

Support, Sustain,
Sync: Maquoketa
Farmers Market
and Social
Linkages

MPA Team Members:

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and Deanna Robinson



Partner and Advisor Acknowledgements

- Ted Strait
 - Maquoketa Farmers Market Manager and Treasurer of the Board
- Dave Heiar
 - Senior Advisor of the Jackson County Economic Alliance
- Haifeng Qian
 - Interim Director of SPPA, Associate Professor SPPA, Faculty Advisor
- Travis Kraus
 - Director of IISC, Associate Professor SPPA Faculty Advisor



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Thank You to All Interviewees and the Maquoketa Farmers Market Board Members

- Farmers Market Managers

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- Jackson County Governments

- Jack Willey, Chairmen of County Board of Supervisors
- Joshua Boldt, Maquoketa City Manager

- Nonprofit Organizations

- Northeast Iowa RC&D
- Iowa Valley RC&D
- Maquoketa Hometown Pride and Betterment
- Jackson County Economic Alliance
- ISU Extension Office

- MFM Board Members

- Judy Tonderum, President
- Leslie Hayes, Vice President
- Melissa Wood, Director
- Mary Ann McLaughlin, Director
- Mary Hayward, Director
- Bob Roe, Director
- Ted Strait, Market Manager/Secretary Treasurer

Project Statement and Partners Main Goals

- Project Statement
- Main Goals
 - Long-term survival
 - New programs
 - Grant funding
 - Regional collaboration



About the Maquoketa Farmer's Market

- Maquoketa Farmers Market
 - Established in 2012
 - Volunteer led, No hired staff
 - At Vendor Capacity
 - Programs and Social Media



Significance

- Board members view the market as an important community gathering place.
- Farmers Markets are important community and economic institutions that serve as catalysts for development.
- Community action in Jackson and Maquoketa

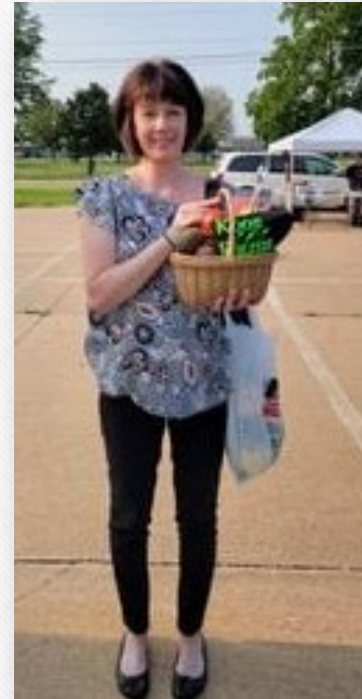


Methodology



Going From Here

- Informational Interviews
- Strategic Planning with the Board
- Research
 - Nonprofit Organizational Effectiveness
 - Programs and Grants
 - Regional Collaboration
- Recommendations



Interviews with Local Government and Nonprofit Organizations

- Jackson County Board of Supervisors
 - Optimistic they could provide funding for the market
- Northeast Iowa RC&D
 - Free in-depth financial analysis of the market
- Jackson County Economic Alliance
 - Regional cooperation potential ups and downs



Interviews with Farmers Market Managers



POP Club - Curriculum developed by:

IOWA STATE
UNIVERSITY
Extension and Outreach



**MAQUOKETA COMMUNITY
SCHOOL DISTRICT**

Hosting Local School Programming



Free Scholastic Books

Strategic Planning

- Icebreaker
- Mission Clarification
- SWOT Analysis
- Strategic Issue Identification
- "What should we do?" - Tasks



Mission Clarification

- A carefully-worded piece in which every syllable holds meaning
- The Maquoketa Farmers Market's original mission statement reads: *“The Maquoketa Farmers Market's mission is to support Jackson County's small farms and farming families by providing an effective direct sales site for our region's small farmers, and by educating consumers about the availability and quality of nutritional farm products and the benefits of buying direct from local farmers.”*
- *“The Maquoketa Farmers Market's mission is to support area producers, educate consumers on the availability of local foods, and foster a sense of community.”*

SWOT Analysis

Opportunities

1. Expanded fundraising
2. New Location (new extension building)
3. Still many people who don't participate in the market, always need to be growing
4. Getting young families and individuals involved
5. More entertainment events to provide date nights and community gathering

Internal Strengths

1. Ted is highly skilled and connected. Many board members are well connected and active in the community.
2. Master gardener program connection with extension office
3. Partnership with Community Cupboard.
Marketing- local advertising- Facebook page has 1400 followers.
4. Have hosted events with music, programing, dance studio was involved. Lots of customers show up for contests and special events.
5. Lots of natural growth in vendors, inquiries from new vendors.

Threats

1. Not many fundraising opportunities
2. Losing management and volunteers.
3. Sustainability- keeping customers
4. Keeping vendors
5. Competing community events in nearby towns and food stands near the market.
6. Declining customers at the end of the season

Internal Weaknesses

1. Hard to have one person to rely on.
2. Aging volunteers and members. Don't have resources to pay people.
3. It can be a challenge to keep everyone happy.
Also, the time of day (4pm Tuesday) for working people isn't ideal.
Hard to understand how to engage with the younger population.
- 4, 5 and 6 did not come up with matching weaknesses.

Strategic Issue Identification

- **The top three strategic issues the board identified were:**
- *The issue is a lack of funds to achieve our goals, which could mean not growing the market to be sustainable.*
- *The issue is we rely on one person for management, which could mean nobody will lead the market if we lose them.*
- *The issue is attracting young families and individuals, which could mean a slow decrease in customers.*

Tasks (Sample List)

- **Issue - Lack of funds to achieve our goals**
 - Asking for donations in letters to businesses or postcards at community events
 - Advertising sponsorships
 - Apply for grants
 - Legacy commitments
- **Issue - Relying on one person for management**
 - A couple people need to start training alongside Ted
 - Recruit somebody to manage the market via:
 - Internships and job shadow programs
 - Make the marketing manager a paid position
 - Partnering with other local organizations
- **Issue - Attracting younger families and individuals**
 - Partnership with the YMCA
 - Survey younger families to find what they want
 - Boy and Girl Scout badges, maybe through master gardeners
 - Events that draw in young kids

Follow up from Planning

- The document to the right is a sample plan for the Maquoketa Farmers Market to adopt if they chose to. We used the strategic planning session, in conjunction with literature and interviews to inform recommendations.
- The strategic plan can be used as a roadmap for the organization, but also as a document to share with potential funders, stakeholders, the board, volunteers and community partners.

MAQUOKETA FARMERS MARKET STRATEGIC PLAN 2022-2024

STRATEGIC ISSUE 1: FINANCIAL CAPACITY

THE ISSUE IS A LACK OF FUNDS TO ACHIEVE OUR GOALS, WHICH COULD MEAN NOT GROWING THE MARKET TO BE SUSTAINABLE.

- ENGAGE WITH THE NORTHEAST RC&D, WHICH CAN ASSIST WITH A FINANCIAL ANALYSIS & RECOMMENDATIONS TO BUILD THE FINANCIAL CAPACITY OF THE MFM
- RECRUIT ONE NEW MEMBER TO THE BOARD WITH GRANT WRITING SKILLS, EXPERTISE IN FUNDRAISING, FINANCE, OR FAMILIARITY WITH SNAP PROGRAMS.
- APPLY FOR FUNDING WITH JACKSON COUNTY. BE PREPARED TO HAVE A SPECIFIC PURPOSE AND BE ABLE TO REPORT BACK AS THE MONEY IS SPENT.

STRATEGIC ISSUE 2: SUCCESSION

THE ISSUE IS WE RELY ON ONE PERSON FOR MANAGEMENT, WHICH COULD MEAN NOBODY WILL LEAD THE MARKET IF WE LOSE THEM.

- CREATE A FLOW CHART OF TASKS TO HELP UNDERSTAND THE CURRENT CAPACITY OF THE BOARD, AND WAYS TO DIVERSIFY THE MARKET MANAGER ROLE.
- BEGIN TRAINING TO DIVERSIFY TED'S ROLE AT THE MARKET, TRAIN A FEW PEOPLE ON THE VARYING TASKS THAT ARE NEEDED TO RUN THE MARKET ON THE DAILY BASIS
- CREATE A COMMITTEE OR TASK FORCE WITH THE PURPOSE OF REVIEWING THE FINANCIAL STATUS WITH THE PRIMARY OBJECTIVE OF DECIDING THE BEST PATH FORWARD

STRATEGIC ISSUE 3: TARGET MARKET

THE ISSUE IS ATTRACTING YOUNG FAMILIES AND INDIVIDUALS, WHICH COULD MEAN A SLOW DECREASE IN CUSTOMERS.

- INCREASE DIVERSITY OF INDIVIDUALS ON THE BOARD (AGE, RACE) AND DIVERSITY OF EXPERIENCES (PAST VENDORS OR ACTIVE CUSTOMERS OF THE MARKET.)
- EVENTS WHICH APPEAL TO KIDS: INCLUDES BINGO NIGHT, BUBBLE NIGHT, AND OTHERS. INCREASING DIVERSITY ON BOARD CAN HELP GENERATE FURTHER IDEAS.
- COLLABORATION WITH ORGANIZATIONS THAT HOST YOUNG PEOPLE. IDEAS INCLUDE RECRUITING HIGH SCHOOL VOLUNTEERS FULFILLING COMMUNITY SERVICE REQUIREMENTS.

THE MAQUOKETA FARMERS MARKET STRATEGIC PLAN IS HAS BEEN CREATED FROM THE STRATEGIC PLANNING SESSION WITH THE BOARD, WITH RECOMENDATIONS INTEGRATED FROM RESEARCH, INTERVIEWS, AND FARMERS MARKET BEST PRACTICES COLLECTED BY THE STUDENT CONSULTING GROUP. THIS IS AN EXAMPLE OF WAYS TO BREAK DOWN THE LARGER RECOMENDATIONS INTO A SHORTER PLAN, WITH STEPS TOWARDS A LARGER GOAL.

Research Questions



1) What are the best practices for farmers market's organizational structure?



2) What are the best farmers market programs for engaging with the community, and what grants are available to fund those programs?



3) What are the potential benefits of engaging in regional collaboration?

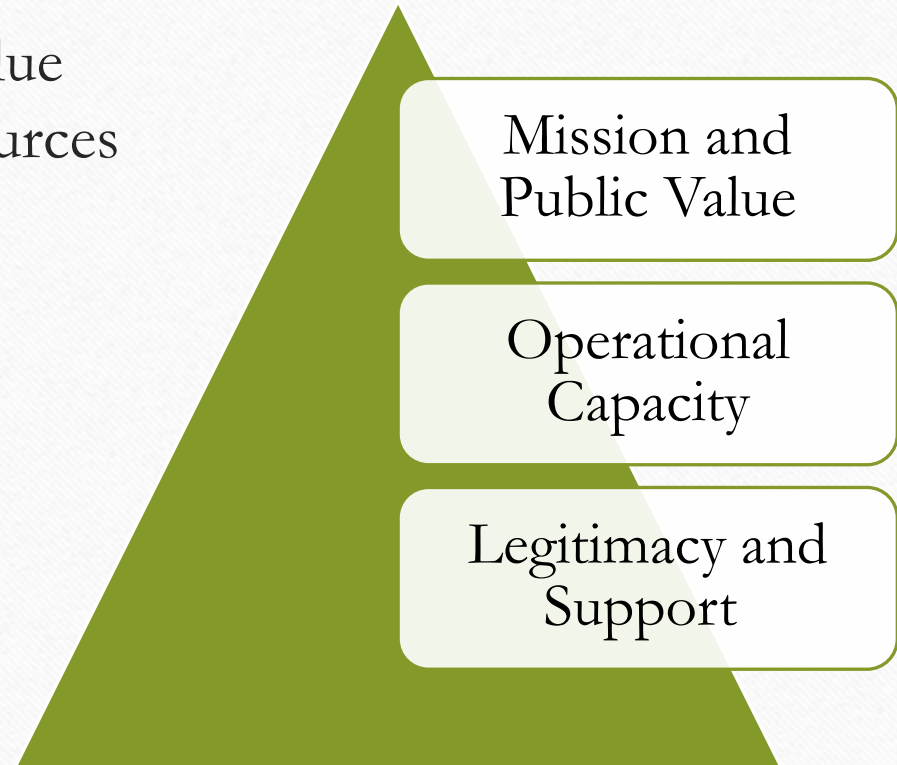
Nonprofit Basics

- Structure of Farmers Markets
- Fiscal sponsorship vs. Establishing a 501(c)(3)

501(C)(3)	FISCAL AGENT WITH A 501(C)(3)	FISCAL AGENT WITH A 501(C)(6)
FARMERS MARKET FILES FOR OWN STATUS	FOUNDATIONS, NONPROFITS, COMMUNITY ORGS	CHAMBERS OF COMMERCE, ASSOCIATIONS
DONATIONS ARE TAX DEDUCTIBLE	<u>DONATIONS ARE TAX DEDUCTIBLE</u>	<u>DONATIONS ARE NOT TAX DEDUCTIBLE</u>
ORGANIZATIONAL DECISIONS ARE MADE BY STAFF AND BOARD	FISCAL AGENT MUST HAVE DISCRETION ON HOW IT WILL USE CONTRIBUTIONS	FISCAL AGENT MUST HAVE DISCRETION ON HOW IT WILL USE CONTRIBUTIONS
<u>REGULATORY PAPERWORK NEEDED (IRS INSTRUCTIONS)</u>	<u>REGULATORY OR COMPLIANCE REQUIREMENTS CAN BE DELEGATED</u>	<u>REGULATORY OR COMPLIANCE REQUIREMENTS CAN BE DELEGATED</u>

Mission and Public Value

- Public institutions need to focus on the value they create, populations they serve, and sources of income
- Moore's Strategic Triangle
 - Mission and Public Value
 - Operational Capacity
 - Legitimacy and Support



Operations and Building Capacity

- Farmers Market Specific Roles as defined by the Iowa Farmers Market Development Manual
 - Event manager, communications manager and operational manager
 - Promotions, advertising, and publicity
- The Washington State Farmers Market Toolkit points to one clear strategy for clarifying roles - an organizational chart.

Board Structure

- "Boards are crucial resource streams either politically (i.e., network connections) or intellectually (i.e., informed decision making)"
- Network connections of board members
- Skills of board members



Programs and Grants



- Supplemental Nutrition Assistance Program (SNAP)
- Iowa Department of Agriculture and Land Management Wireless EBT Project
- United States Department of Agriculture Farmers Market Promotion Program ([FMPP](#))
- Wellmark and Community Foundation of Jackson County

Benefits of Regional Collaboration

- Attracts More Funding
- Commonly Held Marketing Goals
- Efficiency in Distribution of Resources via Joint Funding
- Obtain Information
- Consistency Across Markets



Best Practices in Nonprofit Collaboration

- Leadership
- Flexibility
- Building and Maintaining Trust
- Reflection and Gathering Input

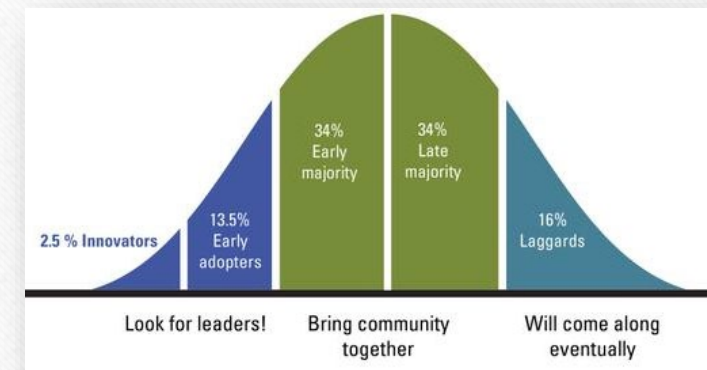
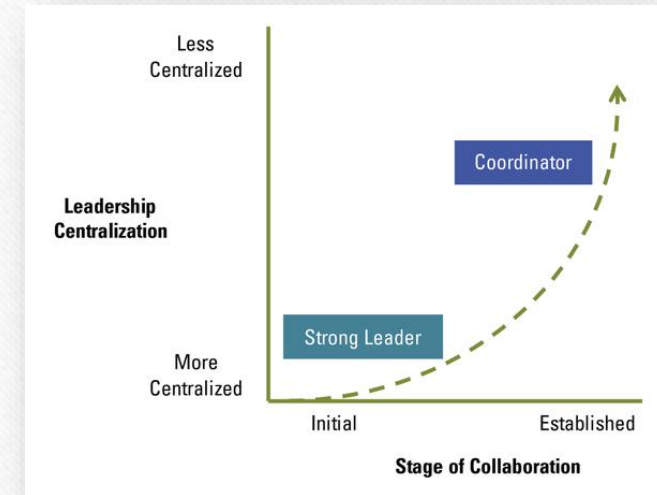
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“If no trust exists among collaborators, the collaborative effort has about as much chance of succeeding as a garden without any sunlight.”

”

Process and Structure of Collaboration

1. Strong, innovative leadership to drive initiative
 2. Bring in more leaders – early adopters
 3. Decentralize responsibilities
 4. Original leadership moves toward coordinator role, allowing sustainable, cyclical operations
- Process will be hard and slow, but payoffs will grow.
 - Be patient and persistent



Recommendations



Decentralize Organizational Structure



Diversify and Actively Recruit New Members to the Board



Increase Fiscal Capacity and Expand Programming



Collaboration

Questions?



EXAMPLE OF A FARMERS MARKET ORGANIZATIONAL CHART

