community member** - Community members include anybody who is from the Orangeburg area who are not a participant or a staff member or patient at FHC Orangeburg.
- **Other** - This is used only for those who do not fit into any of the above categories. "Others" must be specified on the receipt (e.g., study staff).

Please ask a customer if they are study participant, and if so, ask to have their ID number or record their name if they do not know their ID number. Their ID number will be available on their RCFS voucher card. It is very important to record shopping patterns among all study participants!

Next, record the number of units purchased for each item listed in the left hand column. Add the name of an item if it is not already listed. For instance, if a customer wanted to purchase 3 tomatoes and 5 ears of corn and 1 bunch of collards, you would record as follows. You would also record the price per unit. And then record the total amount for the sale.

| PRODUCE<br>(example unit) | UNIT USED IN<br>THIS SALE | OTHER<br>UNITS,<br>SPEC. | # UNITS | X | PRICE/UNIT<br>(for calculations<br>only) | COST |
|---------------------------|---------------------------|--------------------------|---------|---|------------------------------------------|------|
| Corn                      | VI, V2, Other             |                          | 5       | X |                                          | 2.75 |
| Collards                  | VI, V2, <b>Other</b>      | .5 LB                    | 1       | X |                                          | 2    |
| Tomatoes                  | VI, V2, Other             |                          | 5       | X |                                          | 3    |

Finally, you will record the type of payment used to purchase the food. This is VERY important information, especially if the food was purchased with RCFS vouchers, RCFS prescriptions, FHC vouchers, and EBT/SNAP. Accurate records of the payment information are imperative. Failure to provide accurate information may result in termination from the study. First, record all forms of payment used by filling in the bubble next to the payment types. Then, for all payments used, record the amount for that type. For instance, if a customer used \$5.00 in RCFS vouchers and \$2.75 in EBT/SNAP you would record the following:

| TOTAL COST        |                                           |        |
|-------------------|-------------------------------------------|--------|
| FORMS OF PAYMENT: | Type                                      | Amount |
|                   | • Cash or Check                           |        |
|                   | • RCFS Vouchers (Study Participant Only)* | 5      |
|                   | • Prescriptions/\$1.00 off coupon*        |        |
|                   | • EBT/SNAP*                               | 2.75   |
|                   | • Senior FM Voucher                       |        |
|                   | • WIC FM Voucher                          |        |
|                   | • FHC Voucher                             |        |
|                   | • Other payment: _____                    |        |

At the end of the farmers' market, the binder with all sales receipts will be submitted to the Project Director (Darcy Freedman) or Graduate Research Assistant . All receipts will be entered into the sales transaction database before the start of the next farmers' market; Nat will coordinate data entry.

If a RCFS voucher, RCFS prescription, FHC Voucher or EBT/SNAP is used to make a purchase, you MUST record the name of the customer on the receipt for documentation and reimbursement.

- **Commenting on Sales Transaction**

On the bottom of the back of the receipt there is a section asking to comment on the sales transaction. This is important especially if the total cost and the amount paid do not match.

Customer paid exact price of produce – This is filled in when the customer and farmer agree that the sale price is what should be paid. The total cost, in this case, matches the total paid.

Customer unintentionally paid more than the price of produce – This usually happens when the total cost is calculated separately by the farmer, the customer, and the GA. The customer or farmer may have over calculated before hearing the final price. GAs do NOT intervene on the errors related to cost calculations; our job is simply to record the transaction.

Customer unintentionally paid less than the price of produce – This usually happens when the total cost is calculated separately by the farmer, the customer, and the GA. The customer or farmer may have under calculated before hearing the final price. GAs do NOT intervene on the errors related to cost calculations; our job is simply to record the transaction.

Customer bartered/used an alternative form of payment (e.g., exchanged produce)- This is the rarest form of payment at the market. Some customers bring produce from their own gardens and exchange them for produce from a farmer. These deals are usually verbalized before the beginning of the transaction.

Customer was given a deal that was less than the price of produce – Farmers will often make a deal with the customer that allows them to have a few more items of produce so that they can stay within the limits of their voucher because some customers often do not carry cash with them.

Other – This is used only when none of the above options fit the type of payment.

| Comment on Sales Transaction |                                               |
|------------------------------|-----------------------------------------------|
| •                            | Customer paid exact price of produce          |
|                              | Customer unintentionally paid more than price |

|   |                                                                                 |
|---|---------------------------------------------------------------------------------|
|   | of produce                                                                      |
| • | Customer unintentionally paid <u>less</u> than price of produce                 |
| • | Customer bartered/used an alternative form of payment (e.g., exchanged produce) |
| • | Customer was given a deal that was less than the price of produce               |
| • | Other: _____                                                                    |

• **Tips on filling out forms**

Throughout the market, there will be times when there are no customers. During this time, it is essential to spot check receipts to ensure accuracy and neatness.

At the end of the market, all receipts should be checked for neatness and completion. These checks will be done by another GA.

Things to focus on during receipt writing and receipts checks:

Farmer ID (without zeros)

Date of Market

Units have been filled in

Limit the number of zeros

Type of payment and comment on payment have been bubbled in

All forms of payment used have been written in the appropriate section

If a receipt does not have a customer type, leave it blank

• **Participant Observations**

Participant observations will be recorded at every other farmers' market beginning June 3, 2011.

Participant observation dates are:

6/10, 6/24, 7/8, 7/22, 8/5,

8/19, 9/2, 9/16, 9/30, 10/14

Select GAs will be assigned to be “participant observations” on these dates.

Participant observations will be recorded on the Customer Shopping Log (Form 03) to track the volume of customers frequenting the farmers' market. Two GAs will be assigned to sit at the “entrance” to the farmers' market and record the number of customers and basic demographic

information about people coming into the farmers' market during the 10-minute observation period. We will only focus on those coming into the farmers' market so people are not double counted. The "entrance" to the market is located between the third and fourth booth.

Observations are made independently; the two GAs should not consult with one another on their observations. The Customer Shopping Log will be completed four times during the assessment days at the half hour (~10:30, 11:30, 12:30, 1:30).

- **RCFS Vouchers**

Participants enrolled in the evaluation of the RCFS Farmers' Market Study will receive up to \$50 in vouchers to use at the farmers' market. To be enrolled in the study, participants must meet the following eligibility criteria:

- 18 years or older
- Patient at Family Health Centers, Inc.
- Diagnosis in FHC chart of diabetes as of March 1, 2011
- Received invitation to participate based on random selection
- Be approved to participate
- Provide consent to participate in research
- English speaking

Vouchers will be given after participants complete Survey 1 and 2; \$25 after Survey 1 and \$25 after Survey 2. The vouchers will be available in \$5.00 increments on a voucher card. Each space on the voucher card is worth \$0.25. These must be initialed and marked off by farmers/GA when a purchase is paid for using the vouchers. Once the voucher card is fully used, the participant can turn in the card for another set of vouchers. We will NOT replace lost voucher cards. If the participant does not wish to keep a voucher that has been fully used, s/he may give it to the GA, who, at the end of the market, will throw it away.

All voucher cards will have the participant ID number. This must be recorded on the sales receipt for study participants – even if they do not use a voucher to purchase the foods. We want to track all sales by study participants. This can only occur if we record their ID number of their respective receipt.

Vouchers will be given to participants by Darcy, Nat or Shanna. A participant must provide their signature indicating that they received their voucher card on the left side of the voucher form. A witness signature is also needed in order for a participant to collect a voucher. Vouchers will be prepared for study participants after each survey is completed and available in the study binder each week.

- **Prescription Program**

Health care providers at Family Health Centers, Inc. will be asked to write prescriptions (see Form 04) for patients (does not have to be a study participant to receive a prescription) to increase their fruit and vegetable consumption. If redeemed at the RCFS farmers' market, the patient will receive a one-time \$1.00 off coupon. The prescription must be submitted to the farmer upon payment. The customers' name must be recorded on the receipt if a prescription is used to get the \$1.00 off coupon. When a prescription is redeemed, the Farmer ID and date of use (if different from the date issued) must be written on the front of the prescription. These will be collected at the end of each market. Do not let the customer keep the prescription.

Each prescription is worth \$1.00 off. The coupon is a one-time only option.

- **FHC Vouchers**

FHC Vouchers have been created by Family Health Centers, Inc. as part of a Diabetes Education program. These vouchers are given by providers to patients at FHC. If redeemed at the RCFS farmer's market, the patient will receive \$1.00 off per voucher. Patients may use more than one voucher per purchase. Upon redemption, each voucher must be labeled with the Farmer ID. Farmers will be reimbursed based upon the number of vouchers that are turned in to Dr. Anadu, and not how many are on receipts.

- **EBT Procedures**

EBT/SNAP are government given food stamps. These purchases are finalized with a process that is different from other forms of payment. An EBT sale is done in three basic steps.

1. Write the receipt. This is done as normal. "EBT/SNAP" should be the form of payment that is bubbled in. The final cost should also be written neatly on the form next to the bubbled portion. The customer will do this without taking produce away from the farmer's booth.
2. The receipt is taken to the Right Choice Fresh Start Farmer's Market booth. This is the same booth that has the vouchers. The receipt will be given by the customer to either Darcy, or Paul. After the transaction is finalized, the customer will sign the receipt at the booth.
3. Return to the farmer's booth. The customer will hand the GA the signed receipt and receive produce.

- **Post Market Assessment**

Each Friday afternoon, Kassy will email a post market assessment. This will ask for more qualitative information regarding interactions between farmers, customers, and farmers/customers. Be on the look out weekly for memorable moments between these groups of people.

- **Data Entry**

After each farmers' market, Nat will be in charge of collecting all reporting forms, participant observation forms, and sales receipts from GAs. These will be entered into the central reporting database before Wednesday of the next week. A summary of the prior week's sales will be created and returned to the market manager and PI using the Form 05-Overall Market Weekly Sales Summary Sheet.

In addition, Form 01-Market Summary Sheet will be updated based on data entry and review. A copy of the updated sheet will be presented to each farmer, the farmers' market manager, and the PI. In addition, Form 06-Receipt of Reimbursement will be provided to each farmer indicating how much money they are due in EBT sales, RCFS voucher sales, and RCFS prescriptions sales. The receipt must be signed by the farmer upon receipt of reimbursement. Paul, Darcy, Nat, or Shanna will be in charge of delivering the reimbursements to farmers. We will reimburse all sales using RCFS vouchers or prescriptions within one week (i.e., the week following the market when sales were made). All EBT will be reimbursed within two weeks; these take longer for reimbursement because we need to receive the funds from the USDA before we can transfer them to the farmer.

- **Weekly Binders**

A binder for each farmer will be brought to the farmers' market each week. The binder will be organized by Nat. It will include:

- Form 01-Market Summary Sheet – 1 copy/binder
- Form 02-Receipts – 100 copies/binder (always have extra onsite)

## Appendix R: RCFS Recruitment Protocol

# Right Choice, Fresh Start Farmers' Market Study Patient Participant Recruitment & Call Manual Survey Participants

### Recruitment Protocol

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*The following protocol is an overview of the process for recruiting, scheduling and interviewing a patient participant for baseline measures.*

#### Recruitment Process

1. Voicemails returned from potential patient participants are transferred from Project Leader to Research Coordinator.
2. Research coordinator follows up with patient. During this call:
  - a. Overview of the project is presented
  - b. Eligibility is checked
  - c. Baseline and follow-up interview scheduled
  - d. Date to collect incentives scheduled
  - e. Contact information collected
3. Research Coordinator updates database and recruitment google calendar call schedule as participants enroll. Interviewers will be updated via email as calls are scheduled.

#### Interview process:

1. Interviewer will need:
  - a. Participant baseline interview packet (including survey and consent form)
  - b. Participant Name (included in email updates)
  - c. Participant phone number (found on the google calendar, as well as in the database and on the contact information form)
2. Interviewer makes the reminder call at least one day in advance of the appointment.
3. Interviewer to complete the scheduled call or in-person interview. This includes:
  - a. Obtaining participant consent – either in person or over the telephone. Note, participants received a hardcopy of the consent form in the mail.
  - b. Completing the interview survey
  - c. After the interview, review the following:
    - i. Thank participants for their time.
    - ii. Answer any questions they may have.
    - iii. Remind them that they will get their stipend and vouchers at the farmers' market. (see below for details)



## Farmers' Market Manual: Appendix

- iv. Encourage them to come to the opening day of the farmers' market, June 3<sup>rd</sup> from 10-2pm at Family Health Centers, Inc. Remind them the market continues every Friday from 10-2 until the end of the summer.
    - v. Encourage them to "like" us on Facebook – Right Choice Fresh Start Farmers' Market.
    - vi. Remind them of their date for the next interview.
  4. Once call completed, interviewer to update the calendar indicating the status of the call.
    - a. Note: if the call is NOT completed, this should be reflected on the calendar as well. For example, a completed participant should list "COMPLETE" on the event on the calendar (e.g., Kassy P01 3019082635 – COMPLETE). If the call is re-scheduled or not completed, note that as well. Once a call is finally completed, add the final date to the calendar so we have an accurate date.
    - b. If a participant cannot be reached during the scheduled time, the interviewer should try to reach the participant up to three more times. On the third try, the participant is considered as not enrolled in the study.
    - c. If a participant is not reached during the scheduled time, but reschedules at a later date, inform the participant that if they do not complete their interview at the rescheduled time, their spot as a participant in the study will no longer be held.
  5. Completed documents are stored in the office in the "complete" pile.

### Reimbursement and Voucher Distribution

After each interview participants will receive a stipend to compensate their time during the interview. All stipends will be paid in cash and can be picked up at the Right Choice, Fresh Start Farmers' Market from 10-2 on Fridays. Each participant must sign a receipt indicating they received the stipend. Note, as a part of the consent process, participants agreed to shop at the farmers' market so it should not present a problem for them to pick up the stipend.

Additionally, survey participants will receive \$25 worth of vouchers for shopping at the Right Choice, Fresh Start Farmers' Market after each survey is complete for a total of \$50. Vouchers are only given if an interview is completed. The vouchers are also to be picked up at the RCFS farmers' market on Fridays between 10-2. Each voucher is in a \$5 increment—thus, they will receive five \$5 vouchers after Survey 1 and another five after Survey 2.

### Scheduling Script

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Hello, is [Patients's Name] available?

This is [Caller Name] calling you back from the Right Choice, Fresh Start farmers' market. We recently received your message regarding the market at the Family Health Center. How are you?

We very excited to have received your call. I would love to talk with you more about the project. Is now a good time?

[If yes, continue]

[If no, find a better time to call back]

## Farmers' Market Manual: Appendix

Great! I know you received our information in the mail, but I would like to check in to see if you have any remaining questions about the market.

Basically, we have collaborated with the Family Health Center in Orangeburg to open a market that will provide patients at the health center with fresh fruits and vegetables weekly. In order to learn more about the market, we have selected patients at the health center to participate directly in the project. As a participant in the market, you have the opportunity to \$50 in coupons for the market and up to \$80 for completing 3 surveys.

Do you have any questions?

[Answer questions]

Would you like to participate?

[If yes, continue with eligibility.]

[If no, ask them why they are not interested and thank them for their time.]

Wonderful! Before I get you signed up for your appointment, I have just a few questions.

1. Just to verify, are you a patient at the Orangeburg Family Health Center?
2. Do you have diabetes? (If yes) Were you diagnosed before March 1 of this year (2011)?
3. Are you over 18 years of age?
4. Would you be willing to complete 3 surveys about your health and your experiences at the farmers' market? As a reminder, you will receive up to \$80 for completing the surveys as well as up to \$50 in vouchers to use at the RCFS farmers' market.
5. Would you be willing to shop at the Right Choice, Fresh Start farmers' market? The market is held on Fridays between 10am-2pm.

[Follow this script if participant is eligible]

Thank you so much for answering those questions! Based on your responses, it seems that our project would be a great match for you. Can I sign you up for your first interview now?

[Refer to the google calendar to schedule participant at a time that is convenient for them]

OK! We have you down for [date of the interview] at [time of the interview]. Your interview will be with [name of interviewer].

As a reminder, you will receive \$20 as a thank you for completing this first interview, as well as vouchers for shopping at the farmers' market. You are able to pick up your thank you gift at the market on Fridays between 10-2. Are you available to pick up your gift on Friday June 3<sup>rd</sup> at the first market?

[If no, find another market date that will work for them and schedule a time]

## Farmers' Market Manual: Appendix

I would also love to schedule your follow-up interview now, so that we may have it on the calendar. Interviews will be conducted either in person or over the phone in August of this year. We know this is quite in advance, but your interviews are important to us. Since it is in advance, we will be giving you a reminder call for this as well. Can I schedule this interview with you now?

Before you go, I would like a few pieces of information for our records.

[go through contact information]

Great! Thank you for your responses. We are looking forward to speaking/meeting with you on [date of interview] at [time of the interview]. Because we know things can get a little busy, [name of interviewer] will be giving you a call the day before your scheduled interview as a reminder.

Thank you for your time! Please feel free to call us if you have any questions.

[Follow this script if participant is ineligible]

Thank you so much for responding to those questions. Unfortunately, it does not seem that this specific project is a good match for you at this time. However, you are more than welcome to shop at the markets, which will take place on Fridays at 10am-2pm in the Family Health Centers parking lot. There will be a lot of great, fresh produce sold there, so we hope to see you there!

### Reminder Call Script

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*All reminder calls are to be made by the interviewer scheduled for the particular interview. Reminder calls should be made the day before the scheduled interview. If the participant is not available, leave a message.*

Hello, is [participant's name] available?

This is [interviewer name] calling from the Right Choice, Fresh Start farmers' market at the Orangeburg Family Health Center. How are you?

I wanted to remind you of your appointment tomorrow at [time of the appointment]. Is this still a good time for you?

[If yes, continue]      [If no, schedule another time that works for both you and the participant.]

Great! Well, I look forward to calling you/seeing you then! If you have any questions, or if something comes up, please be sure to call us. Do you still have our number?

Thank you! Have a great rest of your day.

## Interview Call Script

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*This script is to be followed for any interviews made over the phone. A similar structure may be followed for any interviews conducted in person. The key is to a) obtain consent, b) conduct interview, c) coordinate reimbursement and d) schedule follow-up interview to be conducted in August.*

Hello, is [participant's name] available?

This is [interviewer name] calling from the Right Choice, Fresh Start farmers' market for your interview. How are you?

Great! Well let's get started.

[Review Consent with the participant]

Thanks for going over that with me! Lets move on to your interview. If you have any questions at any point, please let me know.

[Conduct interview]

Great! Thank you for completing the interview. As a reminder, you will receive \$20 for this interview as well as vouchers for the market. You can pick up your thank you gift at the market between 10-2pm on Fridays. Our first market date is June 3<sup>rd</sup>. Will you be joining us for the first market?

[respond according to the participants answer and encourage them to join future markets every Friday from 10-2pm through October]

Do you have any questions for me?

[Answer any questions]

Thank you again for your time. We are so excited that you are a part of our project! As a reminder, your next interview is scheduled for [date and time of mid-point interview]. We will be giving you a reminder before the interview as well.

Also, do you have a facebook page?

[if yes, encourage them to like us on facebook and to check out our page because that is where we will be posting information about the market].

Thank you again for your participation. Have a great rest of your day/evening!

Frequently Asked Questions

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1. Can my friend join?
  - a. If the friend also received a mailing from the Family Health Center, they should encourage their friend to call us so that they may enroll in the project.
  - b. If the friend did not receive a mailing from the Family Health Center, then they are ineligible to join. We randomly selected a number of patients at the Family Health Center, and only those patients are eligible for the project.
2. I do not eat fruits and vegetables, but would want to shop at the market. Can I join?
  - a. As long as the patient is willing to shop at the market, then they may participate in the study.
3. Can I join the study later in the year?
  - a. Unfortunately, enrollment in the project will end by early June 2011. It is possible that there may be other opportunities in the future, but enrollment for this particular project will no longer be open.
4. What are you selling?
  - a. We have several farmers' from the area who will be participating in the market. They sell a variety of produce, including figs, cilantro, strawberries, blackberries, collard greens, okra, field peas, carrots, muscadine, green beans, butterbeans, corn, and zucchini.
5. My friend said she received a voucher from the market from her doctor, but that she is not a participant in the project.
  - a. Another aspect of the program is our prescription program, where doctors at the Family Health Center may prescribe vouchers to their patients. You may have the opportunity to receive one of these vouchers as well. However, patients are not eligible to receive the \$50 in vouchers that participants enrolled in the project are eligible for.
6. Where is the market?
  - a. The market is in the Orangeburg Family Health Center's parking lot.
7. What time is the market?
  - a. The market will be held on Fridays from 10-2.

Appendix S: Newsletter

Volume 1, Issue 2  
July 2011

Right Choice Fresh Start Farmers' Market Advisory Council

Edith Anadu  
Linda Blume

Rev. Nathaniel Bonaparte

Patricia Gibson-Haigler

Sadie Jarvis

Mark Nettles

Patricia Williams

Ex Officio Members

Patricia Armstrong, Director of Nursing and Quality Service, Family Health Centers, Inc.

Elvin Cobbs, Facilities Manager, Family Health Centers, Inc.

Darcy Freedman, Principal Investigator, University of South Carolina

Kassy Kugler, Graduate Assistant, University of South Carolina

Lucy Willms, Graduate Assistant, University of South Carolina

Market Manager: Paul Butler

# Right Choice, Fresh Start Farmers' Market Newsletter



## Eat healthy...Live a healthier longer life!

The RCFS Farmers' Market is a collaboration between **Family Health Centers, Inc.** in Orangeburg, SC and the **University of South Carolina Cancer Prevention and Control Research Network** and is funded by the **Centers for Disease Control and Prevention.**

### Meet our Farmers: Hudson Family Farms & Ulmer Farms

**Hudson Family Farm** is located near Rowesville, SC and is operated by **Edward Hudson III**. The 300 acre farm is a mixture of woods and fields that have been cultivated by the family for twenty years. Recently, 20 acres of the farm were transitioned to grow fruits and vegetables with the primary focus of creating a CSA (Community Supported Agriculture). The CSA program provides a basket of fresh produce to participating members from April to November. The farm is a member of the Certified SC Locally Grown program and brings a wide array of produce to the RCFS market, including watermelon, patty-pan squash, tomatoes, cantaloupe, bell peppers, onions, and eggplant.

**Willie Ulmer** cultivates land at **Ulmer Farms** in Orangeburg, SC. After a career of 30 years in aeronautics and space craft development in Connecticut, Mr. Ulmer returned home to Orangeburg to farm the land on which he was born and raised. His home overlooks three acres of fields where he grows a variety of fresh vegetables, such as tomatoes, sweet corn, okra, pink-eyed peas, mustard greens, beets, and squash. In addition to the RCFS Market, Mr. Ulmer sells his vegetables to friends and neighbors and runs a produce stand on Highway 301.



Edward Hudson of Hudson Family Farms in Rowesville & Willie Ulmer of Ulmer Farms in Orangeburg



#### Inside this issue:

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| RCFS June Sales Report | 1 |
| My Plate Replaces Food | 2 |
| Top Reasons For Eating | 2 |
| Recipes of the Month   | 2 |

### RCFS June 2011 Sales Report

The Right Choice Fresh Start Farmers' Market was open for 4 weeks in June with the first market day on June 3, 2011. We have seen some positive trends at the market. The number of customers is steadily increasing.

To date we have had over 700 transactions between 7 vendors. We have also sold over 5,000 units of fruits and vegetables. Our most popular items in June were corn, squash, and cucumbers. Come join us this month for fea-

tured items such as okra, tomatoes, peaches, peas, and watermelons. **The Right Choice Fresh Start Farmers' Market is open every Friday from 10am—2pm at Family Health Centers, Inc. in Orangeburg.**

## Appendix T: Sponsorship Letter



**The Right Choice,  
Fresh Start Farmers'  
Market Advisory  
Council Members**

*Edith Anadu*

*Linda Blume*

*Rev. Nathaniel Bonaparte*

*Horace Britton*

*Patricia Gibson-Haigler*

*Sadie Jarvis*

*Mark Nettles*

*Patricia Williams*

*Dr. Darcy Freedman  
Principal Investigator  
University of South  
Carolina*

*Kassy Kugler  
Graduate Assistant  
University of South  
Carolina*

*Patricia Armstrong  
Director of Nursing/  
Quality Services  
Family Health Centers,  
Inc.*

*Elvin Cobbs  
Facilities Manager  
Family Health Centers,  
Inc.*

*Paul Butler  
RCFS Farmers' Market  
General Manager*

*Leon A. Brunson, Sr.  
Chief Executive Officer  
Family Health Centers,  
Inc.*

June 26, 2011

Greetings:

The Right Choice, Fresh Start (RCFS) Farmers' Market is a project funded by the Center for Disease Control and Prevention (CDC) through a grant to Family Health Centers, Inc. (FHC), and the Cancer Prevention and Control Research Network at the University of South Carolina. In addition to the CDC funding, the RCFS Farmers' Market receives support from the SC Department of Agriculture, the 1890 Research & Extension Program at South Carolina State University, and Clemson Extension. The goals of the Right Choice, Fresh Start Farmers' Market are to:

- ❖ Increase access to produce among patients at FHC and residents of Orangeburg and surrounding counties
- ❖ Improve healthy eating among adults and children and
- ❖ Increase economic demand for local farmers' products

An Advisory Council of invested community members guides the market. The RCFS Farmers' Market will demonstrate the various health and economic benefits of incorporating a farmers' market into a health care delivery system.

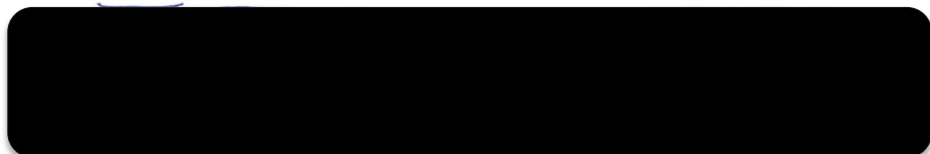
The initial RCFS Farmers' Market funding is for start-up only, with plans for the market to become self-sustaining. We need your support to survive. All donations will be used to make available fresh produce to citizens locally and in surrounding counties. The extension of this project beyond its current existence would allow us to continue the market at FHC in Orangeburg and possibly establish and maintain another distribution outlet for farmers in our area. All future efforts will be viewed as a win-win situation for everyone. **We are asking for your assistance, as a leader of the community, in making sure our citizens have access to fresh fruits and vegetables grown by local farmers.** Will you be a Seed, Sprout, Blossom, Fruit, Rising Sun or Sustaining Star? All contributors responding on or before December 15, 2011 will be recognized as "Founding Members."

All donations to The Right Choice, Fresh Start Farmers Market are tax deductible. Please make all checks payable to: *Family Health Centers, Inc. – RCFS Farmers' Market*. Contributors will be acknowledged in our annual newsletter. Our donor categories are:

|                 |                 |
|-----------------|-----------------|
| Seeds           | \$1 - \$25      |
| Sprouts         | \$26 - \$100    |
| Blossoms        | \$101 - \$250   |
| Fruits          | \$251 - \$500   |
| Rising Sun      | \$501 - \$999   |
| Sustaining Star | \$1,000 - Above |

If you have questions, please contact either Patricia Armstrong, 803-531-6900 at Family Health Centers, Inc. or Paul Butler, RCFS market manager (e-mail: [pebutlerpe@hotmail.com](mailto:pebutlerpe@hotmail.com)).

Sincerely,





**The Right Choice, Fresh Start Farmers' Market  
CONTRIBUTOR FORM**

**Mail To:**



**Enclosed is my contribution of \$ \_\_\_\_\_ to the Right Choice, Fresh Start Farmers' Market.**

**Please indicate how you wish to be acknowledged:**

**Name/Organization:** \_\_\_\_\_

**Address (for newsletter, we will not share your address with anyone):**  
\_\_\_\_\_  
\_\_\_\_\_

**Please make checks payable to:**

**FAMILY HEALTH CENTERS, INC. - RCFS Farmer's Market**



## Appendix U: RCFS Customer Satisfaction Survey

Thank you for being a part of the Right Choice, Fresh Start Farmers' Market!

We want to learn more about your experiences at the market.

**For the questions below, please circle the option that best represents your satisfaction with the market.**

|                                                                                                            | Strongly<br>Dissatisfied | Dissatisfied | Neutral | Satisfied | Strongly<br>Satisfied |
|------------------------------------------------------------------------------------------------------------|--------------------------|--------------|---------|-----------|-----------------------|
| 1. Location of the market                                                                                  | 1                        | 2            | 3       | 4         | 5                     |
| 2. Time of the market                                                                                      | 1                        | 2            | 3       | 4         | 5                     |
| 3. Market lay-out (e.g., lay-out of vendor booths)                                                         | 1                        | 2            | 3       | 4         | 5                     |
| 4. Amount of money made in sales                                                                           | 1                        | 2            | 3       | 4         | 5                     |
| 5. Amount of produce sold                                                                                  | 1                        | 2            | 3       | 4         | 5                     |
| 6. Number of customers                                                                                     | 1                        | 2            | 3       | 4         | 5                     |
| 7. Adherence to vendor policies                                                                            | 1                        | 2            | 3       | 4         | 5                     |
| 8. Leadership at market                                                                                    | 1                        | 2            | 3       | 4         | 5                     |
| 9. Interactions with Market Manager                                                                        | 1                        | 2            | 3       | 4         | 5                     |
| 10. Interactions with research staff                                                                       | 1                        | 2            | 3       | 4         | 5                     |
| 11. Interactions with other farmers                                                                        | 1                        | 2            | 3       | 4         | 5                     |
| 12. Interactions with customers                                                                            | 1                        | 2            | 3       | 4         | 5                     |
| 13. Overall, how satisfied are you with your experiences at the Right Choice, Fresh Start farmers' market? | 1                        | 2            | 3       | 4         | 5                     |

14. What do you feel has worked well at the market?

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15. What about the market do you feel could be improved?

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