

Appendix A: Implementation Action Plan Tables

GOAL 1: Create a successful and vibrant farmers market downtown that will increase local opportunities for local farmers, increase sales at the market, increase visitors and vendors.

Action 1.1: Coordinate marketing and advertising for the 2015 and 2016 seasons, including logo and brand development, and broad stakeholder engagement.		
Why is this important?	Reaching a broad and diverse audience of farmers and consumers will generate long-term success.	
Measures of Success	<ul style="list-style-type: none"> • 5-10 year viability of the market, including the financial success of farmers, and the participation of a diversity of consumers. 	
Timeframe for Completion	Summer 2016	
Taking the Lead	Planning and Advisory Group	
Supporting Cast	Local employers, community organizations, state government agencies, etc. (targeted engagement)	
Cost Estimate	Dollars	Time
	Medium (for graphic design, printing, web materials)	Time provided by volunteers, some staff
Possible Funding Sources	Local Foods Matching Grants, Downtown Jefferson City, Chamber of Commerce.	

Action 1.2: Coordinate the Lincoln University Farmers Market with a downtown event.		
Why is this important?	A coordinated event will raise awareness of the farmers market and attract new customers.	
Measures of Success	<ul style="list-style-type: none"> • Farmers market sales increase • New customers come to market 	
Timeframe for Completion	Fall/Winter 2015—Plan, Spring 2016—have event	
Taking the Lead	Downtown Jefferson City, Chamber of Commerce, Lincoln University staff	
Supporting Cast	City of Jefferson City, USDA, Lincoln University	
Cost Estimate	Dollars	Time
	Medium	Time provided by volunteers and organizational staff
Possible Funding Sources	Downtown Chamber of Commerce Group	

Action 1.3: Create a planning and advisory board: a working group of representatives from the City, Lincoln University, Downtown Jefferson City, and farmers to continue a coordinate effort to relocate the market.		
Why is this important?	A committed working group will help provide continuity and guidance through the process of discerning a market site and carrying through the transition. Diverse representation from all relevant agencies and organizations will ensure a transparent, public process.	
Measures of Success	<ul style="list-style-type: none"> Participation in the working group and in the overall process is consistent and includes representation from all interested parties. 	
Timeframe for Completion	Convened by Summer 2015, ongoing.	
Taking the Lead	Downtown Jefferson City, Lincoln University, and the City	
Supporting Cast	Community members, interested workshop steering committee and participants, University staff, city, state, farmers, Missouri River Regional Library (MRRL).	
Cost Estimate	Dollars	Time
	Low to minimal	Volunteer time provided by all agencies through working group participation
Possible Funding Sources	TBD (if necessary)	

Action 1.4: Create and utilize surveys for customers, not-yet-customers, vendors, and downtown businesses to inform the site selection and policy development process.		
Why is this important?	Thoughtful surveys are necessary to collect information that will make the market more successful for consumers, vendors, and downtown businesses, highlighting strengths and weaknesses and informing both site selection and policies.	
Measures of Success	<ul style="list-style-type: none"> • Surveys are created and administered to a broad audience • Results are compiled and made available to interested parties 	
Timeframe for Completion	Fall 2015	
Taking the Lead	Downtown Jefferson City	
Supporting Cast	Lincoln University students and faculty (as class projects, research projects). The MRRL would be a great place to collect surveys about the market.	
Cost Estimate	Dollars	Time
	Minimal (printing, postage, potentially small incentives for participation)	Volunteer or staff time to coordinate with students, faculty, and volunteers.
Possible Funding Sources	Downtown Jefferson City	

Action 1.5: Develop policies and guidelines for the Lincoln University Farmers Market ¹		
Why is this important?	In order to maintain the integrity of the market as a source for local food, and to create a balance of benefits for consumers, vendors, and downtown businesses, policies need to be well conceived and documented.	
Measures of Success	<ul style="list-style-type: none"> • Policies are written with input from a variety of perspectives and allow for flexibility and sustainability. • Policies help to create a thriving market where businesses and vendors feel fairly treated, food safety is practiced, waste management and composting practices are addressed, and vendors continue to participate. 	
Timeframe for Completion	Winter 2015	
Taking the Lead	The working group defined in action 1.3 (Vendors, Lincoln University, Downtown Jefferson City, City staff)	
Supporting Cast	Food safety inspector, State Cooperative Extension Specialists, USDA, online resources, Downtown Event Coordinator	
Cost Estimate	Dollars	Time
	None to low	Staff or volunteer time to coordinate input and write policies
Possible Funding Sources	TBD (if necessary)	

¹ The Appalachian Sustainable Agriculture Project (ASAP) created a Farmers Market toolkit (with support from the USDA) that includes 25 best practices for farmers markets and detailed reference material on food safety at markets, rules and regulations, and sample by-laws. <http://asapconnections.org/tools-for-farmers/hosting-a-farmers-market/farmers-market-makeover/>

Action 1.6: Create a sustained and beneficial dialogue between vendors and customers, through specific activities and events.		
Why is this important?	It is necessary to educate customers on the benefits of purchasing local food, in addition to the seasonality of produce and cooking techniques. Likewise, vendors benefit from a greater understanding of the preferences of customers. Specific events could be things like speed dating type event twice yearly. The idea is to create biannual events focused on beneficial dialogue between vendors and customers. The Farm Bureau may have suggestions and ideas on these types of events.	
Measures of Success	<ul style="list-style-type: none"> Sales are sustained, and vendors develop a dedicated customer base 	
Timeframe for Completion	Fall 2015 and ongoing	
Taking the Lead	Market managers, market vendors, and advisory staff	
Supporting Cast	Student workers, volunteers, Jefferson City Government web manager	
Cost Estimate	Dollars	Time
	Minimal to medium	Volunteer time for developing, creating, and utilizing a dialogue event.
Possible Funding Sources	TBD	

Action 1.7: Investigate and identify transportation options for getting to the market		
Why is this important?	Identifying transportation options for getting to the market, specifically to and from communities that have low car ownership rates, will help to serve populations that currently experience limited access to fresh, affordable, and local foods. This could be accomplished by 1) creating materials that detail different transportation options to market, and if needed, 2) creating new transportation options, such as contracting with the Trolley Service.	
Measures of Success	<ul style="list-style-type: none"> • Materials are made available that detail transportation options to the market and are distributed through service agencies and stores that are frequented by communities that would benefit from that information. • Increased sales among vendors • Customers utilize public transportation to attend the market 	
Timeframe for Completion	Spring 2015 to Spring 2017 (will change depending on the market location)	
Taking the Lead	Market working group (detailed in Action 1.3) in conjunction with City transportation staff	
Supporting Cast	Schools, taxis, Citizens for Jefftran, Trolley Company	
Cost Estimate	Dollars	Time
	Medium (for graphic design and printing)	Volunteer and staff time for investigating and documenting options
Possible Funding Sources	City vouchers for bus fare.	

Action 1.8: Create opportunities for farmers market member training, such as an annual training workshop.		
Why is this important?	Farmers market vendors, especially those new to farming and vending, need an avenue to learn skills specific to running a farm business such as tax accounting, scale management, and how to create an effective market display. This will help build the capacity of vendors at the market.	
Measures of Success	<ul style="list-style-type: none"> Scales are inspected; farmers are educated on various topics that help them build their businesses. 	
Timeframe for Completion	Summer 2015 and ongoing (perhaps one session per year or season)	
Taking the Lead	Missouri Department of Ag and Health, MU, and LU Extension	
Supporting Cast	Market manager, vendors	
Cost Estimate	Dollars	Time
	Minimal (for space rental, food, materials, instructors)	Staff time (MU and LU) to deliver workshops, market manager time to organize workshops
Possible Funding Sources	Small fee from vendors who attend, some funding through MU and LU where their programing involves this delivery.	

GOAL 2: Coordinate between existing markets and other food system efforts to cultivate a deeper understanding of the economic and health benefits of local food production and use.

Action 2.1: Create a food-focused event to build the food culture of Jefferson City, celebrating the local bounty, and utilizing food to build bridges across sectors		
Why is this important?	A food-focused downtown event will help to strengthen partnerships and capacity across organizations and will broaden the public’s interest in local food.	
Measures of Success	<ul style="list-style-type: none"> • Large turnout at the event • Increased sales at the Farmers Market 	
Timeframe for Completion	Summer 2016	
Taking the Lead	Downtown Jefferson City and the Lincoln University Farmers Market	
Supporting Cast	People who can offer educational demonstrations and workshops on local foods: food preservation, preparation, gardening, composting, etc. MU and LU Cooperative Extension, City of Jefferson City,	
Cost Estimate	Dollars	Time
	Medium to High	Much coordinating time between Downtown Jefferson City, the City, Lincoln University, Extension, the Farmers Market, and sponsors. Potentially paid staff time to organize and curate the event.
Possible Funding Sources	Sponsorships, vendor fees.	

Action 2.2: Consider, and if determined necessary, conduct a community food system assessment		
Why is this important?	Conducting a community food system assessment will provide much needed information about the current strengths and gaps in the local food system. The process of conducting a food system assessment is a great way to build and solidify cross-sector partnerships as well. A multi-agency collaborative partnership produced a thorough and helpful guide to facilitating a community food assessment process, complete with suggested agendas, worksheets, and capability matrices: <i>Community-Based Food System Assessment and Planning, Facilitator's Handbook</i> ²	
Measures of Success	<ul style="list-style-type: none"> • A diversity of stakeholders participate in the community food assessment process • The assessment is completed • Information gained through the assessment is disseminated to a wide audience 	
Timeframe for Completion	Fall 2015 to Winter/Spring 2016	
Taking the Lead	Working/Advisory group (see action 1.3) to work with Downtown Jefferson City, Lincoln University Farmers Market to determine if and how this action should proceed.	
Supporting Cast	USDA, Ag's MASBDA, Cory Kokko (CDC, Public Health Service), MU and LU Extension	
Cost Estimate	Dollars	Time
	Medium (mostly for time, and to host a series of stakeholder and public meetings.)	Staff time to coordinate data collection and communication between stakeholders, compile assessment, and disseminate.
Possible Funding Sources	USDA, CDC/Public Health Service	

² A full copy of this handbook is available at the following link:
<http://www.cefs.ncsu.edu/whatwedo/foodsystems/sarepdp/cfsguidebook.pdf>

Action 2.3: Develop a community brand identity around local food.		
Why is this important?	An easily recognizable brand identity will create a consistent message, and could be utilized by a diversity of organizations in their efforts to promote local foods and food access. Identify if this is primarily for the Farmers Market or if a logo/brand or a broader community local food brand used by the market and other efforts to promote local food (maybe both?)	
Measures of Success	<ul style="list-style-type: none"> • Public is aware of the logo/brand (determined by survey) • Social media presence? 	
Timeframe for Completion	1 to 2 years, by Spring 2017	
Taking the Lead	Advisory/Working Group (see action 1.3) and Farmers Market Managers	
Supporting Cast	Lincoln University Arts Program	
Cost Estimate	Dollars	Time
	Medium (may need to hire a graphic designer, also need to consider printing and production cost... stickers, buttons, T-shirts, etc.)	Volunteer time to coordinate with designers, produce design
Possible Funding Sources	USDA's Farmers Market Promotion Program (grant)	

Action 2.4: Conduct education and outreach to involve all socio-economic sectors in building the food system		
Why is this important?	In order to build avenues for access to local foods by low-income populations and to promote income-generating activities through involvement in the local food system by these same populations, consistent, meaningful, and coordinated outreach is necessary.	
Measures of Success	<ul style="list-style-type: none"> • Amount of SNAP dollars being utilized at the farmers market • Participation by low-income residents in workshops and classes on gardening and farming 	
Timeframe for Completion	Beginning in Summer 2015, and ongoing	
Taking the Lead	Advisory/Working Group (see action 1.3) and Farmers Market Managers	
Supporting Cast	Missouri River Regional Library, Lincoln University, MU Extension, County Department of Health	
Cost Estimate	Dollars	Time
	Low to Minimal (some dollars for hosting working group efforts)	Volunteer and staff coordination time among participating agencies
Possible Funding Sources	TBD (if necessary)	

Action 2.5: Develop a coordinated/unified communication plan for all existing markets		
Why is this important?	There is currently a fair amount of confusion among consumers regarding when markets are open and where they are located. A coordinated communication plan among all markets that highlights their “flavor” and includes all necessary details will make it easier for consumers to plan their weekly shopping around farmers market hours.	
Measures of Success	<ul style="list-style-type: none"> • A communication plan is created and information is distributed to consumers • There is an increase in consumer attendance (especially new consumers) at the markets 	
Timeframe for Completion	Summer 2015	
Taking the Lead	Market Managers—Lincoln University, Cole County, and the Healthplex	
Supporting Cast	Missouri River Regional Library	
Cost Estimate	Dollars	Time
	Medium (for printing materials for consumers)	Market managers will need time to coordinate and review drafts
Possible Funding Sources	Funds held by each market and currently used for marketing could be consolidated.	

GOAL 3: Develop criteria and weigh options for a permanent site for the Lincoln Farmers Market in the downtown area.

Action 3.1: Host a booth at an upcoming downtown event to capture public sentiment and preference around market location and operating days and hours.		
Why is this important?	Garnering public participation in developing site criteria will have a two-fold impact: 1) knowing consumer preferences prior to site selection will be helpful in selecting the best site, and 2) consumer participation in market site selection will engender community ownership of the farmers market.	
Measures of Success	<ul style="list-style-type: none"> Amount of public interaction with the booth (number of participants, quality of participation) 	
Timeframe for Completion	Summer 2015	
Taking the Lead	Downtown Jefferson City, Advisory/Working Group (see action 1.3)	
Supporting Cast	Thursday Night Live promoters	
Cost Estimate	Dollars	Time
	Minimal (copies and other materials to have at the booth)	Volunteer time for coordination and also for staffing the booth.
Possible Funding Sources	The Missouri River Regional Library may be able to help with copies.	

Action 3.2: Develop a site-criteria matrix to assess potential market sites		
Why is this important?	Developing a matrix to assess potential market sites will help in objectively evaluating locations and will help communicate the selection process to a wide audience. The workshop criteria brainstorming session produced some good initial criteria that the working group can bring forward and expand upon to use in site selecting process.	
Measures of Success	<ul style="list-style-type: none"> Matrix is created through coordinated input from all stakeholders 	
Timeframe for Completion	Summer 2015 (within 6 months)	
Taking the Lead	Advisory/Working Group (see action 1.3)	
Supporting Cast	Advisory/Working Group stakeholder organizations (Lincoln University, Chamber of Commerce, Downtown Jefferson City, Vendors, etc.)	
Cost Estimate	Dollars	Time
	Low to Medium (This action may benefit from a series of public meetings)	Mostly staff time to coordinate communication and ensuring that all voices are included.
Possible Funding Sources	City Government	

Action 3.3: Develop an “infrastructure shopping list” to know the relative price and basic requirements for a new market site		
Why is this important?	Knowing what important pieces of infrastructure are crucial to a successful farmers market will help to facilitate the site selection process and will ensure that basic site criteria are met.	
Measures of Success	<ul style="list-style-type: none"> The “shopping list” is created through a consensus process 	
Timeframe for Completion	Summer 2015 (within 6 months)	
Taking the Lead	Advisory/Working Group (see action 1.3)	
Supporting Cast	Vendors, other organizations and agencies that will use the site (see action 3.4).	
Cost Estimate	Dollars	Time
	Low	Staff and volunteer time to communicate, potentially attending a meeting or two dedicated to this topic.
Possible Funding Sources	TBD (if necessary)	

Action 3.4: Identify potential programmatic collaborations and adjacency opportunities (ex: arts groups, downtown event planners, catering and venue operators)		
Why is this important?	Non-farmers market organizations will use the new market space when it is not in use as a farmers market, contributing to the vitality of the downtown community. Additionally, organizations that are interested in using a potential downtown public market space may have funding sources specific to their missions.	
Measures of Success	<ul style="list-style-type: none"> Multiple organizations and agencies with compatible missions are identified and are actively engaged in the site selection and market building process. 	
Timeframe for Completion	Summer 2015	
Taking the Lead	Downtown Jefferson City	
Supporting Cast	Market Vendors, Lincoln University, City of Jefferson City	
Cost Estimate	Dollars	Time
	Low (this is an outreach and coordination action)	Staff and volunteer time to reach out to and engage potential collaborators and interested agencies.
Possible Funding Sources	TBD (necessary)	

Action 3.5: Evaluate site for accessibility by underserved neighborhoods		
Why is this important?	In addition to evaluating the site for physical and adjacency criteria (action 3.2), it is important to ensure that the new site is accessible by residents of underserved neighborhoods who rely on public transportation. Accessibility to the market will promote its use across all of Jefferson City and accomplish a key goal of building the health and wellness of the community.	
Measures of Success	<ul style="list-style-type: none"> • Multiple factors relating to accessibility are included in the site criteria matrix • The new market site selected allows for ease of access by residents who do not own cars 	
Timeframe for Completion	Summer 2015	
Taking the Lead	Advisory/Working Group (see action 1.3),	
Supporting Cast	Farmers Market Managers, LU and MU Cooperative Extension, Central Missouri Community Action (CMCA) and Independent Living Resource Center (ILRC)	
Cost Estimate	Dollars	Time
	None to Low	Staff and volunteer time to investigate transportation options at each site, and to liaise with residents who live without access to a vehicle.
Possible Funding Sources	TBD (if necessary)	

GOAL 4: Explore methods, linkages, and actions to increase food access to downtown areas and neighborhoods.

Action 4.1: Engage the City of Jefferson City in utilizing transit options during market days and times, and conduct targeted outreach to neighborhoods experiencing low food access.		
Why is this important?	Having convenient and accessible transit available during farmers market hours will make it easier for shoppers without access to a vehicle to attend the market. This relates to action 1.7 in terms of criteria for site selection, but is worth its own action area to guarantee follow-up on outreach.	
Measures of Success	<ul style="list-style-type: none"> • Ride counts on public transportation • Sales increase at the farmers market 	
Timeframe for Completion	Begin Summer 2015 and ongoing	
Taking the Lead	Working/Advisory Group with Downtown Jefferson City, Jefferson City Transportation, Lincoln University,	
Supporting Cast	Mark Mehmert (City Transit), OATS (transit for elderly), Taxi Companies, City Bus (shuttle), Citizens for Jefftran, City Staff. Independent Living Research Center (ILDRC)	
Cost Estimate	Dollars	Time
	Low to medium (may need to coordinate with grant programs to run transportation at low or no cost.)	Time to coordinate, and also for outreach to let residents know about transportation options.
Possible Funding Sources	TBD	

Action 4.2: Conduct targeted outreach to neighborhoods experiencing low food access by working with organizations with a current presence in, or connection to, a neighborhood		
Why is this important?	Targeted outreach to community groups and neighborhoods that include underserved populations is necessary to realistically identify and work to overcome barriers to participation in the farmers market, both as vendors and as shoppers.	
Measures of Success	<ul style="list-style-type: none"> • New understanding among farmers market organizers and vendors that leads to the development of new partnerships, relationships, and strategies. • Willingness of the farmers market to adjust strategies to better serve residents of various socio-economic situations. 	
Timeframe for Completion	Fall 2015, and ongoing.	
Taking the Lead	Working/Advisory Group working with Lincoln University, Department of Health, MU Cooperative Extension	
Supporting Cast	YMCA, Boys and Girls Clubs, Churches, Halo, Common Ground, Elementary Schools, Nursing Homes, The Pantry, include Central Missouri Community Action.	
Cost Estimate	Dollars	Time
	Low-Medium (This action is primarily about relationship building and communication, but may also involved advertising and marketing materials.)	Staff and volunteer time on behalf of participating organizations.
Possible Funding Sources	USDA grants, Lincoln University Grants, Local Foods matching grants, Health and Department of Ag grants.	

Action 4.3: Create pop-up food stands for education and outreach to the market. Ensure that these efforts are connected to the Lincoln University Farmers Market.		
Why is this important and how it could work?	Creating pop-up food stands and educational opportunities in underserved areas will help to build relationships and introduce farmers and participants in the Lincoln University Farmers Market to the wider community, building the knowledge of and participation in that market. Creating a pop-up market will benefit from thorough planning: if a vendor simply sets up a food stand in a neighborhood that is not his/her own, food sales are not likely, and the farmer will not return. The model that New Roots (Louisville, KY non-profit) utilizes and was discussed at the workshop uses both extensive training and coordination with neighborhood liaisons and also a weekly pre-set produce model to combat this issue. New Roots also helps the neighborhood liaisons deliver information and activities during the two-hour time block when produce is delivered, further contributing to community building and education efforts.	
Measures of Success	<ul style="list-style-type: none"> Participation in the pop up food stands/educational booths (both farmers/vendors and neighborhood leaders and residents) 	
Timeframe for Completion	Fall 2015—plan, Spring 2016—launch.	
Taking the Lead	Working/Advisory group from 1.3 to identify a suitable champion. Perhaps they could find an existing organization with the capacity/interest in taking the lead on this project from the supporting cast below. Ideally would be a natural outgrowth of Action 4.2, and include a high degree of participation from those agencies and neighborhood leaders, but will still require time to coordinate and build capacity.	
Supporting Cast	Lincoln University Cooperative Extension, Department of Health, Missouri River Regional Library (MRRL) outreach – possibly the bookmobile.	
Cost Estimate	Dollars	Time
	Medium-High (for refrigeration, trailers, displays and materials ³)	Staff time to coordinate with community leaders and organizations, volunteer and staff time to carry out the pop up markets.
Possible Funding Sources	Same as Action 4.2.	

³ Refrigerated trailers, such as the Pack n’ Cool cost about \$3,400 (using all new materials. Use of used trailers and other supplies will reduce that cost.) <http://plantsforhumanhealth.ncsu.edu/2012/08/17/%E2%80%9Cpack-%E2%80%98n-cool%E2%80%9D-provides-farmers-with-mobile-refrigeration-solution/>

Action 4.4: Ensure that “leftover” produce gets delivered to food pantries, and include information on where the produce came from with the donation.		
Why is this important?	Limiting or eliminating food waste is an important practice in any community, as is ensuring that produce not sold on market days is distributed to people experiencing food insecurity. Including information about the Farmers Markets along with the distributed produce has the added benefit of informing residents about the weekly opportunity to purchase low-cost local foods.	
Measures of Success	<ul style="list-style-type: none"> • All produce leftover at the end of market day is delivered to the appropriate entities • Information about the Farmers Markets is included with the produce deliveries to the entities’ clients 	
Timeframe for Completion	Summer 2015	
Taking the Lead	Working/Advisory Group to work to identify a champion to take this task on, starting possibly with the Pantry, or the Samaritan Center, or perhaps the Lincoln University Farmers Market manager or a volunteer vendor or customer.	
Supporting Cast	Churches, Food Relief Organizations, The Pantry, Samaritan Center, Salvation Army, others	
Cost Estimate	Dollars	Time
	None to low (Delivering produce to pantries)	Volunteer time to coordinate action
Possible Funding Sources	Volunteer time and resources of a driver that will pick up and deliver food regularly.	