

The Las Cruces Farmers' and Crafts Market: Facing a "Chicken or the Egg" Situation

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The day promised to be a warm one, Olivia Hennessy mused, as she watched vendors prepare for a day of sales at the Las Cruces Farmers' and Crafts Market (LCFCM). Although it was an early morning in mid-May, the sun was bearing down with surprising intensity. The brisk flow of Las Cruces residents entering the LCFCM, however, did not seem too concerned as they browsed locally made arts and crafts and fresh, locally grown produce. From the beginning, the goal of the market was to be a community meeting ground, bringing together the area's small farmers and local residents. The LCFCM had been a cultural tradition in the Las Cruces area for over thirty years, a place where the community could find high quality fresh local produce and authentic arts and crafts, all imbued with the Mexican influence the area is known for.

As the recently appointed manager of the market, Hennessy had a lot of changes in mind to increase community traffic and vendor participation. She knew the success of these changes would heavily depend on the accuracy of the market research management had been given. Over the past four months, students at the local university had conducted market research for the LCFCM. However, it was up to Hennessy to interpret this research and then make decisions – hopefully the right ones. Understanding the design and concepts the students used was imperative if the research was to have meaning. Hennessy wondered what lay ahead for the market; how would her changes affect this local food tradition?

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In many countries, open-air markets for food products represent a significant segment of the food marketing chain. These markets are steeped in tradition and culture. Consumers have developed an affinity for and a trust of vendors operating within these venues. These markets have evolved into an important component in the food marketing system where customers can obtain access to fresh fruits and vegetables, cheeses, breads, and meats.

In the United States, farmers markets (markets where multiple farmers gather regularly to market fruits, vegetables, and other farm products directly to consumers) take on a similar, albeit a somewhat smaller, role in the food marketing chain. Farmers markets in the United States play an important role in helping small and medium sized farms gain direct access to consumers. Their success depends on sound market research and sensible management. Hennessy wondered what she could do to increase the scope of the market without losing sight of its history and authenticity.

Farmers' Markets

The significance of farmers' markets spans cultural, social, and economic bounds. Their existence allows many small farmers direct access to consumers; as a local meeting ground for producers and consumers, farmers' markets lower search costs and allow small to medium-sized growers to survive in the increasingly big business of agriculture (Payne, 2002). Direct access to fresh produce assures consumers of its origins and allows them to identify with their food product, an increasingly important issue as society presses for traceability. In addition, farmers' markets are often imbued with local culture and regional flavor, promising fresh specialties and instilling ethnic qualities to its value-added products. The communities with farmers' markets also benefit; sales boost the local economy, the market is seen as a local social center, and quality produce promotes healthy eating habits (AMS, 2003).

Many of the farmers' markets in the United States are relatively new and tend to be small in terms of the number of farmers attending the market; a typical farmers' market hosted 27 farmers in 2000. Most farmers' markets have been existence for fifteen years while 30 percent have been operating for less than five. In 2004, 3,700 farmers' markets operated in the United States (up from 2,863 in 2000). These markets served 2.7 million customers and provided a marketing outlet for 19,000 farmers (Payne, 2002).

While the popularity of farmers' markets continues to grow, the success of a particular market is not guaranteed. Each year a number of farmers' markets close and existing markets observe fluctuations in the number of farmers or consumers using the market. For example, in the most recent national survey of farmers' market managers, 18 percent of the managers surveyed reported a decrease in the number of farmers using their market.

“Many areas of study remain. One of the most important areas that merits further study is why [farmers] markets fail.”

– U.S. Department of Agriculture (Payne, 2002; p. 9)

The Las Cruces Farmers’ and Crafts Market

In the summer of 1971, the LCFCM began as an initiative organized by New Mexico State University’s Extension Service, the local chapter of the League of Women Voters, the Downtown Merchants and the city’s Parks Department. The market was created primarily to allow small farmers and local residents a central area to purchase fresh produce. Management has changed hands between several agencies since its inception. In 1989, new managers from the Las Cruces Parks and Recreation Board were hired, and in 1999 the City of Las Cruces was put in charge of the market’s management. Mark Mendez, the current city planner, is Hennessy’s direct supervisor and reports on LCFCM activities to the city manager and city council.

The LCFCM has maintained its original location as a traditional open-air market situated in a covered mall in the downtown area. The walking mall takes up about 2 city blocks, with a central walkway surrounded by small local businesses. The area has relatively close parking for approximately 400 vehicles. What was once a core part of city life and activities has fallen into disrepair; the mall itself receives little foot traffic by day or night. To date no restoration has been attempted, although revitalizing the downtown area was included in a proposed 2003 city economic development plan. The market is open 8:00 am to 12:30 pm on Wednesday and Saturday year round. However, the produce season limits produce vendor attendance from late March to late November. Vendors sell a variety of fresh, locally-grown produce, baked goods, and locally-inspired crafts (for sales and budget information see Exhibit 1).

The Region

Las Cruces is the home of New Mexico State University and Dona Ana Community College, with a combined student population of nearly 20,000. The city stands at the crossroads of two major interstate highways (I-10 and I-25) and serves as the county seat for Dona Ana County. Las Cruces, located in the southern part of New Mexico, is only one hour away from El Paso, Texas, and the Mexican border. (For demographic information see Exhibit 2; for a map of the area, see Exhibit 3)

The upscale tourist area of Mesilla, a site of major historical importance in the state and New Mexico’s most visited historical community, is located on the outskirts of Las Cruces, approximately ten miles from the LCFCM. Mesilla offers food, lodging, antiques, locally made pottery, jewelry and gifts, as well as a museum, gallery, and wineries. Las Cruces was recently recognized as one of AARP’s “dream towns” to retire and was voted a “best college town to retire” by *Money* magazine. The city has collected

dozens of other awards, including rankings on lists of; best places to live (*Family Digest*), top destinations (*Facilities and Destinations Magazine*), best small businesses - metro area (*Forbes*), and top cities for Hispanics to live (*Hispanic Magazine*).

The people of New Mexico enjoy a heritage rich with culture. The early settlers blended Native American, Mexican, and immigrant societies into the diversity the area enjoys today. This diversity allows the community to appreciate a variety of celebrations, such as rodeos, chile festivals, and *Dia De Los Muertos*. New Mexicans are closely tied to their agricultural roots, with many families involved directly in production agriculture within the state. Those who are more distant to production still acknowledge its bounty in the form of fresh produce, perfect ingredients for the Mexican food the area is famous for.

Unlike many traditional agricultural areas, vegetables and produce are considered a primary cash crop within the state. Vegetables, melons, potatoes and sweet potatoes are the fourth most valuable commodity group within the state, valued at \$96,914,000 in 2002 (NASS, 2006). This translates to almost 5% of total commodity sales, more than three and a half times that of Iowa, a traditional agricultural giant (for a further comparison, see Exhibit 4). Dona Ana County is a major site of dairy production within the state. In addition to milk, Las Cruces farmers produce chile, cotton, pecans, and vegetables such as lettuce, onions, and spinach. Most farms are large, family-owned operations with mechanized harvesting processes, except for chile, onions, and lettuce. Organically-grown production is scarce on these large farms. The crops are sold both locally at on-farm stands as well as to area processors, depending on the farm.

The Problem

Hennessey, a recent graduate of New Mexico State University, was hired as manager of the LCFCM in 2003, the fifth manager in less than seven years. She was still new to the position when she realized she was going to be in for a challenge. Olivia's problem as a farmers' market manager was somewhat unique. She was in charge of managing a successful market but one whose success was founded primarily in the crafts that were bought and sold at the market. When Olivia took over the market there were only 13 actively participating produce vendors (out of approximately 200 registered vendors) and few processed food vendors. During peak periods of the season over 600 people attend the market weekly, but most of these visitors are drawn by the crafts portion of the market.

While her immediate supervisor, Mark Mendez, was happy with the overall popularity of the market and the previous management of the market, he indicated that he would like to see an increase in market activity associated with agricultural products. The New Mexico Farmers' Marketing Association

also desired that the market move toward a more traditional farmers' market and future grant opportunities would hinge on this transition from craft-based to agriculture-based vendors.

From initial interviews with market vendors, customers, and several friends and family members in the outlying community, Olivia found that the problem was more complicated than she originally thought. One member of the community likened the lack of farmer participation to the old adage "which came first, the chicken or the egg?" Consumers tend to ignore the market because they have historically not been able to get a consistent supply of local vegetables and fruits. At the same time, former vendors have indicated their frustrations in attending the marketing only to find consumers not interested purchasing produce, but rather in browsing the local arts and crafts on display.

Hennessy knew that if she was going to bring both vendors and customers to the farmers' market, she was going to have to gain a better understanding of the local community and culture. In addition, she knew she needed to better understand the direct produce markets available to the region's citizens and the history of the farmers' market for which she now had charge. She began by researching secondary sources available at the university's library, the internet, and local Extension office.

Market Research: Secondary Sources

Hennessy discovered a wealth of information from the secondary sources she explored. The number of farmers' markets operating in New Mexico has increased dramatically. In 2006 43 markets operated in the state, up from only 12 in 1987. Total sales were estimated at \$3 million in 2002 (Dubois, 2002), approximately 0.15 percent of the cash receipts for all New Mexican commodities during the year (NASS, 2002). Several farmers markets posed a source of competition, both for vendors and consumers, for the LCFCM. These markets include a small market operated in the adjoining town of Mesilla, New Mexico, as well as a larger market in Sunland Park, New Mexico. This market is approximately 40 miles from Las Cruces. The Sunland Park market operates on Saturdays between 7:30 am and 12:00 pm from May 27 through September 2.

A community supported agriculture (CSA) initiative has been spreading across the United States in recent years. A CSA-sponsored farm is managed for the community and supported by annual dues-paying members. Each farm pledges specific production practices for its members, who share the farm's production. In 2002, Las Cruces' first CSA was established by New Mexico State University's College of Agriculture and Home Economics. Shares were priced at \$450 for a full share, which provides 20 pounds of produce per week, and \$250 per half share, which provides 10 pounds of produce per week. A waiting list has developed for shares in this CSA. In 2005, a second CSA project was started by a local vegetable

producer. Like the first CSA project developed by the university, this new CSA project appears to be doing very well.

Farmers, especially those with small production, can also sell directly to consumers via a roadside stand. Usually strategically placed to take advantage of traffic flow, roadside stands solicit point of purchase sales. The produce sold at these stands is usually fresh, affordable, and convenient to buy. The produce may or may not be entirely local, however. Not only do some Las Cruces area farmers take advantage of roadside stands, but farmers from Mexico often make the commute to nearby El Paso, Texas, or Las Cruces to sell their produce. Farmers from as far away as Albuquerque may also drive produce to Las Cruces to sell at roadside stands.

Her initial review of secondary information regarding the market, the region, and the sources of direct produce helped Hennessy better understand the situation she faced, but she still felt like she needed additional information. She recalled a former professor, Dr. Spalding, at the university who taught a service-based marketing course where students conducted market research for outside agribusinesses and organizations. With only a little bit of arm twisting Hennessy was able to convince Dr. Spalding to adopt the local farmers' market as the class's next project.

Market Research: Primary Research

With input from Hennessy and under the direction of Dr. Spalding, the students assigned to the farmers' market project elected to survey three groups of individuals. First the group enlisted the help of the David Smith, executive director of the New Mexico's Farmers' Marketing Association, to survey the market managers managing the state's other 42 existing farmers markets. Second, the group surveyed current and former vendors at the LCFCM. The third group conducted a mail survey, sent to a random sample of the city's population, as well as a mall intercept survey of consumers at the market. Prior to developing the surveys, the students interviewed both Hennessy and Smith to better understand the situation they faced and the goals of the research. In conjunction with the interviews and subsequent survey mailings the students also conducted several focus groups with local residents to better understand their concerns and perceptions of the farmers' market.

Manager Survey

Including the LCFCM, the state of New Mexico has 43 active farmers' markets. The size of these markets varies tremendously, from only a few vendors participating to several very large and well developed markets. Many of the managers from these surrounding markets have years of experience managing their markets, and surely some of them had run across similar problems that Olivia was facing.

Students from Dr. Spalding's marketing class developed a survey instrument that was used in interviewing active marketing managers from each of the operating markets.

Survey participation was obtained from one of two methods. First, students contacted managers to arrange for a time in which a longer, more in-depth telephone interview could be conducted. In cases where managers were willing to answer the questionnaire over the phone, the surveys were completed by phone. Several managers indicated that they did not have time to answer the survey questions over the telephone but agreed to complete a written survey and to return it to the students. Students received 26 responses from this survey. The survey questionnaire sent to market managers (and used as a guide during phone conversations) is included in Exhibit 5. Summary results from the manager survey are shown in Exhibit 6.

Vendor Survey

Surveys were also distributed to all LCFCM vendors via mail (Exhibit 7). Of the 175 vendors surveyed, the students received only 9 responses. Results from these surveys are shown in Exhibit 8.

Public Survey

The class distributed a survey to a random sample of Las Cruces residents (Exhibit 9). Survey participants were chosen by systematic sampling of the Las Cruces phone book. A random starting point was chosen and every i^{th} element in succession was selected. Of the 200 surveys sent out, the students received 79 responses. Results from these surveys are shown in Exhibit 10.

Students also attended the LCFCM one Saturday to conduct a mall intercept survey with consumers at the LCFCM (Exhibit 11). The students collected data from 65 consumers in this manner. Surprisingly, WIC availability affected none of the respondents' decision to attend the LCFCM. Mall intercept respondents favored attending the market on Saturday around 9 am. More results are shown in Exhibit 12.

The Next Step

As Hennessy closed the market for the day, she remembered the survey results in a file on her desk at the office. What would the results show? Was the research an accurate portrayal of the community? How would she use the market research the students had conducted to increase vendor participation and community awareness? The Las Cruces Farmers' and Crafts Market was a cultural tradition for many families in the community, and its continued success could depend on her management decisions.

Exhibit 1. Income from the Las Cruces Farmers' and Crafts Market, 2006*Sales*

WIC Coupons redeemed through USDA Farmers Market Nutrition Program		\$50,080
Traditional sales ²		\$151,758
	Total Sales	\$201,838

Budget

Advertising		\$14,000
Billboards		
Radio		
Maintenance and marketing		\$27,000
Events fees		
Supplies		
Management needs		
	Total Budget	\$41,000

Exhibit 2. Demographic information; Las Cruces, New Mexico, and the United States.¹

	Las Cruces	New Mexico	United States
<i>Population</i>	74,267	1,874,614	290,800,000
<i>Age (%)</i>			
Under 18	29.3	28.0	25.7
19-64	57.6	60.3	61.9
Over 65	13.1	11.7	12.4
<i>Race (%)</i>			
White	69.0	66.8	75.1
Black or African American	2.3	1.9	12.3
American Indian or Alaska Native	1.7	9.5	0.9
Asian	1.2	1.1	3.6
Native Hawaiian or Pacific Islander	0.1	0.1	0.1
Other	21.6	17.0	5.5
Two or more races	4.1	3.6	2.4
<i>Hispanic or Latino (of any race)</i>	51.7	42.1	12.5
<i>Per capita income</i>	\$ 15,704	\$ 17,261	\$21,587

¹U.S. Census data, 2000 and 2003 estimates² Due to private business allowances, records are not kept on market sales for the month. However, Hennessy estimates that 25 to 30% of market sales come from WIC coupons.

Exhibit 3. Las Cruces, New Mexico.



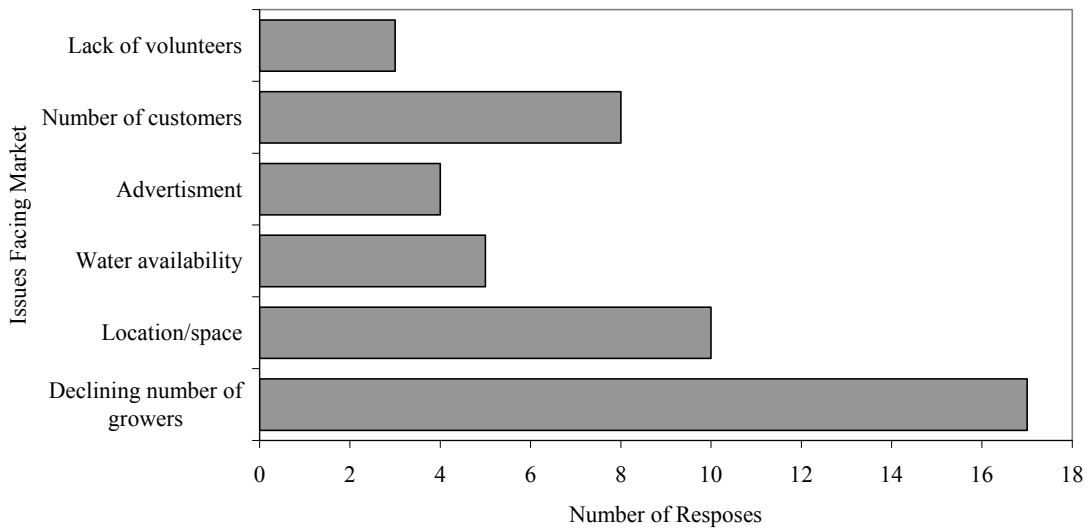
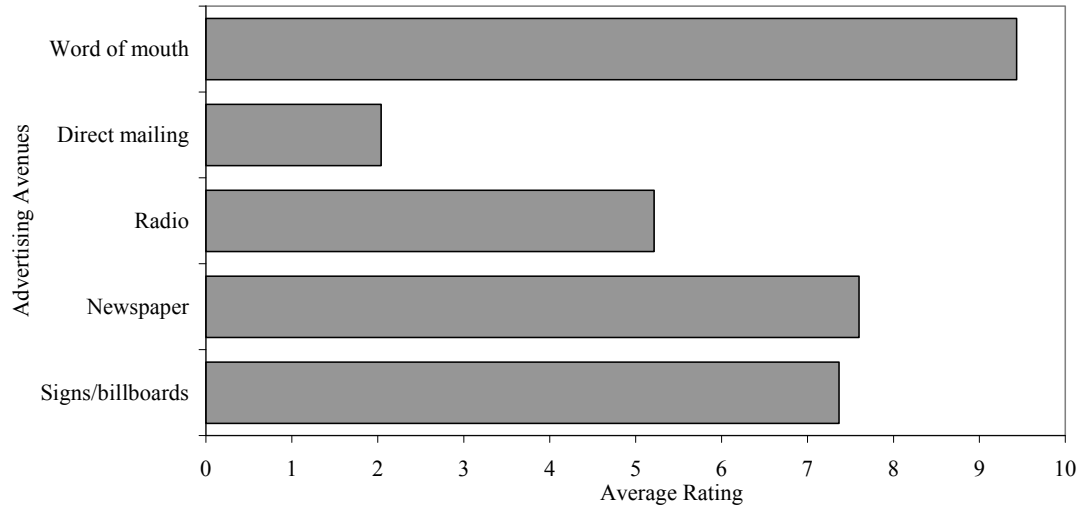
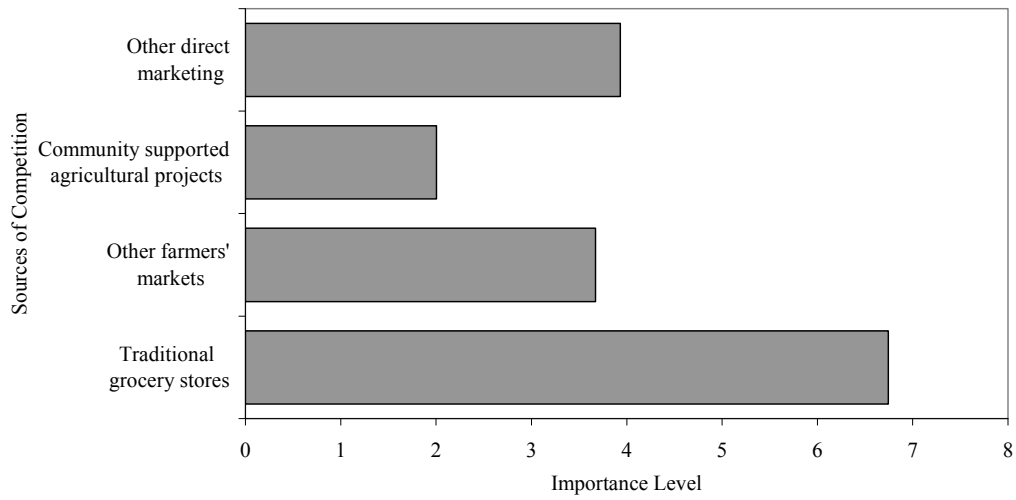
Exhibit 4. Comparison of relevant farm traits, Iowa and New Mexico.¹

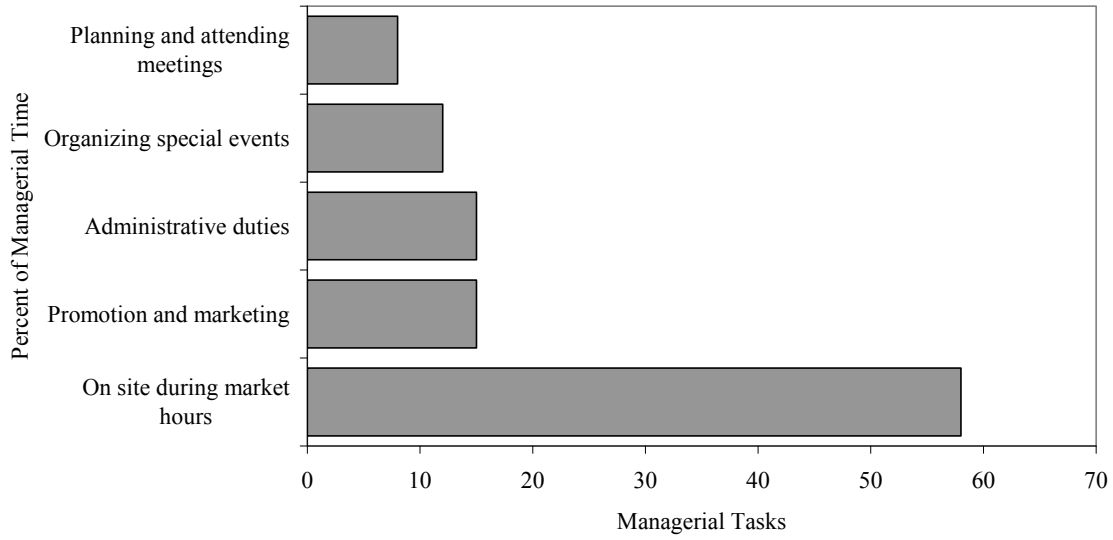
	New Mexico	Iowa
<i>Operators of Hispanic origin</i>	21.4%	0.395%
<i>Farms by value of sales (%):</i>		
Less than \$1,000	36.38	21.69
\$1,000 to \$2,499	7.86	4.15
\$2,500 to \$4,999	9.28	4.12
\$5,000 to 9,999	9.51	5.41
\$10,000 to \$19,999	7.96	7.31
\$20,000 or more	23.72	57.30
<i>Value of sales, vegetables, melons, potatoes and sweet potatoes (millions of dollars)</i>	96.6	19.5
<i>Total value of sales (billions of dollars)</i>	1.7	12.3
<i>Vegetable production as a percent of sales</i>	5.7	1.6

¹NASS, 2006

Exhibit 5. Survey Questionnaires

Exhibit 6. Results from managers of farmers' markets across New Mexico.





Vendor Participation by Month, LCFCM

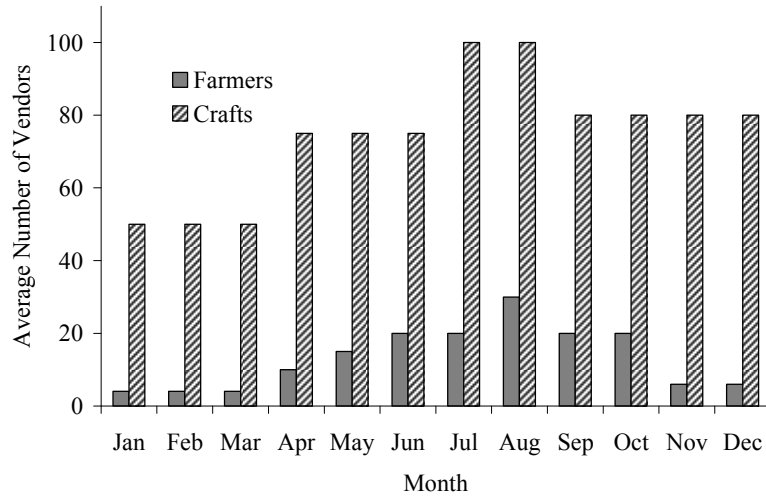


Exhibit 8. Results of responses from vendors at the Las Cruces Farmers and Crafts Market.

Means from selected questions posed to vendors at the LCFCM.

	Mean
Miles from farm to market	34.1 miles
Total Annual Sales	\$5000-\$9,999
Percent of Sales from LCFCM	21-40%
Family Members Involved	3.1
Average Attendance per Month	4.9 times

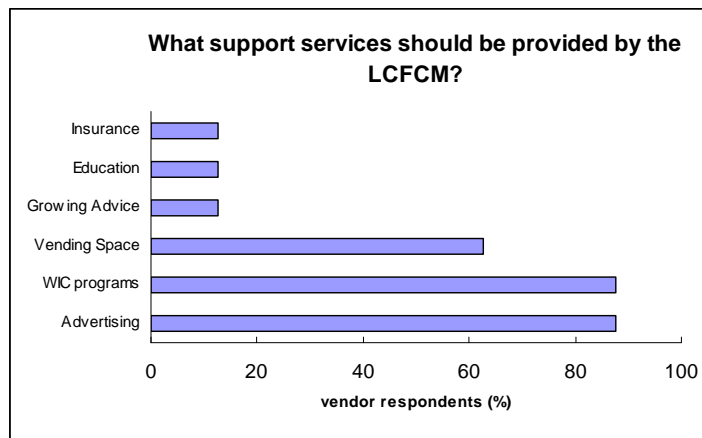
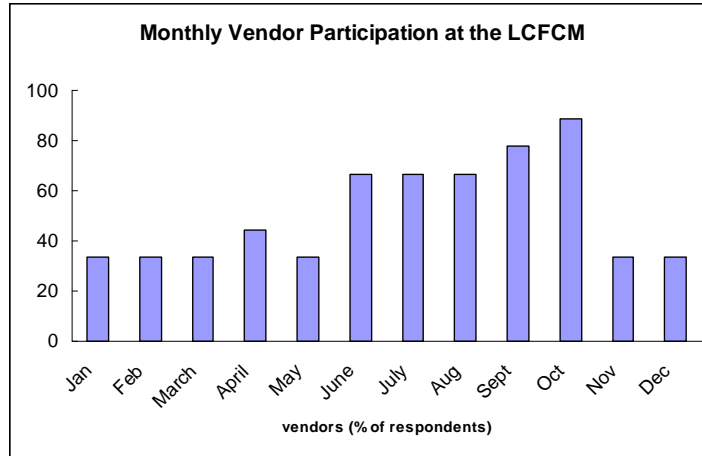
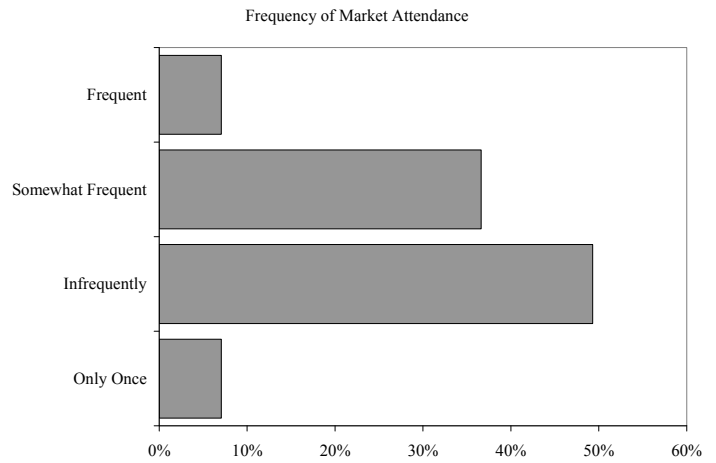
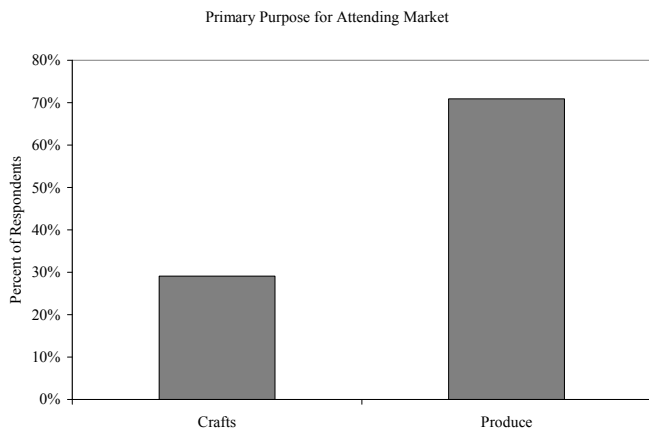
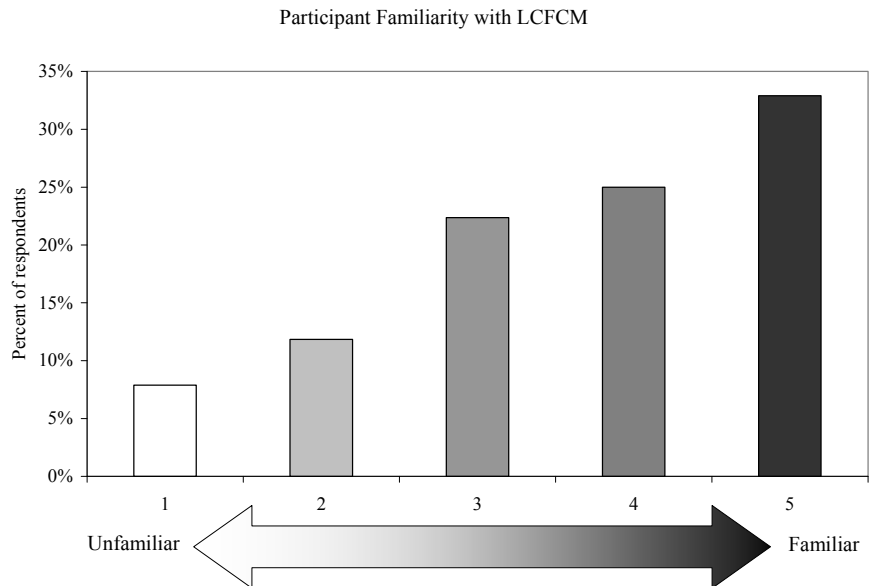
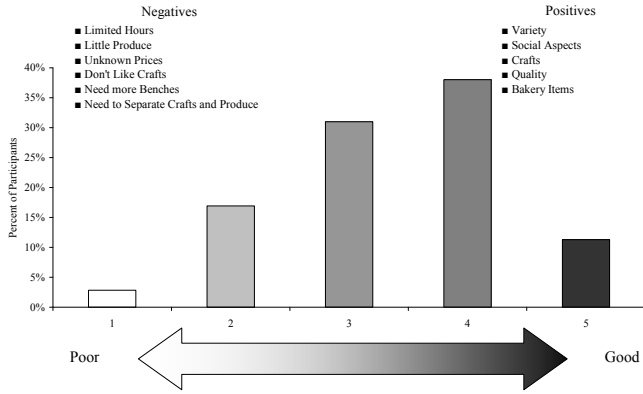


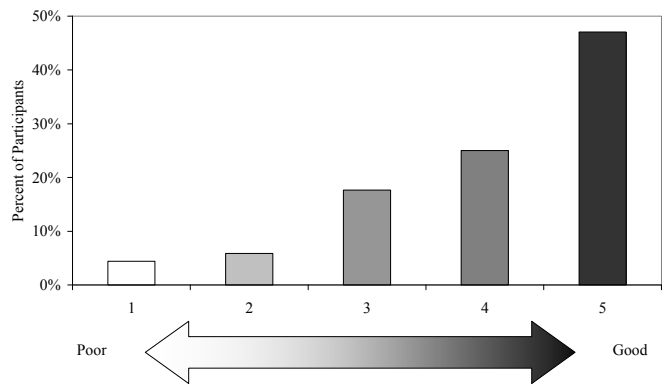
Exhibit 10. Results from consumers surveyed regarding the Las Cruces Farmers and Crafts Market.



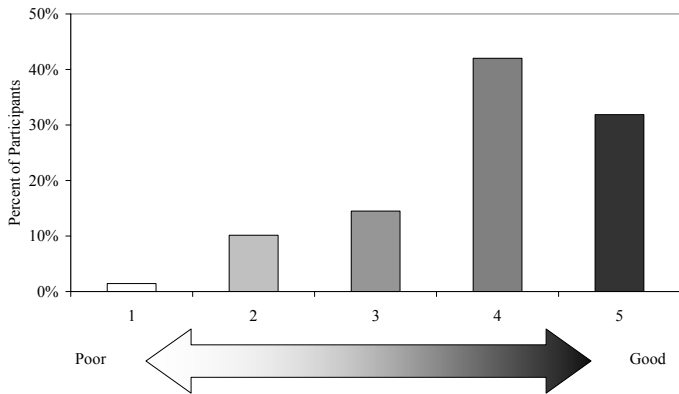
Market Rating



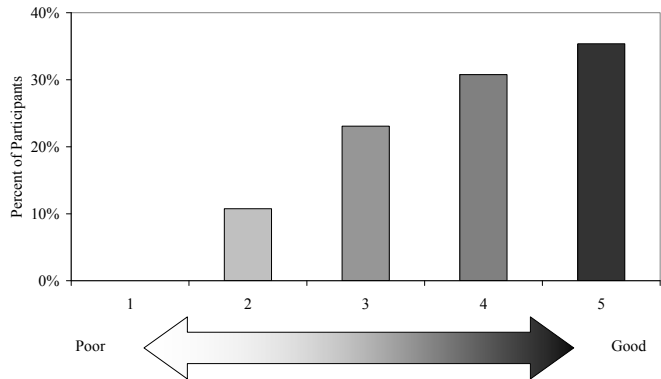
Location Rating



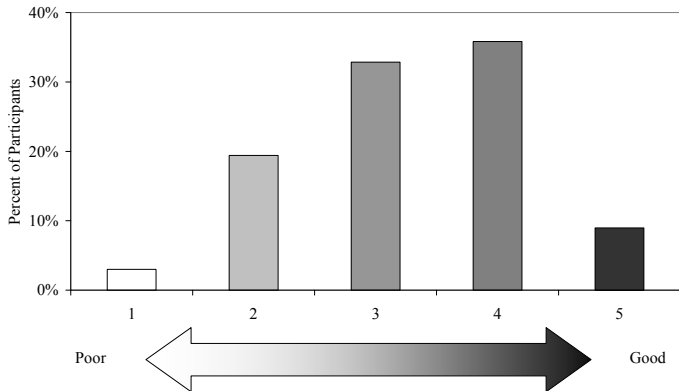
Days and Time Rating



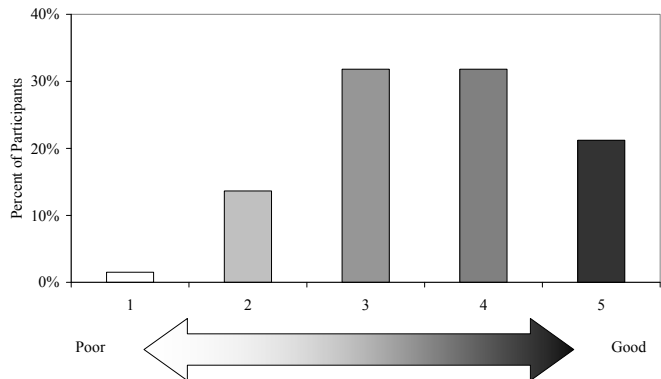
General Atmosphere Rating



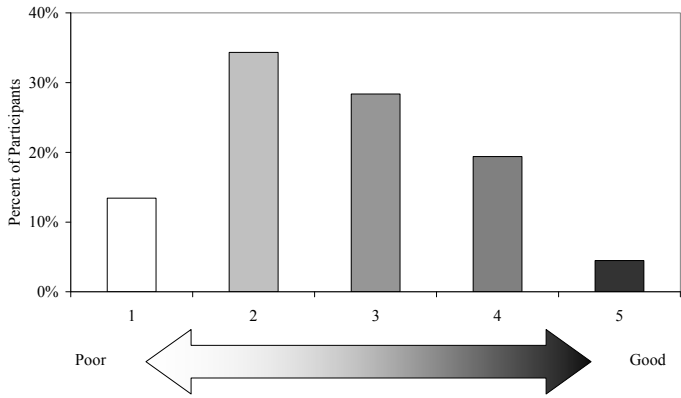
Availability of Quality Produce



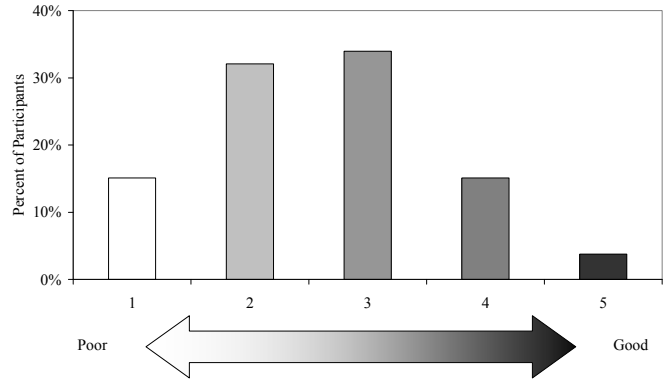
Availability of Locally Grown Produce



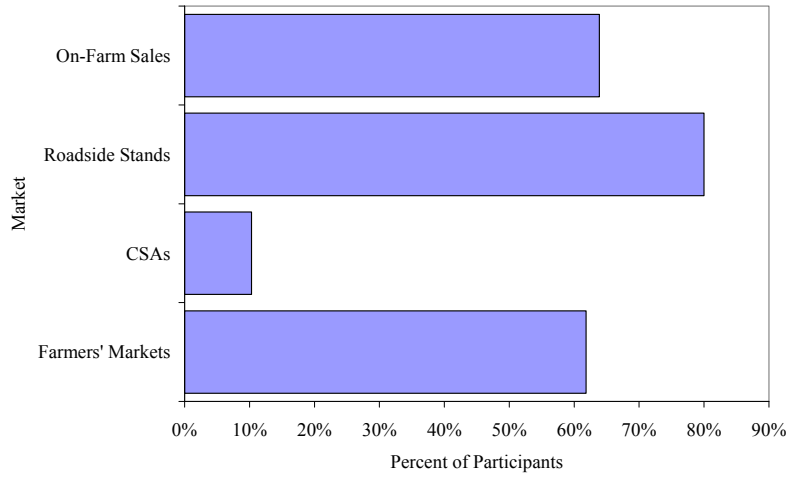
Availability of Large Selection



Availability of Organic Produce



Experience with Other Direct Produce Markets



Previous Attendance at Market

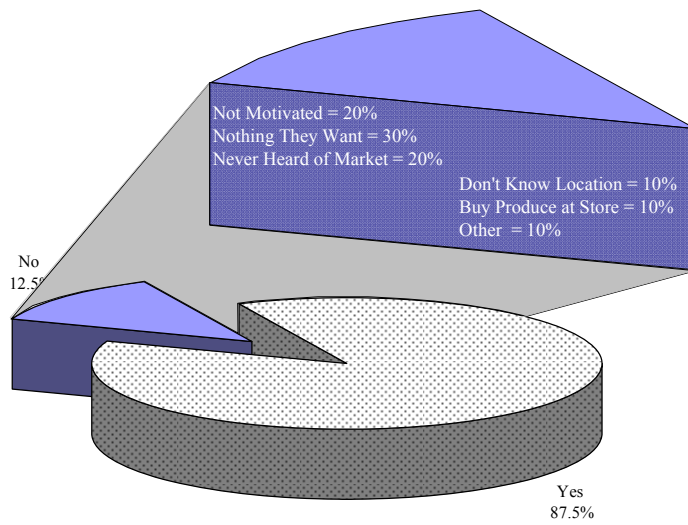
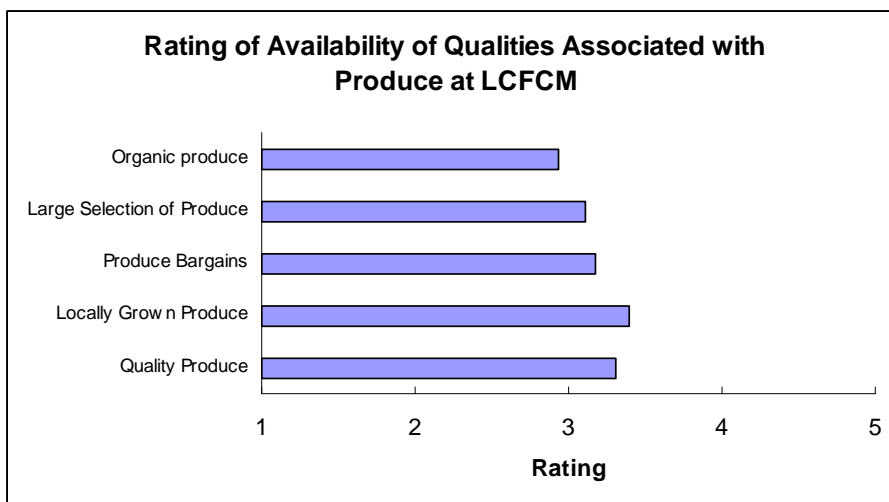
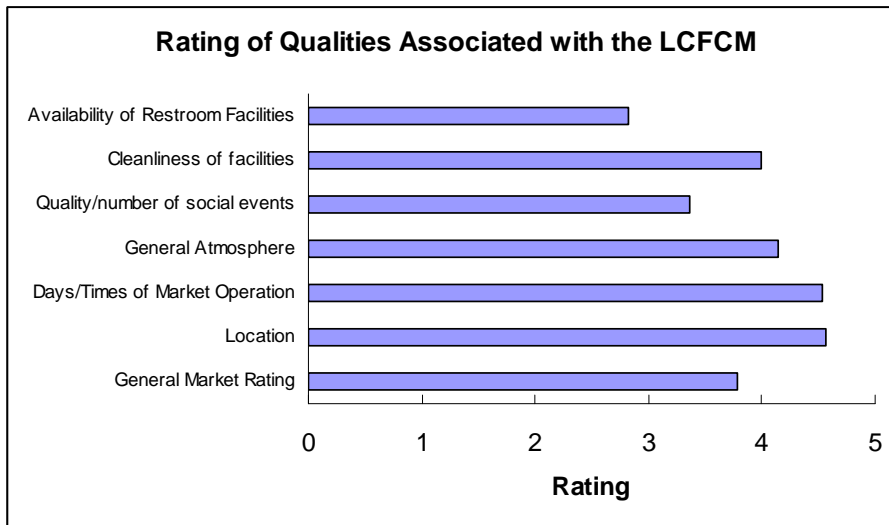
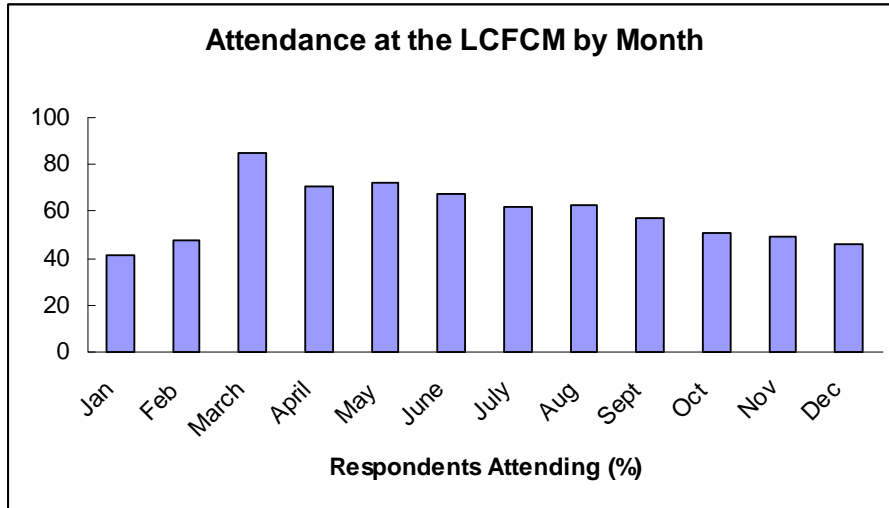
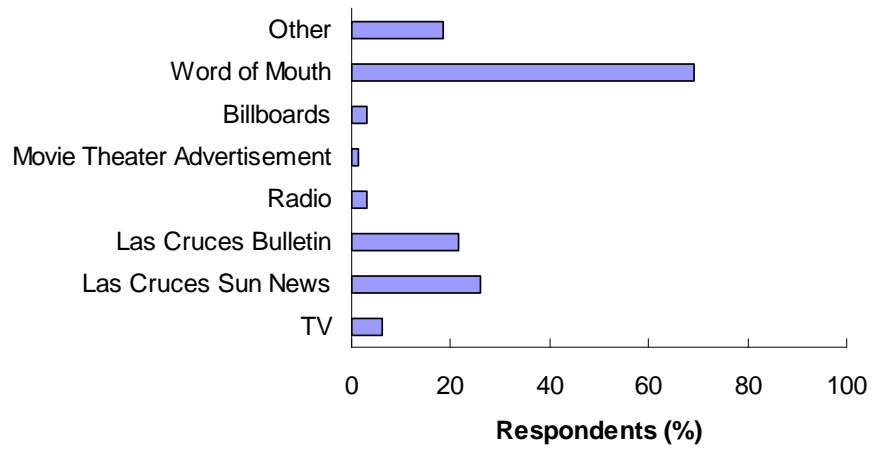


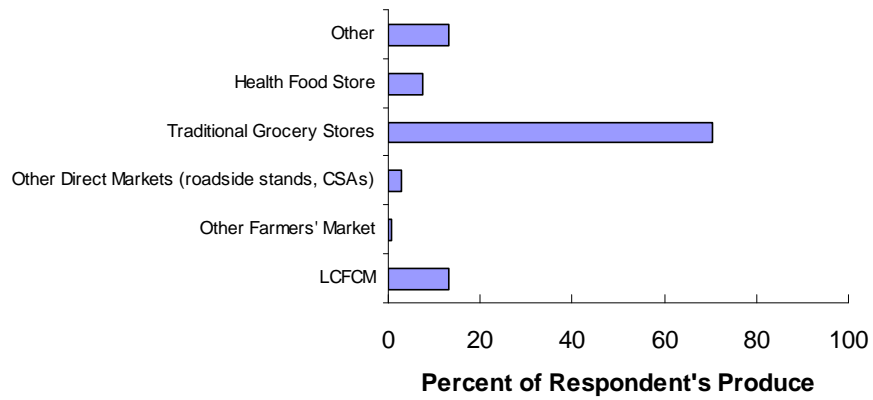
Exhibit 12. Results from mall intercept survey of LCFCM consumers.



How did you become familiar with the LCFCM?



Outlets used to Purchase Fresh Produce



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Teaching Notes

Several approaches could be taken in reviewing and discussing this case. The broader issue of direct marketing lends itself to a discussion of management practices and governance of farmers' markets, a discussion of direct marketing in general, including difficulties associated with producers performing marketing tasks that have generally been performed by other participants in the marketing channel, and a discussion of the key factors leading to success of small farmers' markets in the United States (compared and contrasted to open-air markets common in many parts of the world). In the teaching notes that follow we focus on market research as it is presented in the case.

General Case Discussion

The case presents a similar problem to those found in many farmers' markets throughout the United States. The problem revolves around coordination of vendor and consumer. Many consumers indicated that they prefer fresh fruits and vegetables and would prefer to support local agriculture. Many small farmers indicate that they are willing to take on additional marketing tasks in order to increase profits through direct marketing. Frustrations occur when consumers choose not to attend the market. Often consumers indicate a lack of selection or participation of area farmers, high prices, or inconvenience associated with having to attend a separate market for vegetables and fruits. In-turn, producers become frustrated to attend the market only to find a limited customer source.

Discussion Questions

- What problem does Olivia face in the Las Cruces Farmers' and Craft Market? How is this problem similar and/or different from others seen in other parts of the country?
- Is the research that is conducted adequate to provide insights into the problem and solution facing the market? If not, what additional information is needed?
- Are CSAs or roadside stands a better alternative to the farmers' market? Why or why not?

Teaching Activities

- Many factors can affect the success of a market, such as management, location, customers, and vendors. Brown (2002) reviews U.S. farmers' market research to identify consumer and vendor characteristics that are consistent with successful markets. Students may review Brown's article and summarize key consumer and vendor characteristics of successful farmers' markets.
- Payne (2002) summarizes a national study of farmers' markets and identifies important trends occurring in direct marketing in general and farmers' markets in particular. Students may review Payne's summary and provide their own summary (or class discussion) of key factors influencing the success of farmers' markets across the country.

Marketing Research

In the case Olivia is concerned about understanding both her consumers, or potential consumers, as well as the vendors who choose to operate in her market. Using several common market research tools she attempts to learn more about her customers. A general discussion around marketing research may be a good lead-off into other discussion areas.

Discussion Questions

- What is market research and why is it used?
- Who generally conducts market research? How do these individuals interact with agribusiness managers in the decision making process?
- What information is commonly examined when conducting market research? Where does the information that Olivia and the college market class collect fit?
- How does market research vary from one industry to another? Why is this the case?

Teaching Activities

- A number of market research texts include summaries of research activities conducted by different companies or different industries. Students may be assigned to identify such a summary (from a market research text or other source) and to report their findings to the class.
- A large number of market research firms (both publicly traded and private firms) operate in the United States. Students may be assigned to learn more about these firms. What type of research do they conduct, how large are they, where are they headquartered, etc.

Market Research Classifications

The case is written such that Olivia Hennessey, the market manager, first conducts secondary research (examining data already collected from a variety of sources including the county extension office, the library, and the internet). She then realizes that she will need additional information that can most easily be obtained using primary research methods.

Discussion Questions

- What constitutes secondary and primary research? That is, what is the difference between the two?
- What are commonly used secondary data sources for an industry like small produce? Did Olivia exhaust these sources? Was more secondary research needed? If so, where could Olivia have gone to get more information?

- The case describes phone interviews and written surveys used by Dr. Libbin's marketing class. What other primary research activities could have been performed?

Teaching Activities

- Assign students the task of collecting information about direct marketing and farmers' markets in their area. Possible resources include: U.S. Census of Agriculture, USDA Agricultural Marketing Service, and state and local farmers' marketing associations.
- Assign students the task of collecting additional information about food consumers in their area. Possible resources include: U.S. Census and local chambers of commerce.

Primary Research

The case provides an opportunity to review the role of primary research in marketing research. While the case does not go into detail regarding qualitative research methods, e.g., in-depth interviews or focus groups, it does provide a sample of three different phone or mail surveys used to better understand market participants.

Discussion Questions

- What tools are commonly used in conducting primary research? E.g., in-depth interviews, focus groups, and surveys.
- Is there an ordering to the use of these tools? (e.g., do we generally conduct interviews prior to developing surveys?)

Teaching Activities

- Instruction regarding primary research tools can be provided and then students can be allowed to practice using these tools inside the classroom. For example, a discussion regarding proper procedures for conducting focus groups can be outlined, a sample focus group conducted using class members, and then class members assign the role of moderator for smaller focus groups.

Survey Design

The case provides a sample of three different written surveys developed by college students in an attempt to better understand the problem facing the market. By providing the sample questionnaire and summary results the case allows students to explore the appropriateness of the questionnaires and their effectiveness in ascertaining the appropriate information needed to answer the question facing Olivia and the LCFCM.

Discussion Questions

- Administering the survey questionnaires required the students in Dr. Libbin's class to develop a methodology for selecting survey participants. What are some of the methodologies available? What methodology would have been the most appropriate for the surveys conducted in the case?
- What steps are generally suggested when developing a written survey questionnaire?
- How should a written survey be administered?

Teaching Activities

- Students may review the surveys provided in the case and develop their own survey (a survey to replace one or all of the surveys used in the case, or a survey that could be used for a local farmers' market).
- Dillman's total design method of administering written survey questionnaires is generally viewed as a standard in the industry. Students could be assigned to review Dillman's method and outline the key steps in administering a written survey questionnaire.

Additional Resources

There are a number of additional readings that may prove helpful in reviewing this case. A partial list of additional resources includes:

Andreatta, S., and Wickliffe, W. 2002. Managing farmer and consumer expectations: a study of a North Carolina farmers market. *Human Org.* 61: 167-176.

Brown, A. 2002. Farmers' market research 1940-2000: an inventory and review. *Am. J. Alt. Ag.* 17: 167-176.

Payne, T. 2002. U.S. Farmers' Markets – 2000: a study of emerging trends. U.S. Department of Agriculture, Agricultural Marketing Service, Transportation and Marketing Programs, Marketing Services Branch, pp. 1-40.

USDA. 2001. Improving and facilitating a farmers market in a low-income urban neighborhood: a Washington, DC, case study. U.S. Department of Agriculture, Agricultural Marketing Service, Transportation and Marketing Programs, Wholesale and Alternative Markets, pp. 1-30.

Exhibit 5. Market Managers Survey.



New Mexico State University
Department of Agricultural Economics and Agricultural Business

GUIDE FOR INTERVIEW OF FARMERS' MARKETS MANAGERS

Mr/Ms (participant's name), my name is (interviewer's name) I am a researcher at New Mexico State University working in conjunction with the New Mexico Farmers' Marketing Association and the New Mexico Department of Agriculture. We are studying the state of New Mexico's farmers' markets. As a part of our study of New Mexico's farmers' markets we are interviewing managers from each of the 36 farmers' markets operating in the state. Your insights are an important part of our study and will help insure that the results we obtain will accurately reflect market conditions facing the state's farmers' markets.

The interview process has been standardized to allow responses across markets to be aggregated. The interview is broken down into six sections and will take approximately 30 minutes to complete in its entirety.

Your participation in this study is voluntary. Results from the study will be published in summary form (a copy of which will be available to you if you would like to receive it).

Will you provide information concerning your market for our study? Yes No

Interview Date _____ Interviewer Signature _____

Market Location and Infrastructure

In the first section of our interview concerns the physical location of your market and its underlying infrastructure.

0. How close is your market to the downtown area (i.e., what is the distance between your market and city hall)?
_____ city blocks

Interviewer Note: If location prohibits measurement by blocks, ask for appropriate measurement unit and indicate on the questionnaire.

0. What factors were considered when choosing the location of your market?

Interviewer Note: If participant hesitates, examples of goals might include: location to other markets/stores, city dictated site, or only feasible site available, visibility, shade).

3. Which of the following facilities are available at or near your market?
- shelter (If checked, what is the size in square feet? _____)
 - customer parking (If checked, what is the capacity of the lot? _____)
 - restrooms (If checked, what is the distance between market and restrooms? _____)
 - food establishments (If checked, what is the distance between the market and these establishments. Approximately how many establishments are there in the near vicinity?
distance to nearest _____ number of establishments _____)
 - vendor booths (if checked, how many booths are available and what is the average size of a booth?
number of booths _____ average size of booth _____)

4. On a scale from one to ten (ten being the most important), how important are the following population bases in terms of your customer base? (circle the appropriate response)

	Least	Importance								Most
	←-----→									
neighborhoods immediately surrounding market	1	2	3	4	5	6	7	8	9	10
city	1	2	3	4	5	6	7	8	9	10
county	1	2	3	4	5	6	7	8	9	10
outside county	1	2	3	4	5	6	7	8	9	10
other (e.g., tourists)	1	2	3	4	5	6	7	8	9	10

Interviewer Note: Read all choices first, then ask participant for their response.

5. On a scale from one to ten (ten being the most important), rate the following sources of competition as they influence your market. (circle appropriate response)

	Least	Importance								Most
	←-----→									
_____ traditional grocery stores	1	2	3	4	5	6	7	8	9	10
_____ other farmers' markets	1	2	3	4	5	6	7	8	9	10
_____ community supported agriculture projects	1	2	3	4	5	6	7	8	9	10
_____ other direct marketing (e.g., roadside stands)	1	2	3	4	5	6	7	8	9	10
_____ other _____	1	2	3	4	5	6	7	8	9	10

6. How close are the following sources of competition (the closest source for each type) to your market (measured in miles)?

- _____ traditional grocery stores
- _____ other farmers' markets
- _____ community supported agriculture projects
- _____ other direct marketing (e.g., roadside stands)
- _____ other _____

Financial Issues

The next section of the interview pertains to the market's finances.

7. Is your market self-sustaining (do fees collected from vendors equal expenses of running market)?

Yes No

8. Does your market receive funds from other sources?

Yes No

What are these sources?

9. What is the weekly gross sales volume, on average, of your market for

Fresh produce \$ _____

Processed agricultural products \$ _____

Other products (e.g., crafts) \$ _____

10. What fees do you charge to vendors in your market?

\$ _____ per _____

11. Has your market used or applied for credit for operating capital?

Yes No

If so, what experiences have you had in obtaining credit?

Products, Vendors, and Marketing

The next section relates to products sold in your market, vendors, and consumers in your market.

12. Over the course of the market year how many vendors sell or operate in your market? _____

Interviewer Note: This is the total number of farmers participating (selling one or more days) at the market. If the market has a vendor mailing list this number would be the total number of vendors on that list.

13. On average, how many vendors do you have operating in your market during the different months of the year?

Jan _____ Apr _____ Jul _____ Oct _____

Feb _____ May _____ Aug _____ Nov _____

Mar _____ Jun _____ Sep _____ Dec _____

Interviewer Note: This is the average number of vendors attending a market during the month. For example, if there were 100 vendors attending markets for the first two weeks of the July and 50 attending markets during the last two weeks of July, then the average number for the month of July would be 75.

14. How many vendors sell organic foods? _____

15. On a scale of one to ten, ten being the most important, how important are organic products in your market today?

1 2 3 4 5 6 7 8 9 10

16. How many vendors sell processed foods? _____

17. On a scale of one to ten, again ten being the most important, how important are processed foods in your market today?

1 2 3 4 5 6 7 8 9 10

18. In your opinion, what will the future hold for organic and processed foods in your market?

Interviewer Note: Examples might include: increased importance and demand for organic produce. Demand for organic food constant over the next five years, etc.

19. What type of relationship exists among vendors in your market?

Interviewer Note: If participant hesitates, examples of relationships might include: competitive, cooperative, congenial.

20. What kind of support does your market provide to its vendors?

Interviewer Note: If participant hesitates, examples of support might include: marketing, advertising (e.g., signage), production information, legal (e.g., insurance).

21. How do you recruit and retain vendors?

22. How would you describe a typical customer at your market?

23. On a scale from one to ten (ten being most important), rate the following promotional / advertising efforts in terms of their success in your market.

	Least	Importance								Most	
	←									→	
		1	2	3	4	5	6	7	8	9	10
____ signs / billboards		1	2	3	4	5	6	7	8	9	10
____ newspaper		1	2	3	4	5	6	7	8	9	10
____ radio		1	2	3	4	5	6	7	8	9	10
____ direct mailing		1	2	3	4	5	6	7	8	9	10
____ word of mouth		1	2	3	4	5	6	7	8	9	10
____ other (_____)		1	2	3	4	5	6	7	8	9	10

24. On average, how much do you spend annually in marketing efforts? \$ _____

25. How is your market's marketing / advertising expenditure scheduled throughout the year?

Jan \$ _____ Apr \$ _____ Jul \$ _____ Oct \$ _____
 Feb \$ _____ May \$ _____ Aug \$ _____ Nov \$ _____
 Mar \$ _____ Jun \$ _____ Sep \$ _____ Dec \$ _____

Market Organization

26. What requirements does your market have concerning vendors?

Interviewer Note: If participant hesitates, examples of restrictions may include: geographical restrictions (e.g., produced in particular region), producer restrictions (e.g., grower vendors only), or mandatory insurance.

27. How are your market's vendor guidelines developed? Who is responsible for developing and maintaining these guidelines?

28. Does your market have policies concerning pricing?

Yes No

Describe your market's policy.

29. What are your busiest hours/days/months?

months _____, _____, _____

days _____, _____, _____

hours _____, _____, _____

30. How many employees / volunteers participate in the farmers' market? _____

31. How many of these individuals are volunteers? _____

32. Does your market participate in the WIC program?

Yes No

If no, why not?

33. Does your market organize special events held in conjunction with the market?

Yes No

If yes, how many and what types events?

34. Describe the involvement your market has with the following organizations:

Local governments : _____

Associations: _____

Other: _____

35. How is your market governed? _____

Interviewer Note: Possible answers might include: board of directors, city management, farmers' market manager.

36. What is the legal structure of your market?

Problems / Issues

The final section of the interview pertains to issues that face your market today. In addition we would like to know what assistance you and your market could use today or in the future.

37. What are the three most important issues facing your market today?

a. _____

b. _____

c. _____

38. Which of the following areas would you like help in?

Yes No Legal issues / liability issues

Yes No Marketing

Yes No Business / business plan development

Yes No Other _____

Yes No Other _____

39. Which of the following organizations have assisted you in the last year? On a scale from one to ten, ten being most important, how important have each of these organizations been to your market

Yes No New Mexico State University Extension 1 2 3 4 5 6 7 8 9 10

Yes No New Mexico Department of Agriculture 1 2 3 4 5 6 7 8 9 10

Yes No New Mexico Farmers' Marketing Association 1 2 3 4 5 6 7 8 9 10

Yes No Other _____ 1 2 3 4 5 6 7 8 9 10

Market Manager

In the last section of our interview we would like to learn more about you and your experience with the farmers' market you currently manage.

40. How old are you? _____ years

41. How many years of formal education have you completed? _____ years

*Interviewer Note: High school = 12 Associates degree = 14 College graduate = 16
Master's degree = 18*

42. What additional training have you received that prepares you for your duties as market manager?

43. How long have you been a market manager at your current market? _____ years _____ months

44. How many years of experience do you have managing farmers' markets (including markets other than your current market)? _____ years _____ months

45. Who employes you as the market manager?

city or township the market self-employed volunteer other: _____

46. Do you have additional employment beyond the farmers' market?

yes no

47. Do you have a job description? If so, what is it?

48. What is your monthly farmers' market salary?

\$0 (Volunteer) less than \$1,000 between \$1,000 and \$1,999 between \$2,000 and \$2,999

between \$3,000 and \$3,999 between \$4,000 and \$4,999 between \$5,000 and \$9,999

over \$10,000

Interviewer Note: If job description includes more than farmers' market management ask the participant to estimate the portion of their salary appropriate to farmers' market management

49. What months during the year do you work for the farmers' market?

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

50. On average, how many hours per week do you devote to managing the market during these months?

_____ hours

Interviewer Note: Participant may indicate that different hours are devoted depending on the time of year. If so, indicate the hours below.

Jan _____ hours Apr _____ hours Jul _____ hours Oct _____ hours

Feb _____ hours May _____ hours Aug _____ hours Nov _____ hours

Mar _____ hours Jun _____ hours Sep _____ hours Dec _____ hours

51. On average, how many hours do you spend at the market each week? _____ hours

Interviewer Note: Participant may indicate that different hours are spent at the market depending on the time of year. If so, indicate the hours below.

Jan _____ hours Apr _____ hours Jul _____ hours Oct _____ hours

Feb _____ hours May _____ hours Aug _____ hours Nov _____ hours

Mar _____ hours Jun _____ hours Sep _____ hours Dec _____ hours

52. What percent of your time devoted to managing the farmers' market is devoted to:

_____ % organizing special events

_____ % training vendors

_____ % training / organizing employees and volunteers

_____ % on site during market hours (overseeing market)

_____ % administrative (including WIC program)

_____ % promotion and marketing

_____ % planning and attending meetings (e.g., NMFMA annual meetings)

_____ % other _____

_____ %
100 %

53. As the market manager, what is your primary goal for the farmers' market you manage?

Interviewer Note: If participant hesitates, examples of goals might include: promotion of local agriculture, profitability, neighborhood revitalization.

54. How do you, as the market manager, evaluate your success towards meeting your primary goal. (What measures do you use to evaluate your progress towards meeting the goals you have set for the market?)

55. How would you describe your market in terms of its success in meeting your primary goal listed above?

Thank you for your time and efforts in assisting us understand your market. Would you like to receive a summary of these results?

Yes No

If yes, please provide a mailing address where we can send the summary report.

Las Cruces Farmers' and Craft Market Vendor Survey

1. How many miles to you travel to sell your product at the Las Cruces Farmers' and Craft market?

_____ Miles

2. What are your total annual sales? (including sales from farmers' markets)

- | | |
|--|--|
| <input type="checkbox"/> less than \$1,000 | <input type="checkbox"/> between \$20,000 and 39,999 |
| <input type="checkbox"/> between \$1,000 and \$1,999 | <input type="checkbox"/> between \$40,000 and 49,999 |
| <input type="checkbox"/> between \$2,000 and \$2,999 | <input type="checkbox"/> between \$50,000 and 59,999 |
| <input type="checkbox"/> between \$3,000 and \$3,999 | <input type="checkbox"/> between \$60,000 and 69,999 |
| <input type="checkbox"/> between \$4,000 and \$4,999 | <input type="checkbox"/> between \$70,000 and 79,999 |
| <input type="checkbox"/> between \$5,000 and \$9,999 | <input type="checkbox"/> between \$80,000 and 89,999 |
| <input type="checkbox"/> between \$10,000 and 19,999 | <input type="checkbox"/> more than \$90,000 |

3. What percent of your overall sales can be attributed to sales at the Las Cruces Farmers' and Craft Market?

- 0-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%

4. How many family members are involved in your farmers' market activities?

_____ family members

5. What types of support services do you feel should be provided by the market?

- Advertising
- Space for vending
- Advice on growing
- Education
- WIC programs
- Insurance
- Other _____

6. Why do you choose to sell at farmers' markets?

7. Why do you choose to attend the Las Cruces Farmers' and Craft Market?

8. If you no longer sell produce at the Las Cruces Farmers' and Craft Market, please indicate why you have stopped.

9. In what other direct marketing activities do you participate?

- Roadside stand
- Vendor to consumer (you deliver products to individual homes)
- Consumer to vendor (customers come to your farm, e.g., "pick-your-own")
- Other _____
- No other direct marketing

10. What are the three most important issues that you feel face this market and farmers' markets in general today?

- a. _____

- b. _____

- c. _____

11. How often on average do you attend this market?

_____ times per month

12. How often do you attend other farmers' markets?

_____ times per month

13. What months during the year do you participate in farmers' markets?

- | | |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> January | <input type="checkbox"/> July |
| <input type="checkbox"/> February | <input type="checkbox"/> August |
| <input type="checkbox"/> March | <input type="checkbox"/> September |
| <input type="checkbox"/> April | <input type="checkbox"/> October |
| <input type="checkbox"/> May | <input type="checkbox"/> November |
| <input type="checkbox"/> June | <input type="checkbox"/> December |

14. What products do you sell at the Farmers Market? (Check all that apply)

- Fresh produce
- Organically grown produce
- Certified organic produce
- Pesticide free produce
- Processed agricultural products
- Meat / Poultry
- Other products (e.g., crafts)

15. What specific products are you currently selling or are you planning to sell at the Las Cruces Farmers' and Craft Market this year?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____

16. Do you produce organically grown products?

- Yes No

If no, why not?

17. What could be done at the Las Cruces Farmers' and Craft Market to make the market a better outlet for you and your produce?

Exhibit 9. Consumer Survey.

Las Cruces Farmers' Market Study

Thank you for participating in this survey. Your input will help students better understand marketing issues related to farmers' markets and will provide valuable information to help guide the local farmers' market.

Your experience with the Las Cruces Farmers' & Craft Market

1. On a scale from 1 to 5, (1 being unfamiliar and 5 being Familiar) how familiar are you with the Las Cruces Farmers' & Craft Market?

Familiarity with Las Cruces farmers' market	Unfamiliar			Familiar	
	1	2	3	4	5

2. How have you heard about, or how have you become familiar with, the Las Cruces Farmers' & Craft Market? (check all that apply)

- Television Movie theater advertisement
 Las Cruces Sun News Billboards
 Las Cruces Bulletin Word of mouth (example : friends told you about the market)
 Radio Other (please specify) _____

3. Have you ever attended the Las Cruces Farmers' & Craft Market?

- Yes No

YES
 ↓
 If you answered yes to the previous question (question 3) please complete the remaining questions in this section. If you answered no to the previous question (question 3) please complete question 3a and then skip to the next section titled "Your experience with other farmer direct markets."

- 3a. Why have you chosen not to attend the Las Cruces Farmers' & Craft Market?

4. What was or is your primary purpose in attending the market?

- Crafts Produce / food products

5. How would you describe your attendance during the year / growing season?

- Attended once and have never returned
 Attend infrequently (one or twice a year or produce season)
 Attend somewhat frequently (one or twice a month during the year or during the produce season)
 Attend regularly and frequency (once a week during the year or during the produce season)

6. On a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the Las Cruces Farmers' & Crafts Market?

General market evaluation	Poor			Good	
	1	2	3	4	5

7. What are your primary reasons for the rating you provided above (in question 5)?

8. On a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the following qualities associated with the Las Cruces Farmers' & Craft Market?

Location	Poor				Good
	1	2	3	4	5
Days and times of market operation	1	2	3	4	5
General atmosphere	1	2	3	4	5
Quality and/or number of entertainment / social events	1	2	3	4	5
Cleanliness of facilities	1	2	3	4	5
Availability of restroom facilities	1	2	3	4	5
Other _____	1	2	3	4	5

9. On a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the following qualities associated produce at the Las Cruces Farmers' & Craft Market?

Availability of quality produce	Poor				Good
	1	2	3	4	5
Availability of locally grown produce	1	2	3	4	5
Availability of produce bargains (cheaper produce)	1	2	3	4	5
Availability of a large selection of produce items	1	2	3	4	5
Availability of organic produce	1	2	3	4	5
Other _____	1	2	3	4	5

Your experience with other farmer direct markets

10. Please indicate whether or not you have purchase fresh produce from any of the following farmer direct markets.

Farmers' Market (other than the Las Cruces Farmers' & Craft Market)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Community Supported Agriculture group (CSA)	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Roadside produce stand	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Direct from farmer (on-farm sale)	<input type="checkbox"/> Yes	<input type="checkbox"/> No

If you have purchased produce from any of the above farmer direct markets and have experience with the Las Cruces Farmers' & Craft Market please answer the remaining questions in this section. If you have not purchased produce from any of these alternative markets or do not have experience at the Las Cruces Farmers' & Craft Market please skip to the next section "General produce purchasing."

11. Please identify one of the alternative markets you identified in question 10 and compare your experience with that market to your experience at the Las Cruces Farmers' & Craft Market by circling the appropriate word in the comparative sentences below.

Alternative market from question 10: _____

- a. The quality of produce I purchased at the Las Cruces Farmers' & Craft Market was (BETTER / EQUAL TO / WORSE) than the quality of produce I purchased at the other farmer direct market alternative.
- b. The value of my purchase at the Las Cruces Farmers' & Craft Market was (BETTER / EQUAL TO / WORSE) than the value I receive at the other farmer direct market alternative.
- c. It is (MORE / EQUAL / LESS) convenient to purchase produce from the Las Cruces Farmers' & Craft Market than it is to purchase produce at the other farmer direct market alternative.

General produce purchasing

12. Who typically does the grocery / produce shopping for your household?

- You
- Your spouse or partner
- Your roommate
- Your children
- Someone else _____

13. How often do you (or the individual who does your shopping) shop for groceries?

- Several times a week
- Once a week
- Every two weeks
- Once a month

14. Where do you purchase the majority of your fresh produce?

15. On a scale of 1 to 5 (1 being least important and 5 being most important), how important are the following factors in your decision to purchase produce from the source identified above (in question 14)?

	Unimportant		Important		
Convenient location near or with other grocery items	1	2	3	4	5
Store or market hours	1	2	3	4	5
Cleanliness of facilities	1	2	3	4	5
Store or market stocks locally grown produce	1	2	3	4	5
Store or market has wide selection of produce items	1	2	3	4	5
Quality / freshness of produce	1	2	3	4	5
Store or market has organic produce	1	2	3	4	5
Price (value) of produce items	1	2	3	4	5
Other _____	1	2	3	4	5

16. How much do you typically spend on average for *groceries* (all food not just produce items) on a weekly basis?

\$ _____ / week

17. How would you characterize your household's fresh vegetable and fruit consumption?

- Light (less than 5 servings of fresh fruit or vegetables per person per day)
- Average (approximately 5 services of fresh fruit or vegetables per person per day)
- Heavy (more than 5 servings of fresh fruit or vegetables per person per day)

18. Please identify the fresh vegetables and fruits you most commonly purchase

- (a) _____ (d) _____
- (b) _____ (e) _____
- (c) _____ (f) _____

19. Consider the following four bundles of produce items containing your favorite produce (those you identified in question 18). Each of the bundles contains the same type of produce and the same quantity of produce but each has different attributes as identified below. Please indicate below the bundle that you would select.

Attribute	Bundle A	Bundle B	Bundle C	Bundle D
Produce bundle price:	\$ 30	\$ 25	\$ 20	\$ 15
Produce freshness:	Picked today	Picked this week	Picked this week	Picked this week
Source of produce:	Local farmer	Local farmer	U.S. (not local)	Foreign country
Produce grown:	Certified organic	Sustainable but not organic	Non-organic	Non-organic

Your choice:

- Bundle A
- Bundle B
- Bundle C
- Bundle D

Information about you and your household

20. How many years have you lived in Las Cruces?

_____ years

21. What is your gender?

- Female
- Male

22. How old are you?

- Under 20 years of age
- 20 to 34 years of age
- 35 to 54 years of age
- 55 to 64 years of age
- 65 years of age and over

23. Including yourself, how many individuals are there in your household in the following categories?

- _____ Adults (over the age of 21)
- _____ Children between the ages of 13 and 21
- _____ Children between the ages of 5 and 12
- _____ Children under the age of 5

24. Please indicate the income range that includes your annual household income (before taxes).

- Less than \$10,000
- \$10,000 to \$24,999
- \$25,000 to \$34,999
- \$35,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 or more

Additional information / other comments

Is there anything we may have overlooked? Please use this space for any additional comments you would like to share concerning the local farmers' market or other farmer direct produce markets.

Exhibit 11. Mall Intercept Survey.

Las Cruces Farmers' & Craft Market

Your experience with the Las Cruces Farmers' & Craft Market

1. How long does it take for you to get from your home to the market?
_____ minutes

2. On average, how many times per month do you attend the market?
_____ times

3. What day / time do you prefer to come to the market?
_____ day _____ time

4. What months of the year do you attend the market?
 Jan Apr Jul Oct
 Feb May Aug Nov
 Mar Jun Sep Dec

5. One a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the Las Cruces Farmers' & Crafts Market?

	Poor					Good
General market evaluation	1	2	3	4	5	

6. On a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the following qualities associated with the Las Cruces Farmers' & Craft Market?

	Poor					Good
Location	1	2	3	4	5	
Days and times of market operation	1	2	3	4	5	
General atmosphere	1	2	3	4	5	
Quality and/or number of entertainment / social events	1	2	3	4	5	
Cleanliness of facilities	1	2	3	4	5	
Availability of restroom facilities	1	2	3	4	5	
Other _____	1	2	3	4	5	

7. On a scale of 1 to 5 (1 being poor and 5 being good) how would you rate the following qualities associated produce at the Las Cruces Farmers' & Craft Market?

	Poor					Good
Availability of quality produce	1	2	3	4	5	
Availability of locally grown produce	1	2	3	4	5	
Availability of produce bargains (cheaper produce)	1	2	3	4	5	
Availability of a large selection of produce items	1	2	3	4	5	
Availability of organic produce	1	2	3	4	5	
Other _____	1	2	3	4	5	

8. Does WIC availability affect your decision to attend the market?
 Yes No

9. Which of the following were How have you heard about, or how have you become familiar with, the Las Cruces Farmers' & Craft Market? (check all that apply)

- Television Movie theater advertisement
 Las Cruces Sun News Billboards
 Las Cruces Bulletin Word of mouth (example: friends told you about the market)
 Radio Other (please specify) _____

10. What percent of your fresh produce is purchased at the following outlets?

- _____ % Las Cruces Farmers' and Craft Market
 _____ % Other farmers' markets
 _____ % Other direct marketing (e.g., roadside stands, community supported agriculture program, etc.)
 _____ % Traditional grocery stores (e.g. Albertson's, Wal-Mart)
 _____ % Health food store (e.g. Wild Oats)
 _____ % other _____
 100 %

11. What do you feel is missing or needs to be added to the market?

Information about you and your household

How would you characterize your household's fresh vegetable and fruit consumption?

- Light (less than 5 servings of fresh fruit or vegetables per person per day)
 Average (approximately 5 services of fresh fruit or vegetables per person per day)
 Heavy (more than 5 servings of fresh fruit or vegetables per person per day)

12. What is your gender?

- Male Female

13. How old are you?

- Under 20 years of age 55 to 64 years of age
 20 to 34 years of age 65 years of age and over
 35 to 54 years of age

14. Including yourself, how many individuals are there in your household in the following categories?

- _____ Adults (over the age of 21)
 _____ Children between the ages of 13 and 21
 _____ Children between the ages of 5 and 12
 _____ Children under the age of 5

15. Please indicate the income range that includes your annual household income (before taxes).

- Less than \$10,000 \$35,000 to \$49,999 \$75,000 to \$99,999
 \$10,000 to \$24,999 \$50,000 to \$74,999 \$100,000 or more
 \$25,000 to \$34,999

Please answer questions on reverse side