

Organizing a Successful Agricultural Direct Marketing Workshop



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Introduction

The farmer/rancher share of the food dollar has shrunk dramatically in the last century. Producers now claim less than twenty cents of every food dollar. The processing-marketing-distribution sector, on the other hand, reaps more than 65 cents of every dollar. This trend shows no sign of slowing as a globally integrated, industrial food system channels food to wholesale and large retail distribution networks and the fast food industry. The outcome for farmers is they are forced to accept lower and lower prices for their products and have less control over future pricing decisions. Although consumers may benefit from lower food prices, they do so at a cost. Few know where their food comes from, who grows it or how it was grown. Many lack access to fresh, nutritious food in their neighborhoods.

In contrast to this dominant trend, some farmers and consumers have recognized that a more sustainable food system is within their grasp if they can find ways to rebuild relationships that offer better economic returns for farmers; reasonably priced, high quality food for consumers; and satisfying interactions around food for all. Direct marketing opportunities provide these benefits. Not only does direct marketing enhance the farmers' position in a competitive economic environment, but it creates personal connections that allow farmers, consumers and communities to unite around increasing access to good quality, locally grown food.

Although marketing is essential for successful farming operations, the information, training and technical assistance that producers need are not readily available. Few agricultural professionals who provide assistance to producers have marketing background or experience. Developing local demand for agricultural products has not been a high priority in most states. However, the demand for direct marketed products is building, from consumers, public institutions and communities.

In 2000, five states (California, Colorado, Hawaii, Idaho and Oregon) jointly obtained funding from the Western Region SARE program for a series of direct marketing workshops.

The project sought to enhance the ability of agricultural and community development professionals to develop successful direct marketing channels and strategies. A total of 13 direct marketing workshops were held in 2002 and 2003 with a total estimated attendance of 1,700. These one- or two-day events addressed direct marketing strategies, opportunities, barriers and solutions.

Farmers, ranchers and direct marketing organizations together with Cooperative Extension and USDA personnel, community organizations and agricultural service providers were the main audiences for these workshops. The merging of these diverse audiences provided unique educational and action opportunities. The workshops provided “how-to” direct marketing information at the farm operation, individual and institutional level and also examined the community-level implications of direct marketing strategies. Workshops provided tools that communities and farmer organizations can use to assess the potential for direct marketing in their area. In each state, workshop organizers worked with broad-based planning committees composed of Cooperative Extension educators, USDA and state agency personnel, farmers and representatives of community organizations.

This publication shares the resources, ideas, and experiences of each state in developing workshops on direct marketing. We hope that others can use what we have developed to organize workshops and conferences on direct marketing in their own region.

The project also developed a *Direct Marketing Educational Resource Guide* that organizes and describes existing educational materials on various aspects of direct marketing. This Guide is available in searchable form at the national SARE Web site <http://www.sare.org> (targeted release date June 2004).



When planning a direct marketing workshop, focus first on the basics: assess and define the need, the target audience, and educational goals and objectives. In addition, there are some strategies and recommendations that relate specifically to agricultural direct marketing. This section includes both general and specific direct marketing-related guidelines and highlights techniques for moving your educational program from idea to reality.

Planning the Event / Setting the Stage

Form the Planning Team

The formation of a strong collaborative planning group is one of the most important aspects of the planning process. Some collaborations form naturally around shared goals and objectives or from a history of working together. Other collaborations will need to be built from the ground up with organizations and individuals outside your usual circle of interaction.

Some of the factors you might consider when identifying potential collaborators include their ability to:

- offer expertise and experience in addressing direct marketing topics and issues,
- provide a local connection to direct marketing activities in the area,
- make a financial contribution,
- contribute the time and energy to make things happen,
- follow through on assignments,
- recruit constituents to attend the conference,
- influence policy or legislation, and
- secure future support for direct marketing efforts.

Keep your planning group small and manageable! A smaller set of partners can more effectively share goals and create a common focus for the event.

Identify Needs

What are the priority needs of your clientele? Get input from your potential audience on what they want, what is relevant and what they need to make their businesses or organizations more successful. You can assess needs through surveys, focus groups or, less formally, through meetings or discussions with stakeholders. Engaging your potential

Some of the workshop titles from this project include:

- **Agricultural Direct Marketing Strategies for Successful Businesses and Communities**
- **New Ideas for Direct Marketing: Selling to Restaurants and Retailers / Creating a Local Identity**
- **Farm Direct Marketing in Oregon: Enhancing Small Farms & Building Communities**
- **Farm Direct Marketing 101: Strengthening Agriculture & Communities**
- **Farmer to Consumer: Enhancing the Connection**
- **Agri-Profiting Through Direct Marketing**
- **The Human Side of Farming: Sustaining Farms and Family**
- **Doing Your Business Better! A Direct Marketing Conference for Agriculture and Small Businesses**

audience in the planning process and developing the workshop focus establishes buy-in and increases participation. Audience subgroups with very different needs may require the establishment of separate workshop tracks.

Determine the Audience

Plan for an audience with a broad range of interests. To effectively create change in the food system, the audience needs to be broad (farmers, ranchers, market managers, city officials, consumers, etc...). Recognize that there may be multiple target audiences. Your audience will influence the intended outcomes, which in turn will influence decisions about the venue, design and focus of the event.

The title of the event must appeal to every audience that you want to attract. A title such as *Farm Direct Marketing* will succeed in attracting farmers as well as those who interact directly with them. But if the event is also aimed at a broader audience such as market managers or restaurateurs or community organizers it would help to add a subtitle.

Define Goals and Outcomes

Identify the goals and outcomes you are trying to achieve. Intended outcomes can be short-, medium- or long-term, but must be measurable by clearly defined indicators. Be sure the intended outcomes are understood and agreed upon by your planning group. This common understanding will help the group as it works through the workshop design and evaluation.

Example of Goal and Outcome Statements

Workshop Topic: Selling Directly to Restaurants and Retailers

Purpose/Goal: To enhance growers' and other participants' capacities to market successfully to local restaurants and retailers.

Outcomes: By the end of this short course, you'll be able to—

- describe the key elements of a successful entrepreneurial relationship with local restaurants and/or retailers, and
- list people, organizations or other resources where you can go for assistance.

Here is a sample budget based on an estimated attendance of 70 people with 40 paid participants and 30 complimentary registrations for speakers and moderators.

Sample Budget for One Day Workshop

Scenario 1:70 participants (including speakers)

Estimated Costs

Facility Rental/Set-up	\$700
Food/Refreshments lunch (\$15 per person) refreshments/breaks (\$8 per person)	\$1,050 \$560
Audio/Visual Equipment Rental	\$300
Speakers/Organizers Travel 20 people @ \$150 avg.	\$3,000
Workshop Materials/Handouts 40 pp per packet @ 8 cents resource guide (100 copies @ \$3) folders (\$2.00 each) nametags	\$250 \$300 \$150 \$30
Publicity/Promotion 1000 brochures—one mailing brochure printing and design mailing	\$500 \$300
TOTAL COSTS	\$7,140

Anticipated Income

Grant Support A	\$1,900
Grant Support B	\$1,500
Grant Support C	\$1,340
Enrollments 40 @ \$60/person 30 @ \$0	\$2,400
Sub-total	\$4,140
TOTAL INCOME	\$7,140

Assess Financial Resources

Assess your current and potential resources. Start by preparing a working budget for your event. You cannot plan effectively without knowing the bottom line financially. Your initial financial estimates are very important as you make decisions about registration fees, whether to offer scholarships, what types of speakers you can afford, what kind of food to serve, what handouts or educational materials you'll distribute, and other details.

A simple budget can be prepared based on estimated expenses, and anticipated income from registration fees and grants. Make sure you take into account the number of complimentary registrations that will be offered to speakers, other special guests, or the press. When considering what to charge participants, be sure to consider how increasing or decreasing the registration fee will affect the number of people who can attend. And remember to publicly acknowledge all your contributors at the workshop.

[Please note: personnel costs have not been included in the sample budget. In most instances, staff time to plan and implement a workshop is contributed as “in-kind.” Alternatively, you can rely on volunteers from partner organizations to help with various aspects of the workshop. If, however, staff time is not paid through other sources, then you will need to add that item to the expense side. Also note that workshops can be subsidized not just from grants, but from other types of in-kind donations such as food, beverages, handout materials, audiovisual equipment, or even the venue for the event.]

Decide Where and When

Venue. Possible options include hotels, community centers, universities and colleges, conference centers, retreat centers, grange halls. In all categories, you will need to weigh the quality of the venue and services provided against the cost and possible drawbacks or shortcomings. Check out the venue/location in detail. Take particular note of air conditioning and heating, sound, lighting, audiovisual options and setup, seating (including your main meeting room and breakout rooms—are they conveniently located?), and catering options.

Date. Consider the audience perspectives when deciding on the date, times and length of the event. How far will they have to travel? Are they willing to spend the night? Are there potential conflicts with their business operations (e.g., field work and harvest schedules, market days). If your primary audience includes part-time farmers who also work at other jobs off the farm, you may need to schedule the event on the weekend or at night. If the event targets restaurant chefs, it will probably work best on a Monday—the slowest sales day and a day that many restaurants are closed. Also, check on potential conflict with other events happening at the same time.



Focus on Food

Pay attention to food! If possible, get local direct-marketed food, whether it be local salad greens or a full-scale, catered, local cuisine. Use of local food may add additional expense and/or time to arrange. However, a menu of local foods is one of the strongest statements you can make to support local direct marketing.

When providing local food, be sure to identify/advertise the local farmers, businesses, and organizations who contributed the food by mentioning their names in conference materials and/or having a placard on the table. Determine the potential number of vegetarians attending the event and offer them options. If participants will be eating out, be sure there are cafes nearby and provide names and directions.

Program Marketing and Outreach

How do you reach your target audiences with information about the event? Use as many means of publicizing the event as possible. At a recent direct marketing conference in Oregon, this is how those in attendance heard about the workshop:

- 37% Direct mail
- 28% Email/listserv
- 22% Newspaper
- 19% Personal communication
- 13% Newsletter
- 14% Other

(sums to more than 100% because respondents could select more than one answer)

It clearly pays to diversify. These data further demonstrate how different audiences can be targeted through different mechanisms. At the Oregon conference, 59% of the market managers indicated that they had learned about the conference through email/listserv while only 19% of the farmers heard about it that way.

Recognize that if this is your first Farm Direct Marketing conference, your current mailing list may not reach the right people. Try to place articles or a description of the workshop in the local paper and any weekly farm newspaper common to your area. (*Capital Press* is a good choice in WA, OR, CA and ID.) Farm newspapers attract farm audiences while other newspapers can be successful in attracting more general audiences. Some newspapers prefer to cover events and publish a story afterwards, rather than provide advance stories about them. Since that approach doesn't help gain an audience for the event, you will need to work harder to convince the paper to also do an advance story, or at least a public service announcement.



This section outlines some of the basic techniques and strategies you and your planning team can use to create a program that meets your educational objectives.

Developing the program is not just a matter of defining the topics you want to address, and identifying possible speakers or presenters.

Thought should also be given to what educational approaches will be most effective in conveying the information and engaging your audience.

Developing the Educational Program and Content

Three Common Workshop Formats

A first step in planning the program is deciding upon the workshop format. Format, of course, is linked to workshop goals and purposes, and your choice of format will depend on the audience and your desired outcomes. Three of the most common format types are the short course, plenary sessions, and concurrent breakout sessions. Often these formats are combined to provide variety.

Plenary. The plenary session is a format that includes all participants together in one room. Opening plenary sessions often involve a keynote speaker and are particularly good for setting the stage for the workshop. Closing plenary sessions may summarize the results of the workshop and provide a sense of closure. An entire workshop may be done in a plenary session especially if there is a small number of participants, a small number of topics, or a strong benefit to keeping everyone together. For example, the day-long plenary format is most appropriate if strategy or policy decisions need to emerge from the day's discussions, as everyone present will have access to all of the relevant information.

Concurrent Breakout Session. Breakout sessions that run concurrently offer participants a choice of topics and allow for more in-depth coverage of a variety of topics. Participants can choose the sessions that most appeal to them while ignoring those that are not as relevant. Often, concurrent sessions are combined with an opening plenary or keynote speaker. This way, participants have the benefit of a general session in which everyone focuses on one issue as well as a smaller, more interactive group in which they can discuss a particular topic in detail.

Short Course. A short course is a half-day or more focused on a target audience (e.g., agricultural professionals, market managers), and/or focused on a single topic (e.g., selling to restaurants, direct marketing). Usually, the audience expectation for a short course includes learning new and up-to-date information about the subject, and leaving with educational reference materials. Participants often enroll in short courses to

	Formats		
Techniques/ Methods	Plenary	Concurrent Breakout	Shortcourse
Expert	Conveys information in short amount of time; brings group together to launch or close the event; inspirational; sets a mood	Provides more in- depth information on a particular topic; usually includes time for audience Q & A	Provides most in depth information with time for discussion and questions
Panel	Provides a way of addressing controversial issues or topics that must be approached from many angles	Offers a variety of views for audience to discuss as a whole (facilitated) or for Q & A of particular speakers (moderated)	Sets the stage for rich audience discussion based on several perspectives
Participatory	Allows smaller groups to focus on problem solving, networking and/ or information exchange	→	

advance their professional knowledge and status. Depending upon the audience and context, out-of-class work is sometimes required in a short course. If the short course has the potential to advance a person’s career status, a certificate of completion may be conferred at the end of the course.

Innovative Techniques

The three formats outlined above provide possible structures for your conference or workshop. Within these formats we have identified three techniques or methods to convey information and/or involve participants in problem solving and practical instruction about direct marketing. The table to the right highlights these techniques and how they fit into the short course, plenary and concurrent breakout formats.

Expert

The “Expert” approach allows one or more persons who have particular knowledge about a subject area to relay that information to the audience, usually through a lecture. The featured speaker analyzes, interprets, and/or summarizes current information in a particular area and brings it into focus for the audience. Communication is generally one-way, from expert to audience until the end of the expert’s presentation when there may be time for questions. The expert format is often used in an opening keynote talk or panel, closing presentation, or luncheon address, is usually about an hour in length, and includes time for questions. There are advantages and disadvantages to the expert style of presenting information.

Advantages:

- An expert’s presentation can provide, in a short amount of time, an overview of a subject area and specific data, research, or evidence to persuade the audience of its importance.
- This technique works well to focus the audience’s attention and inspire them to action.

Disadvantages:

- The speaker must be engaging or the audience will lose interest in and enthusiasm for the event as a whole.
- An expert’s talk only provides one perspective on the topic, although several experts on one panel can present different viewpoints that provide a rich context for later audience participation.

Moderated Panel

The following is an example of the instructions provided to participants of a simple moderated panel:

This session will consist of three separate presentations. Each presenter will have about 30 minutes but should leave some time for questions within those 30 minutes. The familiarity of the audience with your topic areas will vary. I would suggest pitching the presentations at a fairly low level and allow the questions to probe for more advanced material. The plan is to field questions at the end of each presentation since each is on an independent topic.

Panelists (and order of presentation)

Terry Carkner - operates Terry's Berries [a Community Supported Farm (CSA) and farm stand in the Tacoma area] will discuss both the CSA and the farm stand aspects of business.

Aaron Johnson—economist with the OSU Food Innovation Center in Portland to discuss processing, packaging and other things that producers can do to add value.

Vance Corum—coordinator Northwest Direct project and author of a book on farmers' markets, will discuss agritourism and will also moderate the session.

Some general questions each panelist may want to address:

- Can a person make money direct marketing their product?
- What are the most important things someone should know when going into a direct marketing business?
- What factors contribute to the success of a direct marketing business?
- What steps do you recommend for getting started in direct marketing?
- What sources of information are available to help direct marketers?

These are just suggestions so feel free to take the discussion into directions that you feel are more appropriate or relevant.

The “Expert” approach was used successfully in the California Direct Marketing Conference as both an opening keynote and after-lunch presentation. Nationally recognized speakers included Gus Schumacher, former Under Secretary for Farm and Foreign Agricultural Services at the USDA, and Sibella Kraus, Bay Area food marketing educator and creator of the Tasting of Summer Produce in California. Schumacher's national policy perspective and Kraus's statewide experience got participants thinking more broadly and created a context for participants to evaluate their own direct marketing experiences and programs.

Panel

Panels are used during conferences to provide a variety of viewpoints on a single topic or a group of closely related topics.

The two main types of panels are the **Moderated Panel** and the **Facilitated Panel**.

Most panels are moderated to some degree. On the **moderated panel**, the panelist is given a specific amount time for a self-contained presentation followed by questions from the audience. The moderator serves primarily as a timekeeper.

Advantages:

- Each panelist gets his/her own time segment.
- It is simple to organize; little preparation is required ahead of time on the part of the moderator.
- The moderator ensures equal time for all presenters.

Disadvantages:

- The set of presentations can seem choppy, disjointed or repetitive since the moderator may not have communicated with the presenters beforehand.
- Individual speakers may not make good use of their time.
- The overall session may not be flexible enough to meet the needs of the audience. For example, one speaker may be the most interesting, but may not have enough time since the time blocks are set.

Facilitated Panel

Here is an example of instructions provided to participants in a facilitated panel:

The five of you are on the 1:15-2:45 p.m. panel on selling to restaurants and grocery stores.

Panelists:

Michael Thieme is the executive chef at Sweetwaters Restaurant.

Stephanie Kimmel is executive chef/owner of Marche Restaurant.

Brian Rohter is president of New Seasons Markets in the Portland area.

John Neumeister (Cattail Creek farm) raises sheep in Lane County and sells to both restaurants and retailers.

Erica Kratzer (Sweetwaters Nursery) farms in Lane County and sells produce to both stores and restaurants.

Larry Lev (facilitator) is an economist with OSU Extension.

Rather than a series of presentations, this session will emphasize discussion and interaction. Relatively small growers will probably dominate the audience, but there may well be a few larger growers as well and some non-growers too. Here is the schedule:

The facilitator introduces the session. Michael, Stephanie & Brian each take 3 minutes to describe:

1. The type of business you have,
2. Why you buy locally, and
3. What you buy locally.

John and Erica each take 3 minutes to:

1. Describe your farms,
2. Tell why you sell to restaurants/retail, and
3. Tell what you sell to restaurants and stores.

– continued next page

In a **facilitated panel**, the group of presenters is more coordinated and unified than in the moderated panel. The facilitator provides guidance and structure to the session and works with the presenters ahead of time to establish the goals, objectives and agenda.

Advantages:

- It may require less preparation on the part of individual presenters since the actual presentation time may be shorter than in the moderated panel. This can make the idea of participating on a panel much less daunting for some.
- It is often more interesting than a series of unintegrated presentations.
- It is easier to build in audience participation and to modify the session to meet needs of the audience.

Disadvantages:

- It requires more advance work by the facilitator to design the session and communicate expectations with panelists.
- It requires a good facilitator to make sure the session stays on track.

Participatory

Whether applied to the plenary, breakout, or short course format, the main purpose of using participatory techniques in a conference or workshop is to increase the quantity and quality of audience interaction. The underlying premise is that each participant possesses a valuable set of skills, experience and expertise, and participants will learn best when they are more involved in the learning process. With its wide range of topics and the different people involved (e.g., producers, market managers, chefs, business owners, consumers, etc...), agricultural direct marketing fits very well with the participatory approach.

Participatory workshops require careful planning and facilitation. Learning objectives should be well-defined, and guide decisions about specific activities that will be included in the workshop. Be realistic in terms of what can be accomplished in the given timeframe, and plan out activities in detail. The workshop team should be clear about each person's role in the program: facilitator (see next paragraph), timekeeper, note taker, resource person. If resource people or "experts" from outside your workshop team are going to be part of the group, you should meet with them ahead of time (by phone or in-person) to make sure they are clear on the concept and their role in the educational process. If possible, have a dry run of the session beforehand to point out any potential problems.

The facilitator (or facilitation team) plays a key role in participatory workshops. He or she may or may not be in charge of planning the program. If not, the facilitator needs

Facilitated Panel *–continued*

Facilitator leads a discussion focused on the following questions:

- What does a farmer have to do to be a good supplier to your business? Parallel question for the farmers Erica and John: What makes a specific restaurant/store a good client?
- What do farmers need to understand about your business (limits on prices that you can pay, consistency of supply and quality requirements, minimums or maximums on quantity that you can purchase, demands on your time, etc.) Parallel question to the farmers: What do your restaurant and retail customers have to understand about your farm?
- What are some key lessons (painful or otherwise) that each of you has learned about these direct sales relationships. To the buyers specifically: What products would you really like to find more of?
- Looking towards the future, do you see your reliance on local farmers increasing, staying the same or decreasing? How about your business competitors? Parallel question for the farmers: Do you see this part of your business growing? Is there room for others (either selling the same products or others)?

We want to leave plenty of time for audience questions and will probably incorporate those questions as we go. By the end we want the members of the audience better informed about the possibilities they might have in selling to stores and restaurants.

to become very familiar with the objectives and agenda before hand. The facilitator's key responsibilities are to:

- help explain the participatory approach,
- create a positive group learning environment,
- encourage the sharing of ideas, insights and information,
- help get those ideas down on paper in summarized fashion (a separate recorder can assist with this task),
- keep the group on track with the workshop objectives,
- keep the group on time (a separate timekeeper can assist with this task),
- ensure balanced communication among all participants, and
- evaluate progress and success.

To accomplish the above, facilitators use a variety of tools such as games, visual aids, prioritization techniques, and strategic questions.

Advantages:

- Participatory workshops are very effective in addressing topics and issues that are multi-faceted, and that may evoke a variety of solutions or actions.
- They provide an opportunity for people to share their ideas and expertise, work together on problems, and enhance the learning experience.
- Participants learn and remember more when they are actively engaged in the educational process rather than passively listening to someone talk or teach.

Disadvantages:

- Participatory workshops are less effective when the topic or subject matter has a strong technical component.
- Many people come to workshops with a traditional learning approach in mind and will not respond well to group approaches.

The full agenda and facilitator's plan for a participatory workshop is included in the sample agendas at the end of this publication. See the California workshop ***Selling Directly to Restaurants and Retailers***.

Here are some sample questions we have used at two roundtables:

1. Should there be geographical restrictions for growers who sell at metro markets?
2. Every market has a growers' percentage rule in their market rules. How would participants like this rule to be enforced in their market? Should this rule be enforced on a weekly or seasonal basis?
3. What are the challenges of participating in multiple markets?
4. How does the mix of full-time and part-time growers change a market's dynamics?
5. What can/should local and state government do to better support farmers markets? What can vendors and markets do to gain this additional support?
6. Markets have different types of boards – ranging from all farmers to all community members. Discuss the advantages and disadvantages of the alternatives and provide suggestions on getting more participation by either growers and/or community members.

For more information on this technique contact Larry Lev by email: larry.lev@oregonstate.edu

Example of Participatory Activity

The Growers' Roundtable: Encouraging Conversations about Critical Issues in Farmers' Market Management

While farmers markets have grown impressively in recent years, almost all markets face complex and controversial management challenges. Oregon State University and the Oregon Farmers Market Association have jointly developed a "growers' roundtable" meeting format that provides a forum for freewheeling and productive conversations about these issues. Although this approach shares some similarities with a focus group, it differs from the traditional focus group in that the objective is not for the organizers to extract information from a pre-selected group, but rather for each participant to leave with additional information and insight.

Meeting Design

1. In consultation with your clientele, identify a set of important questions. Depending on the size of the group, we would suggest focusing on six or eight questions. Good questions are those that are tough to answer and/or those that bring forth especially divergent opinions.
2. Invite vendors and market managers to participate. Vendors are invited to the roundtable to both talk and listen. Managers are there to listen and record and are given fewer openings to talk.
3. Design a meeting that works for the number of participants, the goals, and the time allocated. Our meeting format works well for 30-35 participants and a 2.5 hour meeting (including breaks).
4. Divide participants into groups of 10-12 people, with roughly equal numbers of market managers and vendors for the best group dynamics. Assign facilitators and recorders for each group. Assign each small group a different set of two questions to discuss and give them about an hour to achieve that task. Since it is essential for vendors to have ample opportunity to share their views, it may be necessary to restrict managers and other non-vendors from speaking except in the last five minutes of each discussion issue.
5. At the end of the hour, allow each small group 15 minutes to report the highlights of their discussions and accept comments and questions from the broader group. The larger group provides useful feedback as well as new ideas. The total time to report back is about 45 minutes.
6. After the meeting, provide a full set of notes to all participants as well as other interested parties.

Speed Mentoring

The Oregon Farmers' Market Association (OFMA) holds an annual conference to educate market managers about current issues. A panel of veteran market managers providing tips and suggestions has always been a valuable session but it suffers from a format that is too similar to all the other sessions. At the 2003 meeting, OFMA replaced the panel with "Speed Mentoring." The entire group divided itself into two categories – experienced managers and inexperienced managers (some juggling had to be done to make the two groups of equal size). Worksheets were passed out to serve as discussion starters. The inexperienced managers listed market management issues/problems they wanted to discuss. The experienced managers listed three significant lessons they had learned in managing markets.

The experienced managers lined up against one wall (think an 8th grade dance) and then the inexperienced managers selected one for a conversation. Instantly the group of 28 managers who had listened attentively for nearly two hours to invited experts formed 14 pairs and started discussing the issues and problems they were facing. The room became noisy and active. After ten minutes, a signal was given and the experienced managers stayed put while the inexperienced rotated one station. Instructions were given to talk about either the same topics (since different people might have different views) or new ones. Without delay, new, intense discussions began. After a second period had passed, this conversation was closed and the speed mentoring ended. It was a tremendous networking and shared learning opportunity. In addition, the change of pace contributed to the success of sessions that followed.

Networking

Networking is common participatory activity during workshops and conferences. The following section distinguishes between the unstructured, informal networking that takes place at meals and breaks, and structured networking that is planned and managed with a specific goal in mind.

Unstructured networking. Breaks, meals, and receptions are often the most productive parts of conferences. Two great things happen during unstructured networking – participants get a change from the rest of the conference (which generally involves a lot of sitting and listening), and they get a chance to make productive contact with other participants.

Several ideas to enhance this unstructured networking are:

- Supply name tags with large print that is readable from a few feet away (consider color coding name tags if it is important to identify types of participants).
- Have long breaks and meals. This has the added benefit of providing some slack time if sessions run over.
- Select venues that have large and comfortable spaces for the breaks. For meals it is best if people can eat sitting at tables.
- Consider adding evening receptions, tastings, or story telling sessions to the agenda.

Structured networking activities. Devoting some of the agenda to structured networking would strengthen many conferences. Structured networking activities can provide the same type of change from the standard conference mode as a break or meal, but they do so in a more purposeful manner. As compared to other types of sessions, the event organizer gives up control of the actual content, but that is a small price to pay given the increased energy, enthusiasm, and practical information that is shared.

Here are four examples:

- Provide space for people who want to discuss a particular topic at a specific time.
- Post wish lists – at direct marketing events we have had farmers' market managers or chefs post the products they want. This allows producers to contact them both during and after the conference.
- Speed mentoring—directed, short conversations between pairs of individuals with more and less experience, respectively, related to a specific skill or topic. (see sidebar at left)
- Speed dating – directed, short conversations between individuals who wish to make some sort of exchange. (see sidebar next page)

Speed Dating

The Farmer-Chef Connection is an educational event aimed at developing marketing relationships between chefs and farmers. Immediately following lunch—usually a difficult time slot to manage—a “speed dating” activity was organized as a way of encouraging more interaction. In advance of the meeting, the chefs had been told to bring their menus and the farmers were instructed to bring their crop lists. Using the 8th grade dance model, the chefs lined up against the wall and the farmers went over and chose an initial “date”. If it had been a smaller group (there were more than 80 participants), the chefs would have given a brief introduction so that farmers would have been better able to target their speed dates.

After ten minutes, a bell rang and participants were instructed to “Shake hands and move on.” After three rounds, the session was called to a halt. A show of hands revealed that all participants felt they had made useful business contacts. No complaints were heard about being sleepy from the spectacular lunch. Participants had renewed energy to face the afternoon workshops, and new marketing relationships were established.

Topics/Speakers Summary

Agricultural direct marketing covers a wide range of topics and issues. The topics and speakers you select are going to depend on the particular focus of your event and the educational needs and objectives you have identified. The workshops conducted through this project show this variety in content. Included in this publication are the complete agendas for five of the workshops funded by this project (one from each state). You can go through each to see what topics appear in the programs and how the sessions were conducted. Contact information is provided for each program in case you have follow-up questions, need more information, or want to find out about the other events organized through this project.

In addition, we have sifted through all thirteen of the workshop programs that were part of this project and developed a summary list of the presentation titles (see pg 33) and speakers, collated by the following major topics:

- Direct Marketing—Strategies and Business Planning
- Community Supported Agriculture
- Creating a Local or Regional Identity / Branding and Labeling
- Agri-Tourism
- Value-Added Marketing
- Farmers’ Markets
- Selling to Restaurants and Retailers / Direct Marketing to Institutions
- Building Partnerships, Coalitions, and Community Links
- Production and Processing Issues
- Regulatory and Policy Issues
- Customer/Consumer Awareness
- Transitioning to the Future

You may contact the following individuals if you have questions about this list or about how to get in touch with any of the speakers:

California: David Chaney (dechaney@ucdavis.edu) or Gail Feenstra (gwfeenstra@ucdavis.edu)

Colorado: Dennis Lamm (Dennis.Lamm@colostate.edu)

Hawaii: Richard Bowen (rbowen@hawaii.edu)

Idaho: Cinda Williams (cindaw@uidaho.edu)

Oregon: Larry Lev (larry.lev@oregonstate.edu) or Garry Stephenson (Garry.Stephen@oregonstate.edu)

Once you have identified your presenters, it is important to communicate with them clearly from the get-go. After an initial invitation and agreement by telephone, you should follow up with an invitation in writing. This letter should clarify what is expected of them and

Additional Ideas for a Successful Direct Marketing Workshop

- Make sure you have enough staff and volunteers to help with food service, registration, audiovisual equipment, lights, set-up and clean-up.
- Make registration efficient and keep the registration line manageable and short.
- Assign a designated overall troubleshooter to help with emergency problems.
- Have timekeepers for plenary and breakout sessions whose job is specifically to keep the event on track.
- Assign a technology and audiovisual assistant to manage computer/projector set up and assist with any problems related to presentation equipment or PowerPoint presentations.
- Encourage speakers to have a back-up option for technology snafus (e.g. slides if PowerPoint doesn't work).
- Provide live music and fun activities especially at the beginning or end of the conference to bring people together.
- If possible, have tables for eating and include local food as table favors.
- Identify and acknowledge all those who contributed and/or prepared food for the event.
- Present an award for local direct marketing efforts at an awards ceremony.
- Give out publications and other educational materials as door prizes (e.g., who came the furthest, etc.).
- Think about handouts strategically.
- Remind participants to turn in their evaluation forms. Use incentives to encourage participants to turn in their forms (e.g. drawings, raffles).
- Include a participants list in the conference packet.
- Include biographical sketches and contact information for speakers and other resource people.

provide details about the venue, the exact date and time of their presentation, the format, and the names and contact information of moderators or facilitators they will be working with (if any). You should also be clear about what expenses you can and can't cover in getting them to the event, and provide instructions for making travel arrangements and how they will be reimbursed. Follow-up telephone calls, conference calls, or email prior to the workshop can also provide an opportunity to discuss in more detail the goals, objectives, content and meeting format.

Evaluating your workshop or conference will help you document program impacts, gauge participant satisfaction, and provide important feedback for planning your next event. Questionnaires, focus groups, and individual interviews are common evaluative techniques. This summary focuses on the questionnaire approach, usually administered to participants during or immediately following an event.

For a good discussion of the theoretical approaches to evaluation, see the 2002 article by S.J. Bailey and M.Y. Deen in the *Journal of Extension*, Volume 40, Number 2. The article is titled A Framework for Introducing Program Evaluation to Extension Faculty and Staff and is available online at <http://www.joe.org/joe/2002april/iw1.html>.

For more in-depth information you may want to read "The five-tiered approach to evaluation: Context and implementation," a chapter from the book *Evaluating Family Programs* by H.B. Weiss & F.H. Jacobs (1988, New York: Aldine DeGruyter).

Evaluating the Workshop

Day-of-Event Evaluation

Educational event evaluations should assess the infrastructure and logistics of the program, as well as participants' learning. A sample evaluation form is included on page 18.

Goals

To obtain a general impression of an event: It is important to find out what participants thought about the overall educational program. Individuals or committees want to know whether they did a good job organizing and implementing an event. Funders or program sponsors want to know if their money was well-spent. A variety of questions can be used to assess the event from different angles, but the main objective is to find out: was it successful?

To identify improvements for future events: Evaluations are valuable tools for improving events that will be repeated in the future. This information can be obtained through a variety of open and closed ended questions, and will generate a list of potential improvement in such areas as facility, food, topics, and speakers .

To assess learning by participants: Questions addressing what participants learned provide another means of documenting program impact to administrators and project sponsors. Assessing basic knowledge gained through an educational event also provides participants with an opportunity for reflection. Our evaluation form for this project asked "Did the workshop increase or enhance your knowledge of direct marketing strategies and opportunities?" Note that this type of question does not take into account varying levels of knowledge of your audience. If you are trying to obtain a more accurate assessment of specific knowledge gained you might use a pre- and post-test evaluation technique.

10. How do you plan to use the information you have gained at this event (please be specific)?

11. Please rate the usefulness of the breakout sessions you attended:

Not Useful Very Useful

- | | | | | | |
|--|---|---|---|---|---|
| <input type="checkbox"/> Selling to Restaurants /Retailers | 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> Creating Local Identity | 1 | 2 | 3 | 4 | 5 |

12. Comments on breakout sessions:

13. What is your overall rating of this workshop? (circle one)

Excellent Good Fair Poor

COMMENTS OVERALL

Strengths of this workshop were:

Workshop could have been improved by:

May we contact you at a later date to follow-up with a few questions about how you have used what you have learned at this event?

- No Yes (please provide name address, telephone, email)

Name _____
Address _____
City _____ State _____ Zip _____
Telephone _____ Email _____

Additional suggestions for a successful evaluation

- Tie the questions to what participants should have learned. Focus on workshop goals or specific practices - the take home messages. This might include questions related to specific management practices or use of specific marketing channels.
- Be thorough. Well-thought-out questions result in higher quality, reliable information; questions which lead participants toward desired answers do not.
- Keep the evaluation short. This will improve both the overall response rate and the percentage who complete the entire evaluation.
- Ask only the necessary questions. What is absolutely crucial to know in order to make improvements or assess impacts? There are many questions that “would be nice” but often the information from these questions is not used. Extraneous questions add to the length of the evaluation (see above).
- Throughout the educational event, encourage participants to complete evaluations. Have a clear process for collection of the evaluations. For full day, or multiple day events, consider using half-day evaluation forms so that those who leave early, or come later in the day can focus their comments on the section of the event they attended. Response rate is crucial if you plan to use the information externally and is desirable for most internal uses as well.

To assess impacts on or behavior change by participants: Impacts or actual behavior changes by participants are more difficult to assess particularly immediately following the event when participants have not yet had the opportunity to apply what they learned. Questions that assess the participants' intent to act on or apply what they learned will provide some measure of whether your educational objectives were met and the potential impacts from the event.

Questions that were used on our evaluation form included:

Do you expect to use what you have gained at this event in your work? (Response indicated on numerical range 1-5)

Do you have any specific ideas on how you will use the information you have gained at this event? (Response indicated on numerical range 1-5)

Do you plan to get involved in direct marketing activities, make changes to your marketing strategy, or recommend direct marketing activities as a result of what you learned today?

(Have participants check one:

No Yes-within 6-12 months Yes-within 12-18 months)

How do you plan to use the information you have gained at this event? (Participants write in specific details of what they plan to do.)

Long-Term Impact Evaluation

The best measure of actual behavior change by participants is a long-term follow up survey. This method allows event organizers to go beyond intent, and document actual changes in participants' behavior (e.g., adoption of new business or farming practices, application of new production techniques). This approach requires additional time, effort and funding. In order to get reliable data it is important to use an established survey method protocol. For guidance on questionnaire construction, and procedures for obtaining a high response rate, refer to Mail and Telephone Surveys: The Total Design Method by D.A. Dillman (1978: New York, Wiley) and How to Conduct Your Own Survey by P. Salant and D.A. Dillman (1994: New York, Wiley). These references are also useful for short-term evaluations.

See next page for a sample questionnaire for a long-term follow-up evaluation.

Sample Evaluation Forms
Sample Post-Conference Long-Term Impact Evaluation

2002 Farm Direct Marketing Conference
Participant Survey

Our mailing list shows that you attended a pre-conference program on Friday evening, February 22, 2002. As we plan for the 2003 Farm Direct Marketing Conference, we'd like your input. Please answer the following questions so that we can gauge the impact of the Friday evening program and Saturday conference on your operation.

1. Please circle the letter of the option that best describes your situation last February.

In February, 2002, I was best described as:

- A. Grower already, direct marketing.
- B. Grower already, not direct marketing.
- C. Interested in becoming a grower.
- D. Not involved in farming. Go to Question 5.

2. Based on the information and resources provided at this conference I:
- A. was inspired to start or expand direct marketing activities.
 - B. discovered that direct marketing was not for me.
 - C. am still undecided.

3. We're interested in knowing which of the following marketing strategies you now practice.

Check the box that applies for each activity:

	Doing before the conference	Started in 2002	Plan to do someday	Don't plan on doing it
Farmers' Market				
CSA				
Farm Stand				
Direct to Restaurant				
Direct to Retail				
Direct to Institution				

4. For those marketing strategies you engaged in before the conference, which have you improved as a result of information and ideas you gained there?

	Improved Practices	Comments
Farmers' Market		
CSA		
Farm Stand		
Direct to Restaurant		
Direct to Retail		
Direct to Institution		

5. The 2002 Farm Direct Marketing Conference was:
(circle the number that best indicates your assessment of the conference)

1
2
3
4
5
 not very useful somewhat useful very useful

Why?

6. What changes or improvements would you suggest for the conference?

Thank you!

Appendix A Sample Agendas

California

**Direct Marketing Short Course:
Selling to Restaurants and Retailers
California Farm Conference
Ventura, California
November 17, 2002**

CALIFORNIA

For more information on this workshop or other direct marketing events in California, contact David Chaney (dechaney@ucdavis.edu) or Gail Feenstra (gwfeenstra@ucdavis.edu).

**Direct Marketing Short Course
California Farm Conference
Ventura, California
November 17, 2002**

Agenda [with facilitator instructions]

Morning Session: Selling Directly to Restaurants and Retailers

Purpose: To enhance growers' and other participants' capacities to market successfully to local restaurants and retailers.

By the end of this short course, you'll be able to:

- Describe the key elements of a successful, entrepreneurial relationship with local restaurants and/or retailers.
- List people, organizations or other resources where you can go for assistance in the future.

Session Agenda

- 8:00 Registration and set-up
9:00 Welcome, Purpose, Objectives of short course
9:10 Introductions of participants
9:45 Practitioners' Panel
Kris Pustina, Frankie's Restaurant, Ventura
Patrick Clark, California Café, Palo Alto
Mark Mulcahy, Organic Options, Glen Ellen
Questions and answers with participants
10:30 Small Group Discussion
Break out into three groups by those who want to focus on developing relationships with
- Retailers
 - Restaurants
 - Restaurants with catering/other
- 11:00 Sharing Information from Small Groups
11:40 Where to go for assistance
11:50 Snowball Summary
12:00 Conclusion

Selling to Restaurants and Retailers
Short Course at the California Farm Conference
Agenda
November 17, 2002

8:00 Registration and Set-up

Materials:

3 flip chart pads
3 sets of colored marker pens
5 x 7 index cards with reflection questions
plain paper for snowball activity
sign-in sheet
almonds, dried fruit for tables

9:00 Welcome [Gail]

“The Hook”: Ask 3-4 leading questions about success/failures in marketing to restaurants/retailers. As for a raise of hands. (For example, “How many of you have ever tried to.....?”) Then, this session is for YOU!

Describe short course using title/purpose/learning objectives.

9:10 Introductions [Gail]

Instructions: Pair up, take 5 minutes to find out each others’ names, where from, what you do. Then introduce your partner to the rest of the group. Less than 1 minute per introduction.

9:45 Practitioners’ Panel [Dave introduces]

Practitioners should be practically focused. Ask presenters to identify skills/ingredients they’ve learned from their experience that make their relationship with growers successful. Mention people/places that participants might go for assistance.

Kris Pustina (10 minutes); Patrick Clark (10 minutes); Mark Mulcahy (10 minutes)

Questions and answers with participants (15 minutes)

10:30 Small Group Discussion [Gail introduces]

Break out into 3 groups by those that want to focus on relationships with:

Retailers [Mark/Jeri]

Restaurants-standard [Kris/Gail]

Restaurants-catering/other included [Patrick/Dave]

Each group has a practitioner and facilitator to help guide discussion, record comments. One person from each group should be selected to report back.

Each group has a set of questions to guide the discussion. Participants should take the lead in suggesting answers from their own experience or from what they’ve already heard. Practitioners ask the questions, probe for answers, offer suggestions that might improve the suggestions.

Questions on 5 x 7 Card

- Who should you talk to when you are ready to make your first contact with a restaurant or retailer?
- What are the key points you want to talk about in your first contact with the restaurant/ retailer?
- What “homework” should you have done before your meeting?
- What information should you have at your fingertips about your operation?
- What information should you know about the restaurant or retailer?
- What are three important things you’ll need to do to maintain a good relationship with your buyer?

11:00 Sharing Information from Small Groups [Mark leads discussion]

Each group takes about 10 minutes to report answers to questions or other important information that came up.

Time for other comments/questions (10 minutes).

11:40 Where to go for assistance [Dave leads]

Ask participants to come up and write down on easel where folks can go for more assistance on this topic. This could come from what they’ve heard or what they’ve done in their own operations.

11:50 Snowball Summary [Gail leads]

Ask participants to write down one new thing they’ve learned that they plan to use in the near future. Then, crumple up the paper into a “snowball” and throw it at someone else. Everyone picks up a snowball and reads what is written.

12:00 Conclusion [Dave]

Ask participants to fill out evaluation forms

Thank participants for coming. Tell about next short course in afternoon on Local Identity. We will send out written summaries of group discussions, list of assistance.

Sample Agenda: Oregon

Farm Direct Marketing in Oregon:
Enhancing Small Farms & Building Communities
Oregon State University Extension Service
Valley River Inn
Eugene, Oregon
Saturday, March 1, 2003

Oregon

For more information on this workshop or other direct marketing events in Oregon, contact Larry Lev (larry.lev@oregonstate.edu) or Garry Stephenson (Garry.Stephenson@oregonstate.edu).

**Farm Direct Marketing in Oregon:
Enhancing Small Farms & Building Communities
Oregon State University Extension Service
Valley River Inn
Eugene, Oregon
Saturday, March 1, 2003**

8:30 am Registration and refreshments

9:30 am Welcome - Garry Stephenson and Larry Lev, Oregon State University
Suzanne Briggs, President, Oregon Farmers' Market Association

Plenary--John Ikerd: *Reconnecting Farmers and Communities Through a Localized Food Supply.* Willamette Ballroom. John Ikerd was raised on a small dairy farm in southwest Missouri and received his Ph.D. in Agricultural Economics from University of Missouri. Since retiring from the University in early 2000, he spends most of his time writing and speaking out on issues related to family farms and sustainable agriculture with an emphasis on economics of sustainability.

10:30 am Morning break. Displays and refreshments available in Willamette Foyer.

11:00 am MORNING SESSIONS

Plenary--Neil Hamilton: *Legal Issues for Farm Direct Marketing.*

Willamette Ballroom. Neil Hamilton is one of the nation's leading authorities on the role of law in shaping agriculture. He is director of the Agricultural Law Center at Drake University. Neil grew up on a 200 acre family farm in Adams County, Iowa. He currently lives on a 10-acre farm near Waukee, Iowa, where he and his wife raise fresh vegetables for several local restaurants. He has taught agricultural law for the last 18 years and has written a series of books and articles for farmers and lawyers including "The Legal Guide for Direct Farm Marketing." For the last four years he has studied new developments in America's food system, such as community supported farms, the growth of farmers' markets, and the development of local food systems. He has specific interests in the development of state food policy councils.

Food and Agriculture Town Hall Meeting: Community, Policy and Action.

North McKenzie Ballroom

A “Town Hall” style forum on Rural Economic Development, revitalization of rural areas and the link with food and agriculture.

Moderator: Kim Leval

Panelists: Deborah Higa, Oregon Rural Development Council; Kathi Jaworksi, Rural Development Initiative; Kim Thomas, Oregon Food Bank; Tom Lininger, Lane County Commissioner; Phil Barnhart, Oregon State Legislature, Representative House District 11; Laura Barton, Oregon Department of Agriculture, Trade Development

12:00 pm Lunch and networking with managers of Oregon’s farmers’ markets

1:15 pm -

2:45 pm EARLY AFTERNOON SESSIONS

Making Money by Selling to Restaurants and Stores.

Willamette West

Restaurants and groceries can be excellent market outlets for high quality local products. This session will look at the types of products they buy, what they look for in a good supplier, and what farmers need to know to profit from this type of market. The panel will provide tips from the perspective of both the buyers and the producers.

Moderator: Larry Lev, OSU Extension

Panelists: Stephanie Kimmel, Marche; John Neumeister, Cattail Creek Farm; Erica Kratzer, Sweetwaters Nursery; Michael Thieme, Sweetwater Restaurant; Brian Rohter, New Seasons Market

Do it Better: Sell Smart and Increase Profits.

Willamette East

Not the same old talking head workshop you’ve seen before—but a dynamic interactive session. We guarantee you will walk out with new ideas to increase your sales immediately. Session will include: Make Every Inch Count with Better Displays, The 10 Golden Rules of Superior Customer Service, How to Write a Press Release that Gets Results and Value Add-On’s.

Moderator: Dianne Stefani Ruff, Portland Farmers Market

Panelists: Janne Stark, Gathering Together Farm; Amy Brown, R / West; Tom Winterrowd, Pitkin Winterrowd Farms

Pioneering Oregon Food Policy Councils: Learning from the Iowa Model.

North McKenzie Ballroom

Neil Hamilton and members of some of Oregon’s local food policy councils share models and ideas to enhance food and farm policy decisions in Oregon.

Moderator: Kim Leval, Center for Rural Affairs

Panelists: Neil Hamilton, Drake University; Susan Bowie-McCoy, Food for Lane County; Betty Izumi, Portland Food Policy Council

2:45 pm - 3:15 pm Afternoon break. Display and refreshments available in Willamette Foyer.

3:15 pm - 4:45 pm LATE AFTERNOON SESSIONS

Unraveling Certification and Labels.

Willamette West

In recent years there has been an explosion of “eco-labels” indicating that food has been produced in an environmentally and socially preferable way. This session will explore some of the prominent labels (including the National Organic Program) along with the alternative of no label at all.

Moderator: Garry Stephenson, OSU Extension and Rebecca Landis, Corvallis Albany Farmers’ Markets

Panelists: Chris Schreiner, Oregon Tilth; Scott Exo, The Food Alliance; Kimberly Moore, Deep Roots Farm

Business Planning Tools and Tips for Farm Direct Marketing Success.

Willamette East

Come learn how to improve your agricultural enterprise in a forum of farm market pioneers as they review and discuss the educational programs, the financial resources and their experiences for creating successful farm direct marketing businesses.

Moderator: Noa O’Hare, Lane County Farmers’ Markets



Panelists: Gary Valde, Lane Community College;
Annette Pershern, River Bend Farm
Randy Henderson, Thistledown Farm;
Bill Goldsmith, Oregon MicroEnterprise Network

Exploring Funding Opportunities for your Marketing Endeavors.

North McKenzie Ballroom

For growers, extension policy makers, researchers, non-profits, farm and environment groups and others interested in enhancing navigation of state and federal funding sources to assist growers with tapping new markets, expanding existing markets and/or making management changes to lower input costs.

Moderator: Kim Leval, Center for Rural Affairs

Panelists: Laura Barton, ODA Trade Development; Maria Menor, Oregon Department of Human Services

5:00 pm - Reception featuring locally grown food, wine and beer;
6:00 pm hosted by OSU and the Lane County Food Coalition

6:00 pm - Post-Conference Session
7:30 pm

It's Not Only Commodities: Mining the 2002 Farm Bill for New Funding Opportunities.

N. McKenzie Ballroom

This workshop will expand on the afternoon session "Exploring Federal and State Funding Opportunities for Your Marketing Endeavors." Many new funding opportunities exist in the 2002 Farm Bill. Presented by Kim Leval, Center for Rural Affairs and made possible by a grant from the Bullitt Foundation.

Sample Agenda: Idaho

2002 Farm Conference: Successful Direct Marketing
Herrett Center for Arts and Science
University of Idaho Cooperative Extension
College of Southern Idaho, Twin Falls, Idaho
Friday, March 1, 2002

IDAHO

For more information on this workshop or other direct marketing events in Idaho, contact Cinda Williams (cindaw@uidaho.edu).

2002 Farm Conference: Successful Direct Marketing
Herrett Center for Arts and Science
University of Idaho Cooperative Extension
College of Southern Idaho, Twin Falls, Idaho
Friday, March 1, 2002

This workshop is a series of 45 minute “on the hour” seminars for all producers, small and large.

Morning Program

10:00 Direct Marketing: What are your options?

Speaker: Dr. Jo Ann Robbins, University of Idaho Extension Educator,
Jerome County

11:00 Community Supported Agriculture: Local products can stay at home

Speaker: Brent Warner, Secretary Canada West, NAFDMA

12:15 p.m. Lunch with the speakers: Tomatoes Restaurant (no host meal)

Table Topics: Working with NAFDMA, Programs and Possibilities

Afternoon Program

2:00 Agritourism/Entertainment Farming: Making farming entertaining

Speakers: Brent Warner, Secretary, NAFDMA and Rob Leeds,
Ohio State University

3:00 Fruits of Your Labor: Direct market options for fruits

Speaker: Kay Hollabaugh, Vice President Northeast, NAFDMA

4:00 Farmers' Markets in Southern Idaho

Speaker: Steve Tanguay, Twin Falls Farmers Market Manager

5:00 Advanced Farmers' Markets: How they can work for you

Speaker: Charlie Touchette, North American Farmers' Direct Marketing
Association (NAFDMA)

Sample Agenda: Colorado

**Southwest Marketing Network
Expanding Markets for
Southwest Small-Scale,
Alternative, and Minority
Producers
March 31-April 1, 2003**

COLORADO

For more information on this workshop or other direct marketing events in Colorado, contact Dennis Lamm (dlamm@agsci.colostate.edu).

**Southwest Marketing Network
Expanding Markets for Southwest Small-Scale,
Alternative, and Minority Producers
March 31-April 1, 2003
Doubletree Hotel, Durango, CO**

If you are a farmer, rancher or community member interested in increasing regional marketing opportunities and expertise, this conference will provide options and valuable skills that will benefit you and your business. The conference will bring people together from new and existing projects to share experiences and ideas. Collaborative Work Sessions will help you build upon your own project, whether it be on your ranch, farm or in your community. All participants will share their experiences and identify resources necessary to accomplish their goals. The support of the Southwest Marketing Network goes beyond the conference. Once you have identified specific training needs for your project, the Network hopes to help you with many of those needs in coming months.

Who should come:

Individuals and organizations who are committed to participating in the Network for the next 3 years and who will participate fully in one of the Collaborative Work Session issues before, during and beyond the conference.

Collaborative Work Sessions are to help you define your priorities and desired outcomes relative to your work or project, identify resources available to help you, and develop networks to strengthen the sustainability of your work. These collaborative sessions include:

- **Group Marketing:**

Co-ops and other types of group businesses for meat producers, fiber and produce growers.

- **Growing Markets–New and Existing:**

How to grow your business through direct marketing, creating and building a farmers' market in your community, and developing Native American products.

- **Food and Agriculture Policy:**

Why and how to develop broad-based food and agriculture policy initiatives.

- **Promoting Our Local Products:**

The importance of product identity and how to develop eco labels, local and regional labels. The latest information on organic certification and how it affects you.

• **Institutional Purchasing:**

Opportunities linking farmers' produce and products to school lunch programs, restaurants, hotels and other food services.

Conference Program

Monday March 31, 2003

7:00 a.m. Breakfast + Registration

8:30-10:00 Welcome to the SWMN: Community Building Collaborations
Collaboratives: An Overview and Methods of Collaboration. Jim Dyer, NCAT and Kate Clancy, Wallace Center

	Group Marketing	Growing Markets	Policy	Promoting Our Local Products	Institutional Purchasing
10:30-11:45	<i>Different Structures and Purposes</i> Chris Fullerton Jennifer Kemp	<i>Farmers' Markets: A Southwest Perspective</i> Esther Kovari Dee Logan Felice Lucero	<i>Protecting Our Food and Agricultural System through State Initiatives</i> Mark Winne Pam Roy	<i>Ecolabels, Cause Marketing, Local and Regional Labels</i> Jim Dyer Steve Warshawer	<i>Potential for Small to Medium Family Farms</i> Marion Kalb Jack Keys Dawn Thilmany
Lunch					
1:30-3:00	<i>Marketing through Co-ops: Meats, Produce and Fiber Products</i> Maria Varela Dan Hobbs John Scanga	<i>Developing Farmers' Markets: Regulations, Funding, Advertising, Programs and Partners</i> Richard McCarthy Esther Kovari Felice Lucero	<i>How to Affect it at the Local Level</i> Kate Clancy Mark Winne	<i>What's New with the Organic Standards</i> Lynda Prim Brett Bakker	<i>Restaurants, Hotels, Hospitals, etc.</i> Jack Keys Dawn Thilmany
Break					
3:30-5:00	<i>Building Co-ops and Group Marketing Projects in the SW</i> Maria Varela Chris Fullerton	<i>Native American Products</i> Terry Badhand Patty Martinson Clayton Brascoupe Teresa Showa	<i>Funding Opportunities for Various Projects</i> Mark Bailey Alecia Swan Gerald Chacon James Turner	<i>Organic Marketing Issues for Very Small Scale Producers</i> Greg Vlaming Lynda Prim Brett Bakker	<i>Linking Farmers and Schools</i> Marion Kalb Sarah Grant

Tuesday April 1, 2003

7:00-8:00 a.m. Breakfast

9:30-10:00 Collaborative Work Sessions Part I: Defining and Prioritizing Key Issues

10:30-12:00 Collaborative Work Sessions Part II: Identifying Opportunities for Action, Needs for Training and Assistance, and Next Steps

12:15 Lunch

1:45-3:00 Project and Network Development: Learning From Participants
What are the Network Needs in the Four Corner States?
Groups Report on Priority Needs and Plans for Action.
Led by Jim Dyer and SWMN Steering Committee Members

Sample Agenda: Hawaii

Agricultural Conference 2002
Changing Times: Creating Opportunities in
Agriculture
Sheraton Waikiki Hotel
October 24, 2002



HAWAII

For more information on this workshop or other direct marketing events in Hawaii, contact Richard Bowen (rbowen@hawaii.edu)

Agricultural Conference 2002
Changing Times: Creating Opportunities in Agriculture
Sheraton Waikiki Hotel
October 24, 2002

Celebrating Twenty Years of Leadership in Agriculture!

Please join us in celebrating the 20th Anniversary of Agricultural Leadership Foundation of Hawaii. To mark this event, the Agricultural Leadership Foundation of Hawaii, Hawaii Farm Bureau Federation, and the University of Hawaii College of Tropical Agriculture and Human Resources are presenting a conference, Changing Times: Creating Opportunities in Agriculture. The goal of the conference is to help participants build capacity and to consider new ways to enhance, expand, and market to increase their profitability. This conference is especially designed for leaders with a vision for agriculture, innovators, entrepreneurs, farmers, ranchers, and those involved in economic or rural development.

Program Agenda

7:30 a.m.- Registration and Information

1:00 p.m.

8:00 a.m.- Exhibition

6:00 p.m.

8:30 a.m. Welcome

8:45 **Plenary Session: "Sustainable Farming: Reconnecting with Consumers"**
Speaker: Dr. John Ikerd

10:15 **Concurrent Sessions**

AM 1. Agritourism: Creating On-Farm Experiences

AM 2. The New Wholesale Market: Are You Prepared?

AM 3. The Food Security Act of 2002 and Other Opportunities for Hawaii
Farmers

12:00 p.m. Lunch

Keynote Speaker: Senator Daniel K. Inouye

Twentieth Anniversary Celebrations Honoring Herbert "Monty" Richards

- 1:45** **Concurrent Sessions**
 PM 1. Farmers and Chefs: Savor the Taste with a Sense of Place
 PM 2. Marketing on the Edge: Processing and Marketing Your Own Products
 PM 3. The Food Security Act of 2002 and Other Opportunities for Hawaii Farmers
 PM 4. Developing Skills in Collaborative Leadership

3:30 **Closing Plenary**
 Jim Channon – Global Futurist

4:00- Reception
6:00 p.m.

Concurrent Sessions

AM 1. Agritourism: Creating On-Farm Experiences

Agritourism, the marketing of farm-produced products and amenities directly to visitors, offers entrepreneurs a means to increase the profitability and reduce the risk associated with their agricultural enterprises.

Agritourism has grown rapidly throughout the world. Increasingly Hawaii farms are producing a wide range of commodities and are successfully introducing agritourism activities (farm visits, bed & breakfasts, roadside stands, etc.) into their operations. Monty Richards, a Kohala rancher, will describe agritourism activities on his ranch, with particular emphasis on implementing these activities. Gus Brocksen, a Kona coffee farmer, will describe the role of agritourism on his farm and the positives and negatives of venturing into this activity. With the appropriate entrepreneurs, the right circumstances, and good planning, agritourism is succeeding, strengthening the overall agricultural economy and increasing the sustainability of many of Hawaii’s smaller farms.

Moderator: **Kent Fleming, CTAHR/UH.**
Presenters: **Monty Richards, Kahua Ranch**
 Gus Brocksen, Pele Plantation
 Richard Bowen and Cathy Chan-Halbrendt, CTAHR/UH.

AM 2. The New Wholesale Market: Are You Prepared?

The national and global wholesale marketplace has changed dramatically over the past decade for the grower/producer and the wholesaler. Large

corporate farms, supermarket chains and big ox retailers are driving the consolidation of purchasing and distribution systems. With new realities come new challenges in product selection, purchasing, delivery and shelf life. What are the challenges faced by wholesalers and farmers? What assumptions are the players making in this new environment? Dean Okimoto will share lessons learned about consistent supplies to wholesalers. Calvin Shigemura and Ron Yamauchi will tell what wholesalers need and Roger Wall brings the large retailer’s perspective. The new wholesale market place requires a consistent supply of high quality products and flexibility and innovation on the part of all. This is the new way of doing business. Are you prepared to meet the challenges?

Moderator: **Ken Kamiya, Kamiya Farms**
Presenters: **Dean Okimoto, Nalo Farms**
 Calvin Shigemura, Armstrong Produce, Ltd.
 Ron Yamauchi, Fleming Foods Hawaii Division
 Roger Wall, Foodland.

AM 3. The Food Security Act of 2002 and Other Opportunities for Hawaii Farmers

The Farm Security and Rural Investment Act of 2002 offers opportunities for rural development, conservation, energy production and agricultural research as well as traditional crop price supports. This bill recognizes that farm families and rural communities are an important economic engine for America – thus it offers value-added market endeavors. The Act also makes significant investments in agricultural research and extension programs. This session will also cover programs, product and technology development and science that will help to form the agricultural economy of the future. New this year is the Energy Title that promotes bio-based energy and product development. Experts on this Bill will share inside information on its meaning for Hawaii agriculture.

Moderator: **Cathy Chan-Halbrendt CTAHR/UH**
 and Mae Nakahata,
 Hawaiian Commercial and Sugar Company
Presenters: **Mark Maslyn, American Farm Bureau Federation**
 Philip Schwab, Science Policy and Legislative
 Affairs (USDA/CSREES).

PM 1. Farmers and Chefs: Savor the Taste with a Sense of Place

The Pacific Asian Cuisine can encourage a strategic marketing alliance between Hawaii's farmers and chefs for their mutual economic betterment. This session will examine the different orientations of the two groups to capitalize on the potential of working closely together. Leaders in forging these alliances are Chef Peter Merriman and Dr. Kent Fleming who will share their experiences and provide a workbook. John Ikerd will share his insights on the importance of farmer-chef alliances as a way to reconnect non-farming people to the agricultural land for mutual benefit. Joan Namkoong, author and former Honolulu Advertiser food editor, will share her observations of the benefits of the farmer-chef relationship and what she envisions for its future. A panel of experts will discuss the potential of the international Slow Food Movement, the largest organization working toward the same goals as Hawaii's farmer-chef alliances.

Moderator: Kent Fleming, CTAHR/UH
Presenters: Peter Merriman, Chef and Owner,
Merriman's Restaurant and Hula Grill
Dean Okimoto, Nalo Farms
Joan Namkoong, Writer
Dr. John Ikerd

PM 2. Marketing on the Edge: Processing and Marketing Your Own Products

Brent Warner, author of "Marketing on the Edge" will discuss new opportunities for agriculturists. He will expand on the trends that have lead to an explosion in farmers' markets, on farm processing and agritourism operations across North America. Farmers can increase their profitability by changing their focus from being commodity producers to marketing a wide range of products through innovative and creative methods – attracting customers to the farm with on farm retail sales, festivals, food service and value added processing. Ken Love will look at creative packaging from around the world. He will talk about the need to develop new products such as his own Love Family Farm line of products. Jim Reddekopp of Hawaiian Vanilla Company will share insights of developing and marketing a new product.

Moderator: Richard Bowen, CTAHR/UH
Presenters: Brent Warner, British Columbia Ministry of
Agriculture

Ken Love, Love Family Farms
Jim Reddekopp, Hawaiian Vanilla Company Inc.

PM 3. The Food Security Act of 2002 and Other Opportunities for Hawaii Farmers

Repeat of the morning session.

PM 4. Developing Skills in Collaborative Leadership

As the demand for greater collaboration emerges, there is a need to learn how to bring groups together. This session involves a hands-on exercise that demonstrates many common elements that come into play when people are working together. It highlights the dynamics involved, dealing with conflict and focusing on success.

Presenter: Donna Ching, CTAHR/UH

Sample Workshop Topics and Speaker Lists

State	Title	Presenters/Speakers
	TOPIC: Direct Marketing—Strategies & Business Planning	
Colorado	Direct Marketing 101—The Basics	Sue Hine, Extension Economist; Wendy Umberger, Extension Economist
	Developing a Marketing Plan	Sue Hine, Extension Economist; Wendy Umberger, Extension Economist
	Marketing Fruit Profitably	Harry Talbott, Talbott Farms
	Advanced Direct Marketing: The Next Step	Sue Hine, Extension Economist; Wendy Umberger, Extension Economist
	Exploring New Opportunities: Action Plan	Rod Sharp, Extension Economist
	Finding a Niche	David Lynch, Milk Direct; Barney Little, Horizon Dairy; Tom Theobald, Boulder Beekeepers Association
	Marketing Options	Wendy Umberger, Colorado State University
Hawaii	How to be a Guerrilla in Marketing	Steve Rose, Third Wave Business Services
	Spreading the Word: Internet Marketing, Exporting and Catalogs	Steve Hopkins, Ornamental Fish; Gail Fujita, Ginger Waters, Maui Catalog
	Merchandising, Advertising, Promotion	Brent Warner, British Columbia Ministry of Agriculture
	Direct Marketing of Fresh Produce—Trends and the Hawai'i Tropical Fruit Industry	Karen Watts, Former President of North American Farmers Direct Marketing Association
	Types of Direct marketing and Resources	Brent Warner, British Columbia Ministry of Agriculture, Fisheries and Food

State	Title	Presenters/Speakers
	TOPIC: Direct Marketing—Strategies & Business Planning (cont)	
Oregon	Increasing Sales Through Pricing and Display	Klaus Berger, Mayday Consulting, Sardis, British Columbia, Canada
	Ins and Outs of the Successful Farm Direct Marketing Business	Garry Stephenson, OSU Small Farms Program; Shari Sirkin, Dancing Roots Farm, Portland; Aaron Silverman, Greener Pastures Growers, Noti; Tom Denison, Denison Farm, Corvallis OR
	Fundamentals of Direct Marketing	Garry Stephenson, OSU Small Farms Program; Larry Lev, Ag & Resource Economics, OSU
Idaho	North American Farmers Direct Marketing Association	Charlie Touchette, Executive Director, NAFDMA
	Direct Marketing: What are your Options?	Jo Ann Robbins, University of Idaho Extension Educator
	Fruits of Your Labor: Direct Market Options for Fruits	Kay Hollabaugh, Vice President Northeast, NAFDMA
	TOPIC: Community Supported Agriculture (CSA)	
California	CSA-10 Years Later	Judith Redmond, Full Belly Farm; Joy Moore, Farm Fresh Choice; Karrie Stevens, Community Alliance with Family Farmers
Idaho	Community Supported Agriculture: Marketing to Your Community	Brent Warner, British Columbia Ministry of Agriculture, Canada
	Community Supported Agriculture: Local Products Can Stay at Home	Brent Warner, Secretary Canada West, NAFDMA

State	Title	Presenters/Speakers
Oregon	Farm Direct marketing Alternatives: CSAs	Terry Carkner, Terry's Berries, Tacoma, WA
	TOPIC: Creating a Local or Regional Identity/Branding and Labeling	
California	Creating a Local Identity	Joseph McIntyre, Ag Innovations Network; Heidi Cusick, Mendocino County Alliance
	Creating a Local Identity	Michael Dimmock, Ag Innovations Network; Rick Knoll, Knoll Farms. Brentwood, CA
Hawaii	Brand it, Label it, and Promotea	Made on Maui (Maui Chamber of Commerce); Grown on Maui (Maui Farm Bureau); Hawaii Coffee Branding
	Creative Product Development and Marketing Panel	Geoff Haines, Pacific Produce, Hydroponic Farm; Alii Chang; Sherry Reeves, Artist; Warren and Annabelles Magic Marketing
	Farmers and Chefs: Savor the Taste with a Sense of Place	Peter Merriman, Chef and Owner, Merriman's Restaurant and Hula Grill; Dean Okimoto, Nalo Farms; Joan Namkoong, Writer; and John Ikerd
Idaho	Eco-labeling: Marketing your Sustainable Production Practices/Value	Jonathan Moscatello, National Technical Director, The Food Alliance
	TOPIC: Agri-Tourism	
California	Getting Consumers to the Farm: Farm Trail Maps	Ettamarie Peterson, Sonoma County Farm Trails; Jim Coalwell, Farm Trails consultant
	Agriculture and Tourism Connections	Ellen Rilla, UC Cooperative Extension, Marin County; Holly George, UCCE Plumas-Sierra County
Colorado	Exploring Nature and Agri-Tourism	Del Benson, Department of Fishery and Wildlife Biology, CSU
	Value-added Agri-Tourism	Del Benson, Dept Fishery and Wildlife Biology, CSU
Hawaii	Agritourism: Creating On-Farm Experiences	Monty Richards, Kahua Ranch; Gus Brocksen, Pele Plantation; Richard Bowen and Cathy Chan-Halbrend CTAHR/UH
Idaho	Agritourism/Entertainment Farming	Kay Hollabaugh, Fruit grower and current VP of NAFDMA; Rob Leeds, Ohio State University Extension and farmer; Brent Warner, BC Ministry of Ag, Canada

State	Title	Presenters/Speakers
	TOPIC: Agri-Tourism (cont)	
Idaho	Agritourism/Entertainment Farming: Making Farming Entertaining	Brent Warner, Secretary, NAFDMA; Rob Leeds, Ohio State University
Oregon	Farm Direct marketing Alternatives: Agri-tourism	Farm Direct marketing Alternatives: Agri-tourism
	TOPIC: Value-Added Marketing	
Colorado	All Natural Meat: Value-added from A to Z	Diana Endicott, Rainbow Organic Farm
	Product Differentiation in the Meat Market	Diana Endicott, Rainbow Organic Farm
	Alternative Marketers Panel	Ewell Culbertson, Pachamama Organic Farm; David and Kay James, The James Ranch; Dave Asbury, Rocky Mountain Pumpkin Ranch; Walter Lyons, TheGarlicStore.com
Hawaii	Value Added	Brent Warner, British Columbia Ministry of Agr., Fisheries and Food
Idaho	Marketing and Labeling of your Value Added Products:	Laura Johnson, Idaho State Dept of Agriculture, Marketing Bureau Chief
	Packaging from the Start	Anna Baumhoff, Homemade by Dorothy, Boise, Idaho
Oregon	Farm Direct marketing Alternatives: Value-added	Aaron Johnson, Food Innovation Center, OSU, Corvallis, OR
	TOPIC: Farmers' Markets	
Idaho	Advanced farmers Markets: How They Can Work for You	Charlie Touchette, NAFDMA
	Farmers Markets in the 21st Century	Charlie Touchette, North American Farmers Direct Marketing Association
	Farmers Markets in Southern Idaho	Steve Tanguay, Twin Falls Farmers Market Manager

State	Title	Presenters/Speakers
Oregon	Oregon Farmers Market Association	Suzanne Briggs, President OFMA
	Improving Farmers Market Sales	Dianne Stefani Ruff, Portland farmers Market; Bill Booth, Horton Road Oganics, Eugene; Vicki Hertel, Vicki's Flowers and Produce, Forest Grive; Janne Stark, Gathering Together Farm, Corvallis; Rebecca Landis, Corvallis-Albany farmers Market
	TOPIC: Selling to Restaurants and Retailers/ Direct Marketing to Institutions	
California	Opportunities for Marketing to Schools as Community Institutions	Marion Kalb, Community Food Security Coalition; Jered Lawson, Santa Cruz; Jamie Anderson, UC SAREP
	Selling to Restaurants and Retailers	Jesse Cool, Flea Street Café; Patrick Clark, America Fresh
	Selling to Restaurants and Retailers	Kris Pustina, Frankie's Restaurant, Ventura, CA; Mark Mulcahy, Organic Options, Glen Ellen, CA
Hawaii	Marketing to Markets: Hotel and Restaurants	Steve Chaiken, Shrimp/fish; Barbara Dewitt, flowers; Petr Merriman, Hula Grill; Barbara Santos, Chefs Collaborative
Oregon	Making Money by Selling to Restaurants and Stores	Larry Lev, OSU Extension; Jochen Bettag, Big River Restaurant, Corvallis; David Yudkin, Hot Lips Pizza, Portland; Brian Rohter, New Seasons Markets, Portland; Aaron Silverman, Creative Growers Farm, Noti
	TOPIC: Building Partnerships, Coalitions and Community Links	
California	Working Collaboratively with Local Businesses	Sibella Kraus, Sustainable Agriculture Education; Randii MacNear, Davis Farmers Market; Laura Avery, Santa Monica Farmers Market
Colorado	Local Connections: Producers and Buyers	Dawn Thilmany and Garry Auld, Food Link Project; Bob Mailander, Rocky Mountain Farmers Union; Dan Hobbs, NewFarms
	Sustaining the Farm Family—The Art of Communication	Bob Fetch, CSU
Hawaii	Hawaii Agent Examples of Direct Marketing Education: Roles Professionals Can Take	
	Developing Skills in Collaborative Leadership	Donna Ching, CTAHR/UH

State	Title	Presenters/Speakers
	TOPIC: Building Partnerships, Coalitions and Community Links (cont)	
Oregon	Building Communities Through Farm Direct Opportunities	Suzanne Briggs, President Oregon Farmers Market Association; Marti Fate, Manager, Grants Pass Growers Market; Paul von Bergen, Beaverton Farmers Market; Heidi Henry, Rural Development Initiative; Charlie Touchette, NAFDMA
	Building Local Coalitions for Farm Direct Marketing	Charlie Touchette, NAFDMA
	TOPIC: Production & Processing Issues	
Colorado	Organic & Natural Livestock Production	Doug Wiley, Larga Vista Ranch
	On-Farm Livestock Processing Options	John Scanga, CSU
	Food Safety: Meeting the Mark	Diana Endicott, Rainbow Organic Farm
Hawaii	Marketing on the Edge: Processing and Marketing Your Own Products	Marketing on the Edge: Processing and Marketing Your Own Products
Idaho	Food Processing 101: Keeping Quality and Safety High So Consumers Buy	Sandy McCurdy, UI CES Food Safety Specialist, Food and Consumer Science; Jeff Culbertson, Extension Associate Professor, Food Science and Toxicology Dept., University of Idaho; Jeff Kronenberg, Food Processing Specialist, Center for Entrepreneurial and Economic Development, UI Tech-Help
Colorado	Agricultural Land Preservation	Ben Way, American Farmland Trust; Davis Carlson, Colorado Dept of Agriculture
	Idaho Regulatory Issues	Mary Valentine, Food Protection Program Manager, Department of Health and Welfare
	Washington Regulatory Issues	Leslie Zenz, WSDA, Small Farm & Direct Marketing Program; Gena Reich WSDA, Food Safety Supervisor for Eastern Washington
	TOPIC: Customer/Consumer Awareness	
Colorado	What People Want	Sandy Lee, Produce News
Hawaii	Analyze Your Market: Cultivating Customers	Dan Flavin, Maui Business Development Corporation
	Changing Consumer Trends	Brent Warner, North American Farmers Direct Marketing Association

State	Title	Presenters/Speakers
Hawaii	Person to Person Marketing	Marie Haas, UH Sea Grant; Monte Richards, Kahua Ranch; Ginger Waters, (formerly) Crazy Shirts
	Sustainable Farming: Reconnecting with Consumers	John Ikerd
	TOPIC: Transitioning to the Future	
Colorado	Transitioning to New Enterprises	Sherry Haugen, Haugen's Mt. Grown Lamb; Steve Brancucci, Golden West Farms
	Youth in Agriculture: The Trends	Martin Kleinschmit and Michael Holton, Center for Rural Affairs
	The New Generation of Farmers	Adrian Card, CSU; David and Kay James, James Ranch; Chris Jagger and Melanie Kuegler, Guidestone Farm; Ryan and Margaret Morris, Country Roots Farm
	Where to From Here	David Lynch and Judie Anders, Guidestone Farm
Hawaii	The New Wholesale Market: Are You Prepared?	Dean Okimoto, Nalo Farms; Calvin Shigemura, Armstrong Produce, Ltd.; Ron Yamauchi, Fleming Foods Hawaii Div; and Roger Wall, Foodland
	Global Futurist	Jim Channon
	TOPIC: Miscellaneous	
California	Working with Immigrant Farmers on Direct Marketing	Michael Yang, UC Cooperative Extension, Fresno County; Manuel Jimenez, UC Cooperative Extension Tulare County; Benny Fouche, UCCE, San Joaquin County; Richard Molinar, UCCE, Fresno County
	Working with the Press	Jeannette Warnert, UC Ag & Natural Resources; Ed Delfino, Apple Hill Association; Susan McCue, UC Small Farm Center; Lyra Halprin, UC SAREP