











**Develop a project timeline.** Allow ample time to complete each step of the project. Remember, things may take longer than expected. Consider when the season starts and what time will be convenient for both the customers and the vendor(s)/farmer(s).

**Address any legal and policy considerations.**

The type of agency or setting you represent will dictate whether any federal, state or local government regulations or ordinances are in effect. These could affect the vendor(s) selection, location, procurement procedures, or any contractual agreement with the vendor(s). Seek out the appropriate legal counsel or administrative input required by the unique characteristics of your setting.



**The CDC Garden Market Toolkit Suggests the Following for a Federal Property Market<sup>6</sup>**

- Follow a competitive bidding process to select a vendor, if required.
- Execute a legal contractual agreement between your company/agency and the vendor.
- Research existing policies or contracts regarding who has the legal or contractual right to sell food on your property. For example, federal agencies must comply with the Randolph-Sheppard Act.
- Research whether county or local ordinances require permits or zoning approval for market operation.
- Verify that liability insurance policies provide adequate coverage for your organization and the vendor.
- Verify that the vendor has the required business licenses (if applicable) and general liability insurance.

**Select the farmers/vendors.** Identify the appropriate produce farmer(s)/vendor(s) based on your project and timeline. Talk with the farmer(s)/vendor(s) about interest generated in the project and discuss whether this project meets their direct marketing needs.

- Develop a potential vendor list from available resources in your community. See the resources section on page 10 for state and national contacts.
- Interview potential vendors; get references; or visit their farm or other businesses they own, operate or participate in (e.g., weekend municipal farmers market participant, etc.).
- Consider product variety when soliciting farmers or vendors. For example, customers may not be happy if all vendors were only selling lettuces, or the market was saturated with too many watermelon vendors.
- Be flexible when determining the day of the week for your market. Avoid days and times that conflict or compete with other established markets in your area.

**Get to know the product.** The local, state and federal agencies responsible for oversight of different types of farm or processed products vary by location and sometimes by counties. For example, state food and drug ordinances require that homemade ice cream sold for profit must originate from an inspected kitchen specific to dairy products.

- Verify that vendors are certified and/or have USDA-graded products, when applicable. In some cases, small farms growing or raising a minimal amount of a product may be exempt from USDA grading.
- If eggs, meats, honey, cheeses and other farm products are sold to complement the fruits and vegetables, check the required legal or voluntary farm/product inspection or certification. At a minimum, a vendor should be able to verify his or her compliance with voluntary industry guidance and good agricultural practices.

**Determine the market or program structure.**

Have a clear understanding about items that will be sold and how the products will be delivered. Popular standards include: produce must be grown within a 75-mile radius and locally sourced when product is in season; signage must be posted indicating organic or locally grown; and non-edible farm products such as soaps, yarn, flowers, etc. are allowed or excluded.



- Work with management/leadership and vendor to develop a contract for services.
- Devise a clause or rule that gives you the option to terminate vendor participation based on your guidelines.
- Develop market rules, either formal or informal, to prevent misunderstandings, avoid questions of favoritism, promote quality assurance, and maintain acceptable business practices. A lot of examples of rules and contracts are available on the web. Rules, memorandums or contracts should be signed and kept by all parties and should contain clauses for changes as situational needs arise.
- Decide if any vendor fees are appropriate. Many on-site markets do not charge vendors a space fee for participation. The vendors are considered to be invited guests on the property specific to a predetermined time, event and purpose. On-site markets are often considered by organizers as a value-added benefit to the people at that setting. This eliminates the need for market incorporation or a fee structure.
- Determine payment options for customers. Examples include cash, checks, credit card, use of WIC or Senior Farmer's Market vouchers, and Electronic Benefits Transfer cards for the Secure Supplemental Nutrition Assistance Program.

**Determine the location.** Identify the best location for both customers and vendor(s).

**Consider safety measures.** Identify security issues and determine if additional planning or resources are needed for the vendor(s) and customers. Security for vendor(s) and customers is a high priority. These are some issues that should be considered regarding safety for a farmers market or produce market:

- Have well-defined maps and directions for emergency vehicle access.
- Make a list of nearby persons (and their contact information) certified in CPR, or the location of the nearest heart defibrillator.
- Keep a first aid kit on hand.
- Engage the local fire department well in advance to approve the exact market location, vendor parking and visitor access.

**Determine logistics.** Working as a team can ensure success. Your team should consider these issues and delegate the responsibilities appropriately.

- Ensure adequate shading for vendor(s) and customers.
- Provide access to electricity for vendors for electronic payment option or refrigeration needs.
- Locate available water access for the vendor(s) and customers.
- Use signs to inform shoppers and vendor(s) of the nearest bathroom facilities.
- Have well-established communication plans to inform shoppers and vendor(s) of cancellations due to severe weather (rain is not usually a reason to cancel, but a hurricane would be). Unless it is a one-time event, "rain dates" are not usually successful.
- Ensure that there is parking for loading and unloading produce. In most cases, it is not practical for farmers to transport their products beyond where they park.
- Make sure that good food safety and sanitation measures are followed by the vendor(s) and customers. Discuss whether on-site refrigerators or other storage arrangements are available for customers to use if their produce is perishable and will not be going home right away.
- Clarify roles of everyone involved.
- Determine the hours of operation and/or the pick up and delivery methods for CSA or produce delivery options. It makes sense to determine the market hours or delivery schedules based on the majority of customers' schedules.

**Determine your criteria for success and develop an evaluation plan.** It is important to evaluate the success of your project to improve it in the future and to let management/ leadership know how well the project does. Ideas include surveying customer and vendor satisfaction and keeping track how many people purchased items. You may also want to assess customers' before-and-after fruit and vegetable consumption. Many of the North Carolina and national resources listed in this document provide you with more ideas, tools and resources for evaluating your project.



## Advertising and Communications

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There are many ways to create excitement and business for your program. Be creative when planning how you will promote your new project.

- Identify your target audience. Decide who you want to come to your market or join your CSA and find out how they get information (e.g., newspapers, fliers, radio or word of mouth).
- Use effective ways to communicate your project (e.g., e-mails, posters, announcements, etc.). The planning team is likely the best source to generate excitement and attendance for your produce project.
- Invite your local media, organizational leaders and local dignitaries to a promotional event.
- Identify people responsible for each promotional activity.
- Develop a budget and timeline for communication activities.
- Develop promotional materials like fliers and posters letting people know about the project. Make sure they are in well-trafficked areas.
- Identify or develop educational resources such as recipes, healthy eating brochures, food safety materials, and handling and storage tips to complement the fruits and vegetables that will be sold (see page 10 for resources). For examples of posters promoting healthy eating, see [www.EatSmartMoveMoreNC.com](http://www.EatSmartMoveMoreNC.com).
- Think fun, lots of color, and enthusiasm for promoting your program.

## Program Kick-Off and Maintenance

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Prepare a kick-off activity or celebration for the first day of your project and use lessons learned to make it even better the next time.

- Arrive early and help your vendor(s) set up (if applicable).
- Hand out or post educational materials.
- Bring extra supplies (paper and markers to make signs, staple guns or tape, boxes or bags to hold produce, etc.).
- If your venue is outdoors, be prepared for the weather.
- Arrange for a cooking demonstration or taste testing.
- Give door prizes or other incentives.
- Document your success along the way. This information will help in demonstrating your success and planning for the future
  - Take photos at your events.
  - Hand out short surveys to assess customer satisfaction and suggestions.
  - Find a way to record the number of people attending the kick-off and routinely document participation throughout the program.
  - Ask the vendor(s)/farmer(s) to track sales or report their satisfaction with sales as the program moves forward.
- Pull together your planning team, celebrate your successes, and make plans to continue to improve the program.

## REFERENCES

1. Behavioral Risk Factor Surveillance System, NC State Center for Health Statistics & the NC Youth Risk Behavior Surveillance System, NC Dept. of Public Instruction and NC Dept. of Health and Human Services.
2. Centers for Disease Control and Prevention, *National Fruit and Vegetable Program Guidebook*, Draft 3.07.
3. Office of Environmental Education, NC Department of Environment and Natural Resources, [www.eenorthcarolina.org/](http://www.eenorthcarolina.org/).
4. Oxfam America, *Buy Local Food and Farm Toolkit—A Guide for Community Organizers*, [www.oxfamamerica.org/resources/files/Food\\_and\\_Farm\\_Toolkit.pdf](http://www.oxfamamerica.org/resources/files/Food_and_Farm_Toolkit.pdf).
5. Truit, Trisha, *Why the “Local Multiplier Effect” Always Counts*. Grassroots Economic Organizing (GEO) Newsletter ©2004 GEO, P O Box 115, Riverdale MD 20738, [www.geo.coop/LocalMultiplierEffect1104.htm](http://www.geo.coop/LocalMultiplierEffect1104.htm).
6. Centers for Disease Control and Prevention, *CDC Garden Market Toolkit*, [www.cdc.gov/nccdphp/dnpa/hwi/toolkits/gardenmarket/index.htm](http://www.cdc.gov/nccdphp/dnpa/hwi/toolkits/gardenmarket/index.htm).

# NC Successes

## Duke Farmers Market Program

Duke University in Durham, North Carolina established its LIVE FOR LIFE® program as the institution's employee health promotion program. LIVE FOR LIFE® provides a variety of resources such as fitness programs, smoking-cessation assistance and health education to support employees' pursuit of healthy lifestyles. After a LIVE FOR LIFE® health risk assessment revealed that Duke employees did not get the daily recommended amount of fruits, vegetables and fiber, the University began hosting a farmers market between the hospital and the clinic. Since 2002, each Friday during the spring and every other Friday during the summer, staff, faculty, patients and students shop for local fruits, vegetables and other food items at the market. Between nine and twelve farmers sell produce and other goods to up to 600 shoppers. Duke was one of the first hospitals in the country to host a farmers market and has since inspired others to use their facilities to promote fruit and vegetable consumption through on-site markets.

### For more information, contact:

LIVE FOR LIFE® at Duke  
Phone: (919) 684-3136  
lflprogm@mc.duke.edu  
[www.hr.duke.edu/farmersmarket/index.html](http://www.hr.duke.edu/farmersmarket/index.html)



## NC Church Lot Farmers Markets

The Rural Life Committee of the NC Council of Churches set up 14 new church parking lot or church-based tailgate farmers markets. Besides getting fresh and nutritious foods, surveys show that a major reason people go to these markets is the fellowship and community contact. The group made certain that low income households could use WIC and food stamp program benefits for the fresh food.

### For more information, contact:

North Carolina Council of Churches  
Phone: 919-828-6501  
[nccofc@nccouncilofchurches.org](mailto:nccofc@nccouncilofchurches.org)

## Research Triangle Institute (RTI) International Community Supported Agriculture

In 2002, RTI International, located in Research Triangle Park, teamed with the Center for Environmental Farming Systems ([www.cefs.ncsu.edu](http://www.cefs.ncsu.edu)) and the NC Cooperative Extension Service to organize and establish a Community Supported Agriculture program. In 2003, the program was turned over to an all volunteer staff of RTI International employees and the farms participating in the program. Once a week, on Thursday afternoons between 4 and 6 p.m., CSA members come to RTI and pick up their share(s) from the farmers. Although they encourage CSA memberships, many of the farmers bring "extras", allowing the RTI program to also offer a "mini farmers market." They have three vegetable farmers, one fruit farmer, one flower farmer, and one meat and egg farmer participating in the program. The program has enjoyed continual growth, making every year more successful than the previous.

### For more information, contact:

Celia Eicheldinger ([celia@rti.org](mailto:celia@rti.org))  
or Erin Newton ([eon@rti.org](mailto:eon@rti.org))  
[www.rti.org/csa](http://www.rti.org/csa)

For how to set up a workplace CSA modeled after the RTI project, see:  
[www.cefs.ncsu.edu/rticsa.htm](http://www.cefs.ncsu.edu/rticsa.htm)

# Resources

*The resources listed below are just a sampling of the many that are available. Please visit [www.fruitsandveggiesnc.com](http://www.fruitsandveggiesnc.com) for a more detailed list.*

## Farmers Markets

United States Department of Agriculture (USDA) Agricultural Marketing Service  
[www.ams.usda.gov](http://www.ams.usda.gov)

National Association of Farmers' Market Nutrition Programs  
[www.nafmnp.org](http://www.nafmnp.org)

OpenAir Market Net: The World Wide Guide to Farmers' Markets, Street Markets, Flea Markets and Street Vendors  
[www.openair.org](http://www.openair.org)

Project for Public Spaces—Farmers Market Policy: An Inventory of Federal, State, and Local Examples  
[www.pps.org](http://www.pps.org)

The Farmers Market Project: Resources to connect to those interested in on-site farmers' markets  
[www.farmersmarketsusa.org](http://www.farmersmarketsusa.org)

## Worksite Farmers Markets

Kaiser Permanente Farmers' Market Resource Guide and Health Care Without Harm Coalition—Going Green: A Resource Kit for Pollution Prevention in Health Care—Farmers' Markets on Hospital Grounds  
[www.noharm.org](http://www.noharm.org)

## Other Produce Markets

CDC Garden Market Toolkit  
[www.cdc.gov/nccdphp/dnpa/hwi/toolkits/gardenmarket/index.htm](http://www.cdc.gov/nccdphp/dnpa/hwi/toolkits/gardenmarket/index.htm)

Farmers Market Guidebook, Division of Marketing—North Carolina Department of Agriculture and Consumer Services  
[www.ncagr.com/markets/index.htm](http://www.ncagr.com/markets/index.htm)

## Finding Farmers Markets and Farmers in NC

North Carolina Department of Agriculture  
[www.ncagr.com](http://www.ncagr.com)

NC Farm Fresh Program  
[www.ncfarmfresh.com](http://www.ncfarmfresh.com)

LocalHarvest  
[www.localharvest.org](http://www.localharvest.org)

North American Farmers' Direct Marketing Association  
[www.nafdma.com](http://www.nafdma.com)



## Community Supported Agriculture

United States Department of Agriculture, National Agriculture Library, Alternative Farming Systems Information Center  
[www.nal.usda.gov](http://www.nal.usda.gov)

Sustainable Agriculture Research and Education  
[www.sare.org/csa/index.htm](http://www.sare.org/csa/index.htm)

Center for Environmental Farming Systems, NC State & A&T Universities—Workplace Community Supported Agriculture: Connecting Local Farms to Local Employers  
[www.cefs.ncsu.edu](http://www.cefs.ncsu.edu)

## Fruit and Vegetable Nutrition Resources

NC Fruits and Veggies Nutrition Coalition  
[www.FruitsAndVeggiesNC.com](http://www.FruitsAndVeggiesNC.com)

Eat Smart Move More NC Consumer Information  
[www.MyEatSmartMoveMore.com](http://www.MyEatSmartMoveMore.com)

Eat Smart Move More NC Programs and Resources  
[www.EatSmartMoveMoreNC.com](http://www.EatSmartMoveMoreNC.com)

Produce for Better Health Foundation—Fruits & Veggies—More Matters™ Consumer Website  
[www.fruitsandveggiesmorematters.org](http://www.fruitsandveggiesmorematters.org)

Centers for Disease Control and Prevention (CDC) National Fruit and Vegetable Program  
[www.fruitsandveggiesmatter.gov](http://www.fruitsandveggiesmatter.gov)

## Additional Resources

Appalachian Sustainable Agriculture Project (Western North Carolina Local Food Guide)  
[www.buyappalachian.org](http://www.buyappalachian.org)

Carolina Farm Stewardship Association  
[www.carolinafarmstewards.org](http://www.carolinafarmstewards.org)

The Community Food Security Coalition  
[www.foodsecurity.org](http://www.foodsecurity.org)

The W.K. Kellogg Foundation—Food Systems and Rural Development  
[www.wkkf.org](http://www.wkkf.org)

Agricultural law publications, public policy and guides from Drake University Law School  
[law.drake.edu](http://law.drake.edu)

Farm-to-Fork Meat Buying Clubs  
[www.ncchoices.com](http://www.ncchoices.com)

Eating Locally Grown/Raised Foods (the Slow Food Movement)

Slow Food Asheville: [www.slowfoodasheville.org](http://www.slowfoodasheville.org)

Slow Food Charlotte: [www.slowfoodcharlotte.org](http://www.slowfoodcharlotte.org)

Slow Food Piedmont: [www.slowfoodpiedmont.org](http://www.slowfoodpiedmont.org)

Slow Food Research Triangle: [www.slowfoodtriangle.org](http://www.slowfoodtriangle.org)

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## Project Partners



North Carolina Department of Agriculture  
and Consumer Services



NCSU | NCA&TSU | NCDA&CS  
[www.cefs.ncsu.edu](http://www.cefs.ncsu.edu)



Endorsed by the North Carolina Fruits & Veggies Nutrition Coalition, a multi-partner alliance whose mission is to promote better health of North Carolinians by increasing fruit and vegetable consumption.  
[www.FruitsAndVeggiesNC.com](http://www.FruitsAndVeggiesNC.com)

[www.EatSmartMoveMoreNC.com](http://www.EatSmartMoveMoreNC.com)

