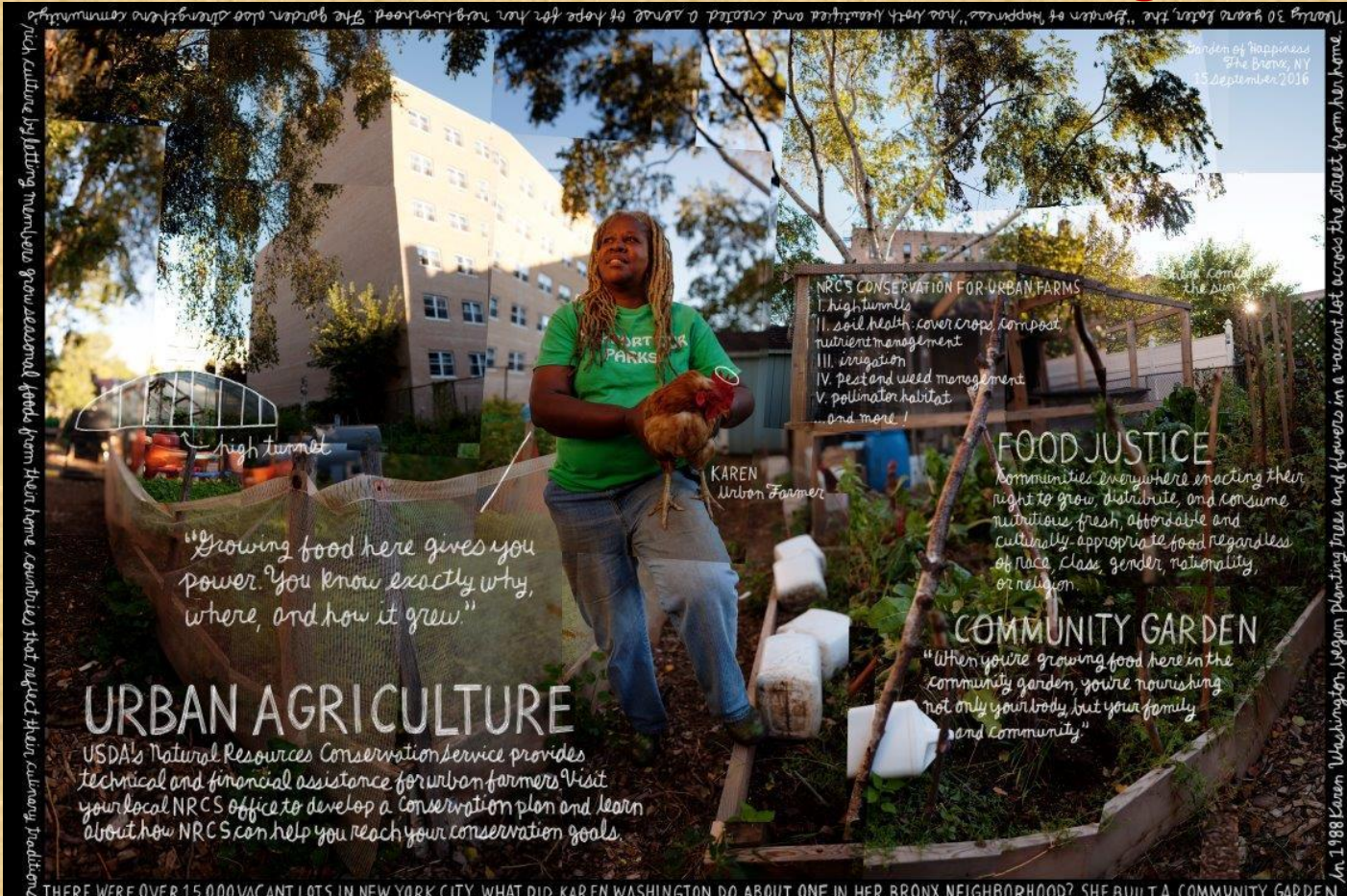


URBAN AGRICULTURE

A Participatory, Primer Course

Part 2b: Marketing Plans



Robert Kluson,
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Resources
Agent

UF/IFAS
Extension
Sarasota
County ¹

Marketing



See the video at

http://www.youtube.com/watch?v=U0daHaToSvg&list=UUBLjDb8nbFW4_TVXipLaiTA

Food Dollar Economics (2014): USDA Marketing Bill Series Report



- The *farm share* of the food dollar is the share received by farmers from the sales of raw food commodities.
- The *marketing share* is the remainder accruing to food supply chain industries involved in all post-farm activities that culminate in final market food dollar sales.

Food Dollar Economics (2017): National Farmers Union (NFU) Farmer's Share Publication

- Farmers and ranchers took home just 11.4 cents from every dollar that consumers spend on their Thanksgiving dinner meals.
- Examples of some of the 15 items NFU tracked for the Thanksgiving season include:
 - turkey growers, who raise the staple Thanksgiving dish, receive just 5 cents per pound retailing at \$1.69.
 - wheat farmers averaged a meager 6 cents on 12 dinner rolls that retail for \$3.49
 - dairy producers received only \$1.47 from a \$4.49 gallon of fat free milk

Paradigm Shift for Success and Avoiding Negative Food Dollar Trends

- **“Old agriculture” approach**
 - Selling undifferentiated commodities
 - Anonymous buyers
- **“New agriculture” approach**
 - Selling differentiated products
 - Direct contact with customers

What Is A Product?

- Too many small farms have a “production” mentality & do not fully assess their potential product line
- Products can be multi-faceted:
 - Commodities (a.k.a., foods)
 - Final consumer goods
 - e.g., value-added products
 - Services
 - e.g., plant workshops & newsletters



Developing A Marketing Plan

A Marketing Plan Should Include:



- Results of market research: customers, competitors, buyers, suppliers, and trends
- Marketing objectives: goals that help you mark your progress, typically short term (less than 2 years), and are measurable/attainable
- Strategies to reach objectives: the process of getting your product from the farm to the customer (product, price, place, promotion)

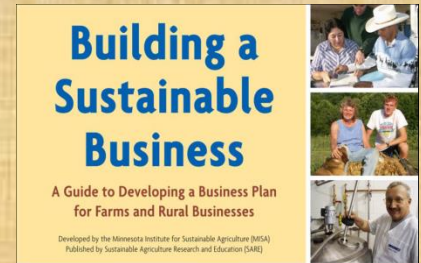
Urban Agriculture Income Streams

Examples



- Watch video “Seven Different Revenue Streams from Urban Farming - with Curtis Stone” at <https://www.youtube.com/watch?v=ikVYcF9RDbU>

“A Sustainable Business Plan” -Strategic Marketing Plan-



- *Based on a “Whole Farm Approach”*
- *Think How Individual Enterprise Product Strategies Fit Together*

Effective Marketing Strategies

Address The Following:

- **Markets:** who are the target customers & what do they value?
- **Product:** products offered & how unique?
- **Competition:** who are the competitors & how will the organization position itself?
- **Distribution & Packaging:** how & when will the product be moved to the market?
- **Prices:** how will the product be priced?
- **Promotion:** how & what will be conveyed?

Customer Identification: Segmentation

- **Geographic** - by regions, counties, states, zip codes, census tracts, etc.
- **Demographic** - based on age, gender, race, education, income, etc.
- **Psychographic** - by lifestyle, behavior, values, culture, etc.
- **Needs** - by health, local, quality, safe, preferences, etc.

Identifying Potential Markets

How do you identify markets & customers ?

- Primary Sources of Information
 - Your knowledge & experience
 - Observation
 - Surveys: written and telephone
 - Personal interviews
 - Test marketing

Identifying Potential Markets

How do you identify markets & customers ?

- Secondary Sources of Information
 - Chambers of commerce
 - Trade associations & membership directories
 - USDA/Government sources
 - Online resources
 - Example internet searches: “Top Food Trends YEAR” and “Top Consumer Trends YEAR”

Identifying New Markets Example

- KNOW YOUR MARKET'S DEMOGRAPHICS = KEY STRATEGY
- There are several free sources of information on-line to help you identify the demographics of your market.
- Identify them today, and watch how they are projected to change.
- Adapt your product mix to their lifestyle

CITY-DATA.COM

As featured on Tech Guru's segment on WABC in New York, Bay News 9 in Tampa Bay, and USA Today's Hot Sites

We've collected and analyzed data from numerous sources to create as complete and interesting profiles of all U.S. cities as we could. We have thousands of pictures, maps, satellite photos, stats about residents (race, income, ancestries, education, employment...), geographical data, crime data, housing, businesses, political contributions, weather, hospitals, schools, libraries, houses, airports, radio and TV stations, zip codes, area codes, user-submitted facts, similar cities list, comparisons to averages... If you ever need to research any city for any reason, from considering a move there to just checking where somebody you know is staying, this is the site for you.



[Top 100 Lists](#) of cities, including highest income, least crime, newest houses, most females, shortest commute, best educated residents, and many more.

[Random city pictures](#) submitted to our site.

Use the search box:

<http://www.city-data.com/>

Example Data: Tampa, FL

- Population (year 2000): 303,447, Est. population in July 2010: 335,709 (+10.6% change)
- Males: 148,050 (48.8%), Females: 155,397 (51.2%)

- Co.: Hillsborough; Land area: 112.1 sq mi

- Zip codes: 33601, 33602, 33603, 33604, 33605, 33606, 33607, 33608, 33609, 33610, 33611, 33612, 33613, 33614, 33615, 33616, 33617, 33618, 33619, 33620, 33621, 33622, 33623, 33624, 33625, 33626, 33629, 33630, 33631, 33633, 33634, 33635, 33637, 33647, 33650, 33651, 33655, 33660, 33661, 33662, 33663, 33664, 33672, 33673, 33674, 33675, 33677, 33679, 33680, 33681, 33682, 33684, 33685, 33686, 33687, 33688, 33689, 33690, 33694, 33697

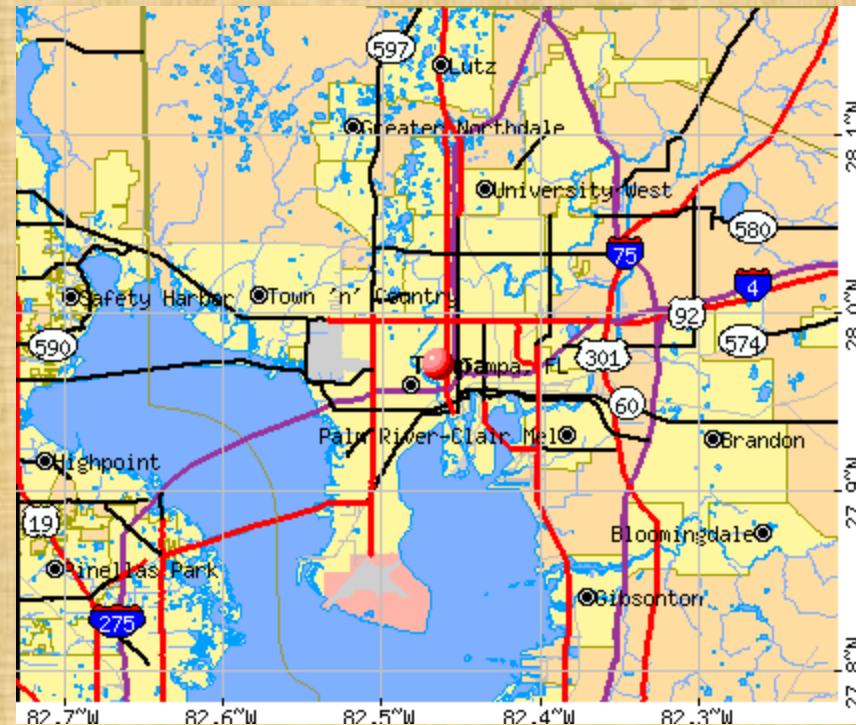
- Median resident age: 34.6 years

FL median age: 41.3 years

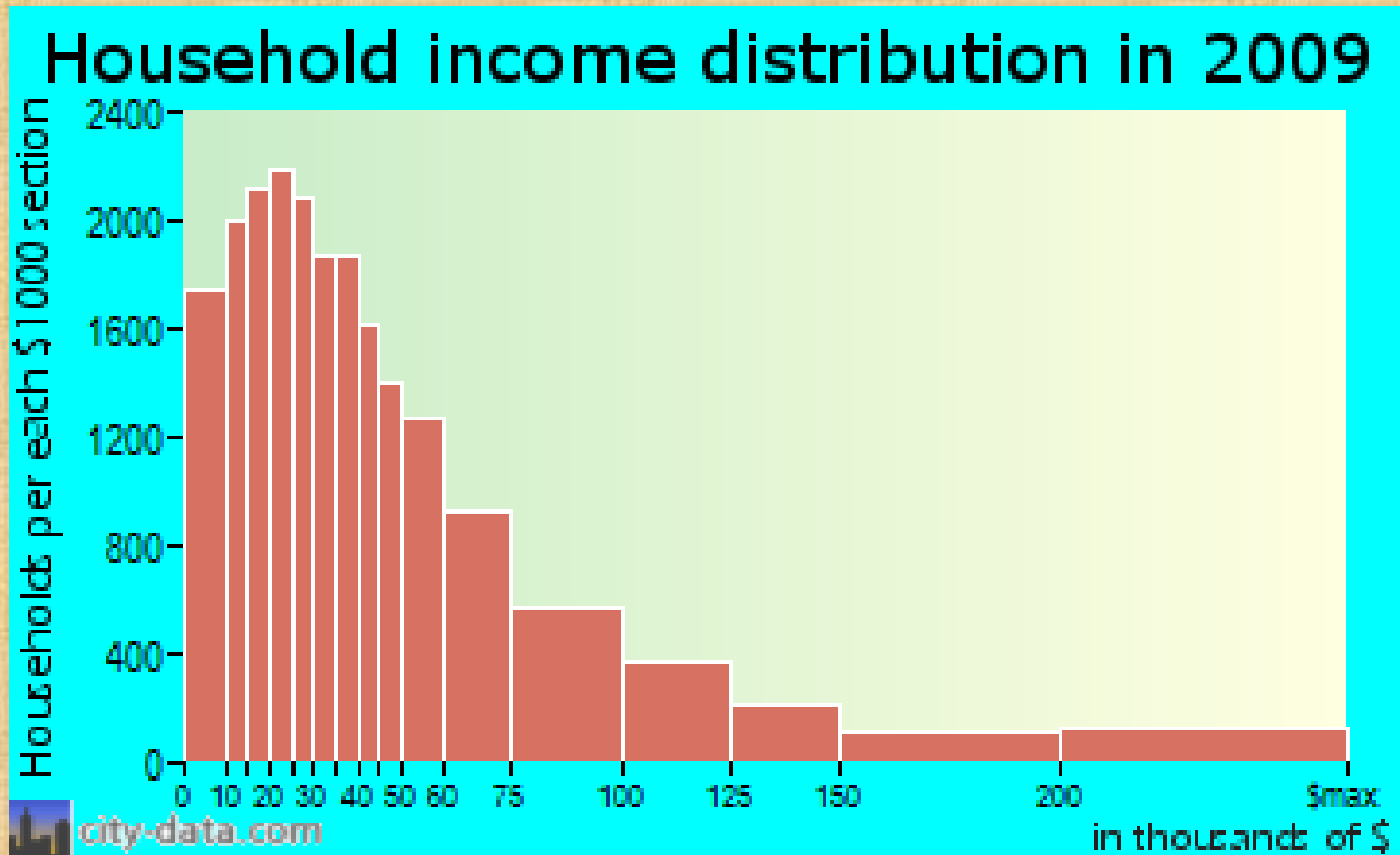
- Median household income: \$41,605 - (2009)

FL median household income: \$44,736

Median per capita income: \$26,154



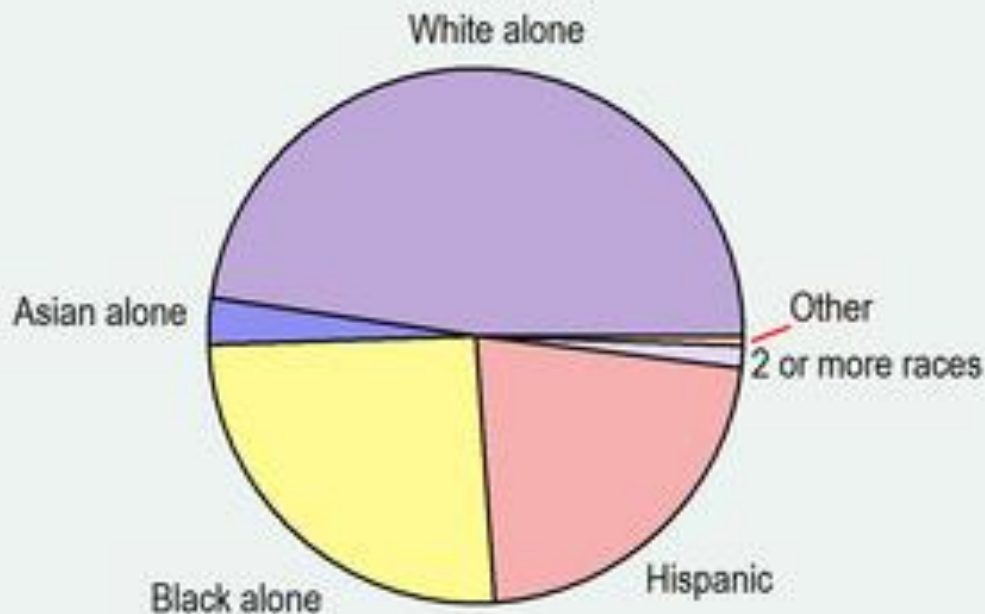
Example Data: Tampa, FL



For population 25 years and over in Tampa:
High school or higher: 77.1%
Bachelor's degree or higher: 25.4%
Graduate or professional degree: 9.2%

Example Data: Tampa, FL

Races in Tampa, FL



White alone - 155,552 (46.3%)

Black alone - 83,032 (24.7%)

Hispanic - 77,472 (23.1%)

Asian alone - 11,362 (3.4%)

Two or more races - 6,535 (1.9%)

American Indian alone - 755 (0.2%)

Other race alone - 794 (0.2%)

Native Hawaiian and Other Pacific Islander alone - 207 (0.06%)

Assessing New Markets Potential

- Start with possible pool of customers or market potential
- Identify number of competitors and their share
- Identify your potential share.

Assessing New Markets Potential

- Who uses your product? How often is it used?
- Multiplying these two can give you an indication of the market potential (expressed as the number of customer or sales) you might expect in a market.
- First, find accurate population stats then
- Combine with good “useage” stats

Consumption and Usage Resources

- Sources for information on Consumption and usage:
 - USDA – per capita food consumption estimates
 - <http://www.ers.usda.gov/Briefing/Consumption/>
 - Trade Associations
 - <http://www.foodinstitute.com>
 - <http://www.specialtyfood.com>
 - Commodity Groups (e.g. FL Fruit and Vegetable Association)
 - University Research

Specialty Foods Market Research

A Guide to Asian Vegetables



New Entry Sustainable
Farming Project

A Guide to African Vegetables



New Entry Sustainable
Farming Project

Provides names and recipes of ethnic crops

Ethnic Consumer Food Market Research

- Researchers at Rutgers, UF, and Univ of MA conducted surveys in major northeast markets to quantify market demand and to identify crops that are popular among four large ethnic groups that dominate the Eastern Seaboard: Chinese, Asian Indian, Puerto Rican and Mexican.
- Chinese selections included edamame, pak choy, oriental spinach, snow peas, oriental eggplant, edible luffa, baby pak choy, napa cabbage, perilla, oriental mustard, and malabar spinach.

Ethnic Consumer Food Market Research

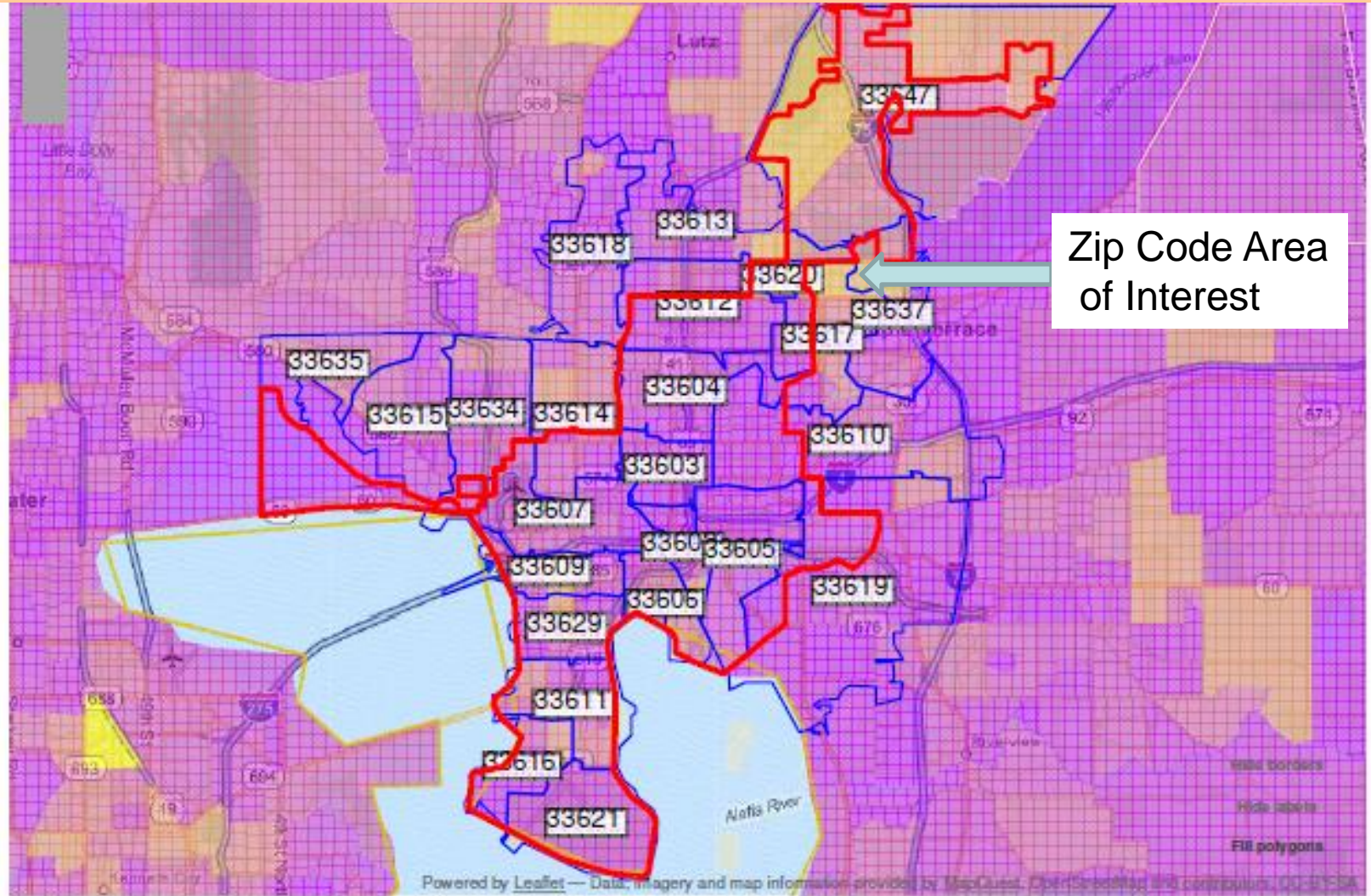
- Asian-Indians want things like eggplant, amaranth, bottle gourd, cluster beans, fenugreek leaves, mint leaves, mustard leaves, ridge gourd, white pumpkin and bitter gourd.
- Mexicans prefer anaheim pepper, calabaza, calabacita, chili jalapeno, chili poblano, chili serrano, chili habanero, cilantro and tomatillo.
- Puerto Ricans are seeking aji dulce, batata, calabaza, calabacita, chile caribe, cilantro, berenjena, pepinillo and verdolaga.

Ethnic Consumer Food Market Research

- Despite opportunities in ethnic crops, growers need to resist the temptation to dive head first into this market without doing the following homework:
 - develop a reliable connection in your community, or make yourself known as a reliable part of your community
 - find somebody in the ethnic community that has come to them, or who has worked for them for a few years growing or buying other produce
 - making sure you're growing for the right community of the ethnic market by finding out who your customers are, where they're from, and get the best description you can of what they're looking for.

Tampa % Asian Population By Zip Code

<http://www.city-data.com/zipmaps/Tampa-Florida.html>



Displaying: tracts. Zoom in to view higher resolution data (available down to the block level)

Purple Color



Yellow Color

- City boundary

- Zip Code boundaries

Tampa Farmers Market Search By Zip Code

http://search.ams.usda.gov/farmersmarkets/default.aspx

[Search Near](#)
[Products Available](#)
[Payment Accepted](#)
[Market Location](#)
[Winter Markets](#)
[State Contacts](#)

Search near ZIP: Distance: miles



[Map Results](#)

Info	MarketName	City	State	Website
			All	
	5.5 Seminole Heights Sunday Morning Market	Tampa	Florida	
	7.1 Ybor City Saturday Market	Tampa	Florida	
	8.0 Cheyennes Country Thangs	Lutz	Florida	
	8.2 Tampa Wholesale Produce Market	Tampa	Florida	
	8.2 Tampa Downtown Market	Tampa	Florida	
	9.5 Seminole Heights Sunday Morning Market	Tampa	Florida	
	9.6 Seminole Heights Sunday Morning Market	Wesley Chapel	Florida	
	9.9 Tampa Bay Farmers Market	Tampa	Florida	

Export to Excel

Specialty Foods Market Research



Specialty Foods Market Research and Trends Resource



- ❖ Sales growth and declines within 60+ specialty food categories
- ❖ Sales comparisons of specialty food categories vs. mainstream foods, showing where specialty foods are gaining market share
- ❖ The fastest-growing retail channels for specialty foods
- ❖ Penetration levels of specialty food categories, where they are strong and where there is still opportunity
- ❖ Emerging cuisines
- ❖ Supply chain input on product claims most important to consumers

Food Supply Consumer Views University Market Study Example

- Web-based survey results of a 500 responses from a representative sample of US population.
- Highest importance placed on food safety, freshness (harvest date), and pesticide use on fresh produce they purchase.
- 57% of respondents in this survey “somewhat” or “strongly” agreed that organic food was healthier than conventional food.

Food Supply Consumer Views University Market Study Example

- 69 % “somewhat” or “strongly” agreed that local food is better for their personal health than food that has traveled across the country.
- 88% perceived local and regional food systems to be somewhat safe or very safe, compared to only 12 percent for the global food system.
- 58% were willing to pay more and 38 percent indicated they would pay the same for locally grown foods (i.e., of respondents who shop for locally-grown foods)

Local Food Systems in Florida: Consumer Characteristics and Economic Impacts

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February 6, 2013



**‘Local Foods:
Where are
people
Purchasing
It?’**

2013 Local Food Systems in FL Study

Table 7. Summary of survey respondent participation in local food marketing channels in Florida

Market Channel	Participated	Did Not Participate	Don't know or No Answer
	Weighted Percentage of Respondents		
Retail grocery stores	52.8%	17.2%	30.0%
Farmer's markets, roadside stands, U-pick	61.7%	34.0%	4.3%
Community Supported Agriculture	1.1%	89.6%	9.3%
Special arrangement	4.3%	87.4%	8.4%
Restaurants	27.9%	43.5%	28.6%

Results represent weighted percentages of respondents using sample weighting factors.

2013 Local Food Systems in FL Study

Table 13. Summary of average annual spending per household for local foods reported by survey respondents in Florida

Local Food Market Channel	Average Value Per Household
Local foods at retail	\$815
Farmer's markets, roadside stands, U-pick	\$243
Community Supported Agriculture (CSA)	\$1.5
Special arrangement with farmer/grower	\$12.2
Local food at restaurants	\$42.8
Total	<u>\$1,114</u>

Results reflect sample weighting factors.

2013 Local Food Systems in FL Study

Table 16. Weighted and expanded estimates of annual local food purchases by market channel and Florida region in 2011-12

Florida Region	Retail stores	Farmer's markets	Community Supported Agriculture	Special arrangement	Restaurants	Total All Local Food Channels	Percent local all food purchases for at-home consumption
	----- Million Dollars -----						
Gainesville	\$205.9	\$47.7	\$0.33	\$2.00	\$9.1	\$265.0	26.4%
Jacksonville	\$448.6	\$157.6	\$4.89	\$2.71	\$29.1	\$643.0	16.9%
Miami-Fort Lauderdale	\$1,690.7	\$486.0	\$1.34	\$66.86	\$126.5	\$2,357.4	20.8%
Orlando	\$1,937.6	\$592.4	\$0.09	\$11.62	\$70.1	\$2,610.6	21.8%
Panama City	\$7.4	\$9.3	\$0.00	\$0.00	\$1.6	\$18.3	2.3%
Pensacola	\$183.8	\$64.7	\$0.00	\$3.72	\$14.9	\$267.2	17.7%
Sarasota-Bradenton	\$524.0	\$181.0	\$0.00	\$2.33	\$22.5	\$728.0	18.9%
Tallahassee	\$179.7	\$66.9	\$0.68	\$0.72	\$10.2	\$258.3	36.2%
Tampa-St. Petersburg	\$897.2	\$204.9	\$4.04	\$1.10	\$35.3	\$1,142.6	18.0%
Not available	\$3.6	\$2.8	\$0.00	\$0.17	\$0.1	\$6.6	11.2%
Total All Regions	<u>\$6,078.6</u>	<u>\$1,813.3</u>	<u>\$11.38</u>	<u>\$91.22</u>	<u>\$319.5</u>	<u>\$8,297.0</u>	20.1%

2013 Local Food Systems in FL Study

Conclusions

- Many FL households express desire to purchase local foods but preferences exist among direct markets
- Majority of respondents reported a rather expansive definition for local foods
- Fruits & vegetables represented 39 % of all local foods purchases thru local markets
- Animal food products represented 43 % of all local foods purchases thru local markets
- Reasons for purchasing local foods commonly included “freshness, food safety, & nutrition”.

2013 Local Food Systems in FL Study

Conclusions (continued)

- The per household and overall market shares of local foods purchases estimated for FL are higher than levels reported elsewhere and nationally
- Results suggest a relatively more developed foodshed in FL due to optimal growing conditions & seasons
- Due to the very large total economic impacts, local foods purchases make an important economic impact to FL
- Regionally w/in FL, central & north FL represented relatively larger shares of local foods purchases

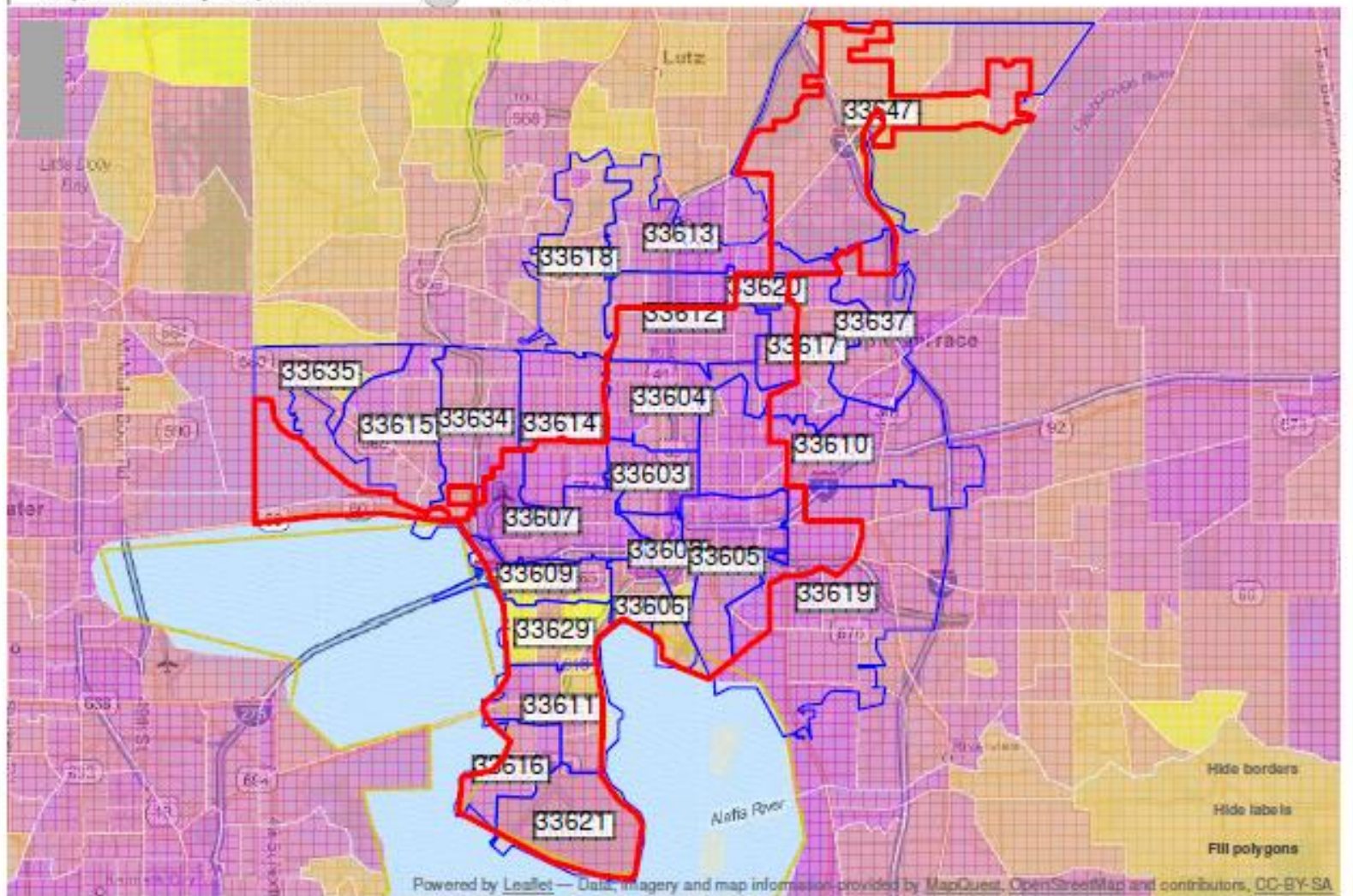
Organic Foods: Who's Eating It?

Industry study based on national demographics of household consumers in grocery stores:

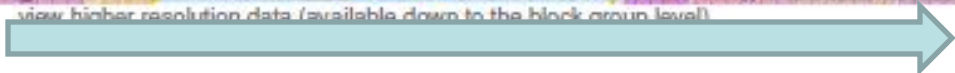
- Ethnicity
 - African-American but not Hispanic & Asian are less likely compared to Caucasian.
- Income
 - Higher levels more likely to purchase but not likely to spend higher proportionately on organic vegetables as total vegetable purchases
- Education
 - Higher levels led to higher likelihoods to purchase, as well as greater share on fruits & vegetables

Tampa Median Income By Zip Code

<http://www.city-data.com/zipmaps/Tampa-Florida.html>



Purple Color



Yellow Color

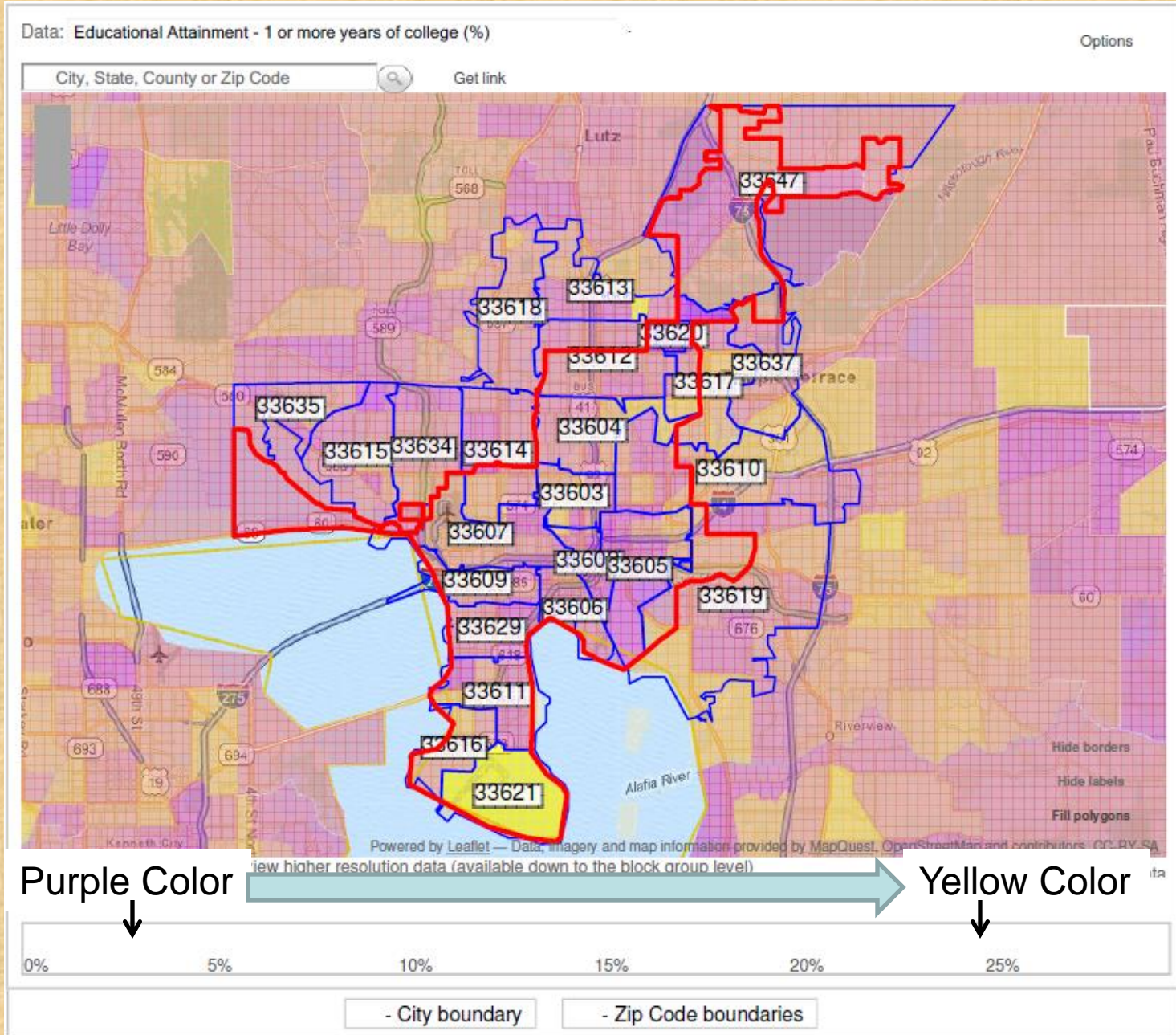


- City boundary

- Zip Code boundaries

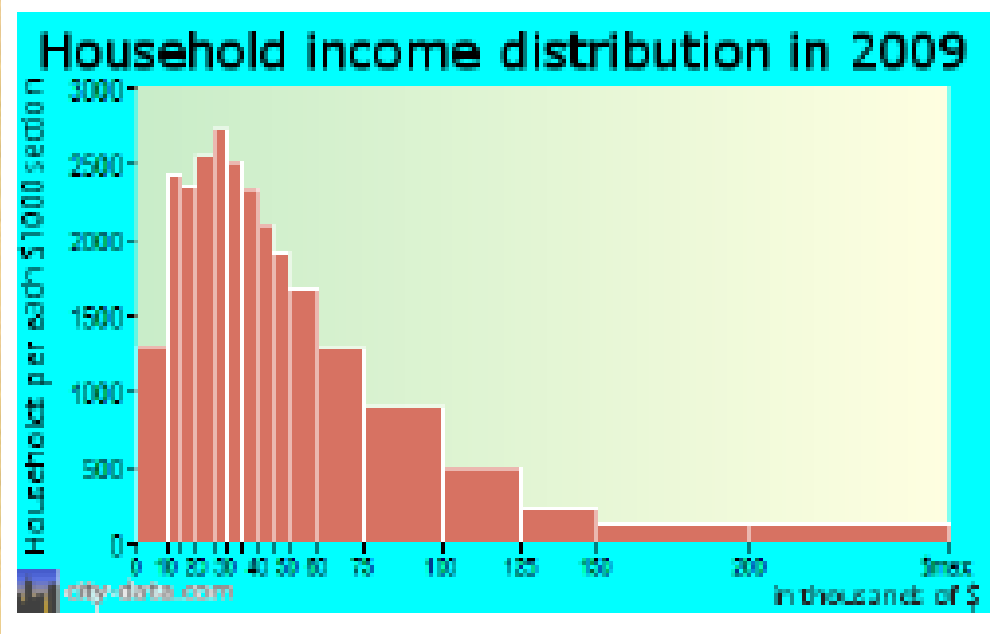
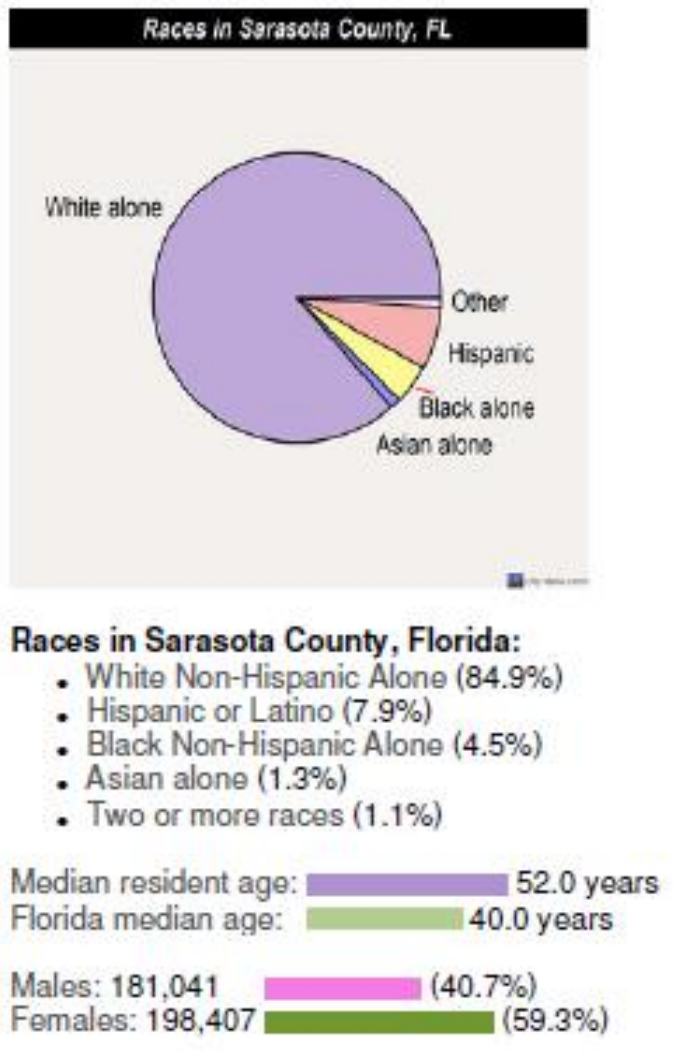
Tampa College Education By Zip Code

<http://www.city-data.com/zipmaps/Tampa-Florida.html>



Sarasota County Demographic Information

- Similar data is available for the 3 cities of Sarasota, Venice and Northport.



Assessing New Markets Potential

❖ ESTIMATING LOCAL DEMAND

- Draw map with 20, 25, 30 miles radius
- Get census data
- Add up population for three circles
- Adjust for demographics factors
- Adjust production to population numbers
- Example = estimated 10,000 people needed to market one acre of strawberries (statistic from Strawberry Growers Association)

Assessing Direct Markets



Farmers Markets



eMarketing



CSA



Institutional



Restaurants

Direct Markets 'Factors'

- 'Pros'

- One-on-One access to the end-users of your products (who you are may matter)
- Smaller, more manageable volumes
- Generally receive a higher price vs. wholesale
- More flexibility relative to your product availability
- Increased ability to move all variability in product quality

Direct Markets 'Factors'

- **'Cons'**

- Smaller volume requires a large enough customer base to move the entire crop
- **More daily marketing required**
- Does this fit the operation and skills?
- **Just because you remove the middleman, doesn't mean you can skip their functions**
- May or may not earn higher profits

Direct Markets 'Factors'

- 'Challenges'
 - Meeting customer expectations
 - Restaurants
 - Walk-in customers
 - Internet sales
 - Access to various customer groups requires different approaches and skills
 - Can you constantly find ways to differentiate your product/service?

Assessing Wholesale Markets

Producer responsibilities to buyer:



- Buyer's reputation: it's on the line w/ your product
- Be reliable: buyer needs to count on you
- Consistency: deliver a consistently high quality product for the buyer to sell
- Time: be on time with deliveries
- Farm food safety plan certification: Food Safety Modernization Act's new mandates

Wholesale Markets 'Factors'

- Customer needs: provide products that buyers request rather than trying to find customers for what you grow
- Be knowledgeable: buyer relies on producer to provide information on product's features, advantages and benefits become an asset to the buyer
- Specialty crops: some buyers are especially interested in crops not produced by the larger farms
- Product identity: you can develop your own logo or packaging to enhance the product



Wholesale Markets 'Factors'

- Transportation costs: you will have to deliver your product to the buyer
- Special handling and grading: some buyers have particular requirements and standards for products; these vary by customer
- Special packaging: some buyers are very "picky" about how you deliver product
- Prices: wholesale is usually 50% less than direct sales to consumer
- Limited diversity: less diversity is risky
- Pooled production: small farmers will need to work together to meet production demands



Collaborative Marketing

- ❖ The sharing of marketing can be part of a collaborative or cooperative farming model
- Collaborative marketing is a realistic solution for small- to mid-size farms that are seeking access to larger markets, e.g., wholesale markets, but unable individually to serve such markets.
- In collaborative marketing, several like-minded producers join together formally to market and distribute farm products, but not necessarily under the governance or control of a cooperative governance.

Cooperative Marketing

- ❖ Marketing cooperatives are businesses owned by the producers that use the business to sell their goods.
- ❖ The cooperative operates at cost, and distributes any surplus profits back to the members in proportion to the dollar value they've sold through the co-op.

Cooperative Marketing

- Marketing is a fairly specialized skill set that can be a huge relief to a producer to be able to outsource. Other benefits of shared marketing include:
 - Sharing of distribution costs lowers the costs for each producer.
 - Several producers can reach a sufficient sales volume to hire qualified salespeople.
 - Allied sellers can negotiate more stable prices and consistent sales.
 - Increased product volume, consistency, and reach can open new market outlets.
 - Strong shared brand can bring marketing advantages.
 - Cooperative value adding, like washing or processing, can bring higher prices.

THANK YOU . . .



References & Resources

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- Mother Earth News. How To Start An Urban Farm – see <https://www.motherearthnews.com/organic-gardening/garden-planning/how-to-start-an-urban-farm-ze0z1408zhou>

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- Purdue University's Business Planner <https://www.agecon.purdue.edu/planner/>
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- UCSC Agroecology and Sustainable Food Systems. Small Farm Planning – see https://casfs.ucsc.edu/documents/Teaching%20Direct%20Marketing/Unit_2_0_Biz_Plan.pdf
- UF/IFAS/FAMU Small Farm & Alternative Enterprise Program: Planning and Management– see http://smallfarms.ifas.ufl.edu/planning_and_management/index.html

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 - National Ag Library. Farm Business Planning – see <https://www.nal.usda.gov/afsic/farm-business-planning>
 - NRCS. Success Stories in Urban Agriculture – see <https://www.nrcs.usda.gov/wps/portal/nrcs/detail/national/organic/?cid=nrcseprd1318094>
 - Risk Management Agency. SWOT Analysis: A Tool for Better Business Decisions – see http://www.agriculture.state.pa.us/portal/server.pt/gateway/PTARGS_0_2_24476_10297_0_43/agwebsite/Files/Publications/SWOTbroch-FINsingles.pdf
 - Urban Agriculture Toolkit – see <https://www.usda.gov/sites/default/files/documents/urban-agriculture-toolkit.pdf>
- World Crops for Northern US – see <http://worldcrops.org/>
- Wysocki, A.F. UF/IFAS Food and Resource Economics Dept, “Helping Your Small Farmers Develop a Business Plan”

Online Video/Webinar/Course Resources

- Farmers Market Association of NY. Online Marketing For Profit Course – see <http://www.nyfarmersmarket.com/work-shop-programs/online-marketing-for-profit-course.html>
- New Entry Sustainable Farming Project. Farm Business Planning – see <https://nesfp.org/farmer-training/farm-business-planning>
- Profitable Urban Farming. The Business Plan – see <http://profitableurbanfarming.com/business-plan/>
- Ted Talks
 - Can an urban farmer earn a living wage? | Teresa O'Donnell -
see <https://www.youtube.com/watch?v=wLTggYKknZw>58

Online Marketing Information

- Sources of demographic & food consumption data and trends
 - AG Marketing Resource Center, IA State Univ. - http://www.agmrc.org/markets_industries/food/food-consumption-trends/
 - City-Data.com - <http://www.city-data.com>
 - SRDS Lifestyle Market Analysis - <http://next.srds.com/media-data/consumer-demographics>
 - Fresh From FL, FDACS - <http://www.freshfromflorida.com/#Agriculture-Industry>
 - USDA Know Your Farmer Know Your Food Program - <http://www.usda.gov/wps/portal/usda/usdahome?navid=KNOWYOU RFARMER>
 - US Census Bureau - <http://www.census.gov/>
 - USDA Economic Research Service -- <http://www.ers.usda.gov/publications/aib-agricultural-information-bulletin/aib792.aspx>

Preparations for Next Class

- Read: ATTRA. Direct Markets – see <https://attra.ncat.org/attra-pub/viewhtml.php?id=263>
- Visit a local urban food market that sells locally-grown produce, e.g., farmers market; produce stand; farm; retail food store; etc. Take pictures of their displays and signage. Send them to me at rkluson@scgov.net
- Collect prices of locally-grown specific vegetables, fruits, herbs and/or flowers that are sold at this market. Send them to me at rkluson@scgov.net