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A history of the development of the Tri-State Farmers' Association Market in Tazewell, Tennessee, 1974-1980

Mohammad Kazem Amin

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I am submitting herewith a thesis written by Mohammad Kazem Amin entitled "A history of the development of the Tri-State Farmers' Association Market in Tazewell, Tennessee, 1974-1980." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Agricultural Extension.

Robert S. Dotson, Major Professor

We have read this thesis and recommend its acceptance:

Robert W. Burney, Cecil E. Carter Jr.

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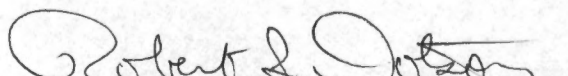
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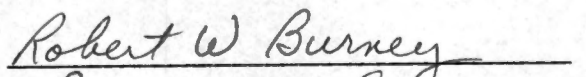
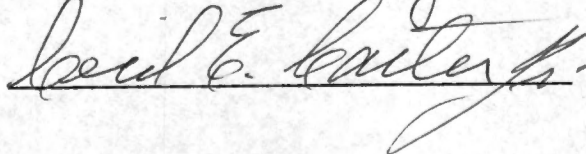
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To the Graduate Council:


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Robert S. Dotson, Major Professor

We have read this thesis
and recommend its acceptance:

Accepted for the Council:


Vice Chancellor
Graduate Studies and Research

A HISTORY OF THE DEVELOPMENT OF THE TRI-STATE FARMERS'
ASSOCIATION MARKET IN TAZEWELL, TENNESSEE,
1974-1980

A Thesis
Presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Mohammad Kazem Amin

June 1981

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Last but not least, the writer is extremely grateful to his parents, sister and brother for their encouragement and support during his school work.

ABSTRACT

The purpose of this historical case study were to: (1) record and document the history, planning, project proposal, funding, staffing and first year of operation of the Tri-State Farmers' Association Retail Market (FARM); and (2) identify the procedure used in successfully starting the Tri-State Farmers' Association Retail Market in Claiborne County, Tennessee. The data and information were obtained from a panel of experts regarding the Market, from survey information from buyers and producers, and operational data from the Market packing shed records. The surveys were done by preparing three different mail-type questionnaires to collect appropriate information from three different groups, namely: (1) a panel of five knowledgeable people who had been involved with the Market; (2) fifteen vegetable producers who had marketed through the Market in 1980; and (3) four retailers and wholesalers who had purchased produce through the Market in 1980.

With regard to the major findings, the following steps were identified which appeared to have led to the Market's development:

1. Development of a market proposal by a college professor made to TVA in 1974.
2. Adoption of the idea for the Market by the revised Claiborne County Resource Development Committee in 1975.
3. Involvement of TVA through provision of some fertilizers, seeds, and other assistance following establishment of the Market.
4. Involvement of AMP in a Food Fair (i.e., tailgate market) at Harrogate in 1977.

5. Functioning of various individuals as Market managers (e.g., the County Extension Agent in 1977 and a CETA worker in 1978).

6. Incorporation of FARM in 1979 to handle the Market.

7. Contributions of representatives of RDC, ETDD, and UT Extension Agricultural Economics and Resource Development staffs in helping write the HUD project proposal in 1979-1980.

8. The approval of the FARM project proposal for federal grant by the state clearinghouse and ETDD in 1980.

9. The approval of the FARM project proposal for two-year funding under the HUD Neighborhood Self-Help Development program in 1980.

10. The establishment of a permanent packing house on land donated by the Jaycees at Claiborne County fairgrounds in Tazewell in 1980.

11. Employment of a Market manager to run the Market and handle other services in 1980.

12. Installation of packing shed machinery and equipment (i.e., grader, washer, cooler, load lift and truck) in 1980.

Other key factors include:

1. Tomatoes and zucchini squash were the main crops marketed from the beginning.

2. Major services provided by the Market for producers in 1980 were packing, grading, marketing, washing, and farm visits.

3. Most producers were "Satisfied" with services provided in 1980.

4. Most buyers were "Satisfied" with produce purchased in 1980 and suggested needed improvements in packing and market supply.

5. Recommendation for use of findings and further research also were included.

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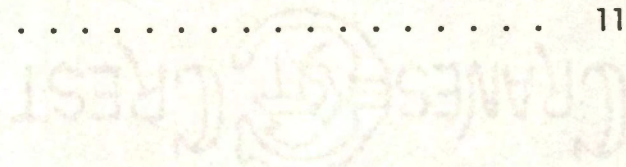
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CHAPTER I

INTRODUCTION

A. BACKGROUND OF THE STUDY

Technological development and mechanization are constantly causing many changes in agricultural production and marketing. Along with the changes in type and amount of production, there is a change in marketing function. Small-scale producers long have had difficulty in gaining access to marketing channels because of low volume and inconsistent supply. In addition, small farmers suffer from low returns for their products, wide marketing margins, inadequate service, and unfair treatment by middlemen (1:2).*

One means of improving the small producer's marketing situation is through a cooperative. A cooperative sales association is a voluntary business organization established by its member patrons to market farm products collectively for their direct benefit. Processing, packing, grading, storing, financing, bargaining and other marketing functions, any and all, may be carried on by such association. The immediate purpose of a farmers' cooperative sales association is to obtain the highest farm price, the largest price payable to the farmer for the products which he has to sell. The ultimate purpose is to increase the standard of living on farms (1:3,5).

*Numbers in parentheses refer to numbered references in the bibliography; those after the colon are page numbers.

There are many types of farmers' cooperative associations in Tennessee. In this study, the Tri-State Farmers' Association Retail Market in Tazewell, Tennessee, was chosen. This study was designed to provide extensive information about the history and activities of the Claiborne County cooperative market.

B. THE STUDY AREA

Claiborne County is a mountainous county located in the southern section of the Appalachian Highland. It is in the northeastern part of Tennessee, bordering Kentucky and Virginia (17:7). Claiborne County is made up of both the East Tennessee Valley area and the Cumberland Plateau. The county was formed in 1801 from Grainger and Hawkins counties and named for William C. Claiborne, one of the first Tennessee representatives to Congress (2:1). Tazewell, the county seat, is near the center of the county and is 40 miles northeast of Knoxville, 140 miles northeast of Chattanooga, and 180 miles northeast of Nashville (17:7).

Claiborne County occupies 277,963 acres of which 136,443 acres are in farms with an average of 83 acres per farm (18:1).

The topography of the county is varied. There is a mountainous coal mining area (Clairfield), a fertile farming valley area (Powell Valley and Cumberland Gap), and a hilly rocky area (Sycamore) (see Figure 1).

The climate of Claiborne County is temperate and continental. The summers are long and warm and winters short and open. The mean temperature in winter is 36.3° F and in summer is 73° F (17:11).

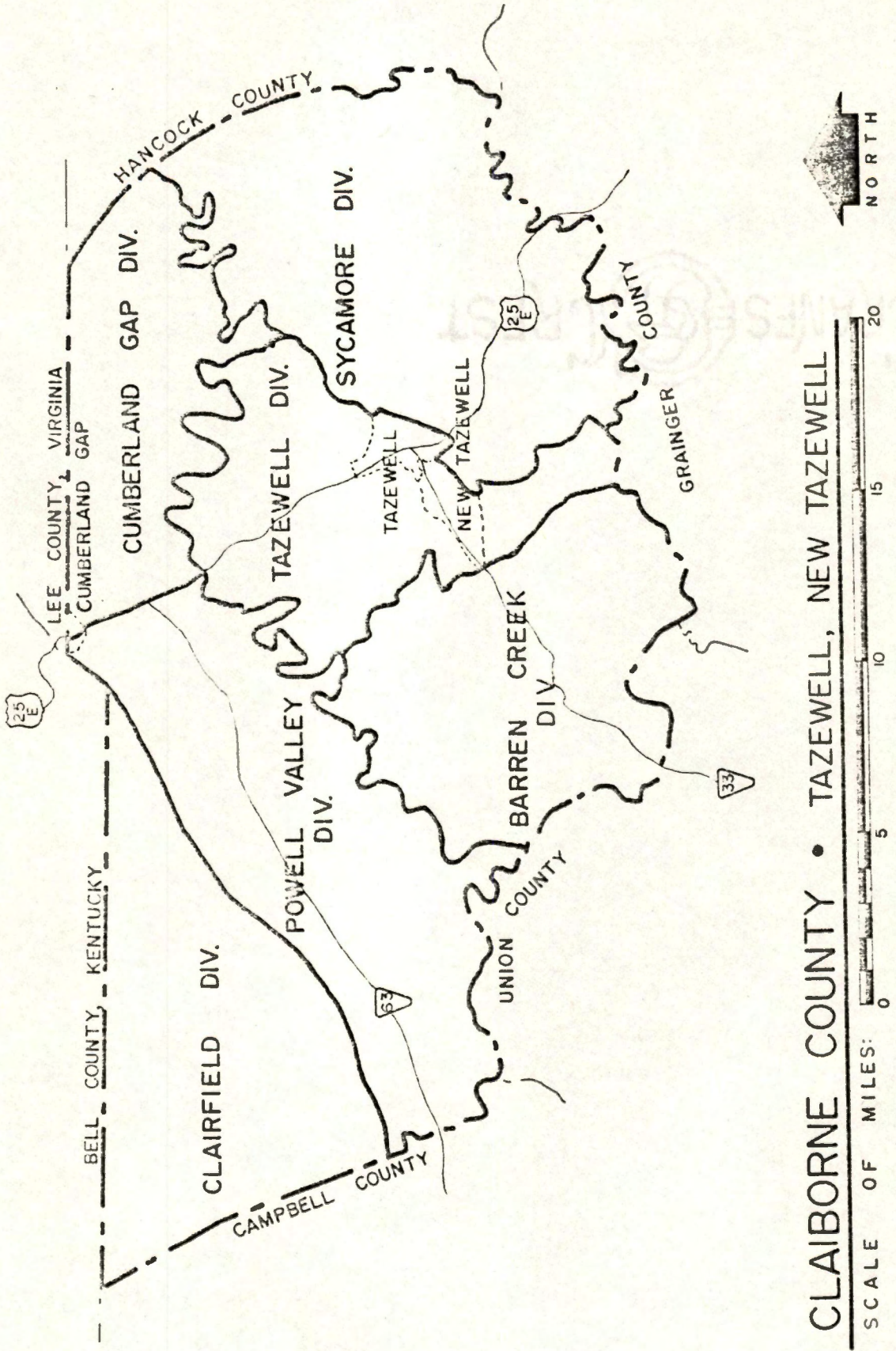


Figure 1. Location of Claiborne County Cooperative Market and Surrounding Trade Area.

The average annual precipitation is 50.21 inches. The rainfall is evenly distributed through winter, spring, and summer and is lowest in fall (17:12).

The population of Claiborne County was 19,420 in 1970. After 1970, the county experienced relatively rapid growth. The 1978 estimated population was 26,400. Of this number, an estimated 8,135 or 31 percent lived in farm operator households (4:1).

In 1978, the total number of farms in Claiborne County was 1,651 with 136,443 acres of land in farms. Of this number of farms, 1,567 or 95 percent sold a gross of less than 20,000 dollars in agricultural products; also, 577 or 35 percent of them sold less than 2,500 dollars (18).

In 1978, the total value of Claiborne County agricultural products sold was 11,952 dollars of which 6,036,000 dollars was from the sale of livestock, poultry, and their products and 5,917,000 dollars from crop products. The principal agricultural products in Claiborne County in order of importance were: tobacco, beef, dairy products, grain, forage, vegetables, corn, pigs, poultry and poultry products (18).

C. PURPOSES OF THE STUDY

The purposes of this study were to: (1) Record and document the history, planning, project proposal, funding, staffing and first year of operation of the Tri-State Farmers' Association Retail Market; and (2) Identify the procedure used in starting the Tri-State Farmers' Association Retail Market in Claiborne County, Tennessee.

D. DEFINITION OF TERMS

Throughout the remainder of the body of the thesis, the following terms will have the meanings indicated below.

Agricultural Marketing Project (AMP). It began as a public interest privately funded research group at the Center for Health Services on the Vanderbilt University campus in the fall of 1974. By May, 1975, AMP decided that direct marketing through "Food Fairs" would provide an excellent means to assist area small farmers. The first Food Fairs were organized in Nashville in the summer of 1975. A Farmers' Association was organized by AMP to manage future Nashville Food Fairs. In 1976, new Food Fairs were organized in Memphis and Knoxville/Oak Ridge in Tennessee and Attalla/Gadsden in Alabama. These markets were successful, farmers' associations were created, and the project began operating full-time in both Tennessee and Alabama. AMP helped later to organize Food Fairs in several locations in Tennessee including Claiborne County. In early 1978, the Tennessee staff decided to separate their portion of the project from Vanderbilt and a non-profit Tennessee Corporation, AMP, Inc., was formed. Tennessee AMP is managed by a Board of Directors and an Executive Director. The Board is made up of eleven volunteers including small family farmers and consumers. Though AMP does not have a steady source of income to pay the salaries and expenses of the organizers, trainers and researchers it employs, AMP has raised most of its funds by writing proposals for grants and donations. Organizations supporting AMP include church groups concerned with food and hunger issues and some private foundations concerned with helping small farmers. Also, AMP has attracted some

funding from certain government agencies. One program provided AMP with up to ten VISTA volunteers to assist farmers in operation of farmers' associations.

Comprehensive Employment and Training Act (CETA). The Comprehensive Employment and Training Act Amendments of 1978 (PL95-524) reauthorized the CETA of 1973 (PL93-203) for fiscal 1979-1982. Under CETA, the Secretary of Labor makes block grants to about 460 state and local units of government, which serve as prime sponsors under the act, and consortia of such units. Prime sponsors identify employment and training needs in their areas (e.g., Claiborne County, Tennessee) and plan and provide the job training and other services required to meet those needs. The goal of CETA is to provide training and employment opportunities to increase the earned income of economically disadvantaged, unemployed, or underemployed persons.

Department of Housing and Urban Development (HUD). It is a principal federal agency, established by the Department of Housing and Urban Development Act of September 9, 1965, effective November 9, 1965 (79 Stat. 667; 42 U.S.C. 3531-3537). HUD is responsible for programs concerned with housing needs, fair housing opportunities, and improving and developing the nation's communities. The Neighborhood Self-Help program is funded by HUD and offers grants to worthy groups like the Claiborne County Tri-State Farmers' Association Retail Market as discussed in this thesis.

East Tennessee Development District (ETDD). It was organized in 1966, under the Development District Act of 1965, and initial staffing occurred in 1967. ETDD is a planning agency made up of sixteen counties

of East Tennessee which have common geographic, social, and economic ties and face interrelated development problems. It is designed to: (1) develop areawide plans and to seek out programs that serve to increase the rate of economic growth in the area, thereby reducing overall unemployment levels; (2) encourage mutual cooperation among member governments leading to coordinated development programs across political boundaries; and (3) develop and support common interests of the area in relationships with state and federal governments. The Board of Directors of ETDD which consists of one representative of each county appointed by the County Judge and of each municipality appointed by the Mayor, within the district, and one representative from a local agency in each county dealing with problems of industrial development or promotion appointed by the County Judge. The Board appoints an executive committee to act for it and also the Board determines the authority of such committee and oversees the District planning staff.

Extension Program Assistants (PA). These are employees of the Agricultural Extension Service that have a specific role in support of an Extension Agent in a particular program in a particular county. They are often funded by special monies appropriated for that purpose. Program assistants have been used in Extension Expanded Food Nutrition Educational Program (EFNEP) and, Urban Garden and 4-H Programs as well as in other areas to aid in the educational work with a particular clientele.

A small-farm program assistant was employed by the Agricultural Extension Service in Claiborne County as in several other Tennessee counties to assist the Extension Leader in the county agricultural

program. Their main purpose was to identify and work with low-income farmers by providing information, offering technical assistance and conducting demonstrations. The Claiborne County PA was funded by the Tennessee Valley Authority (TVA).

Neighborhood Youth Corps (NYC). It is one of the work experience and training programs authorized by the Economic Opportunity Act of 1964, to provide useful work experience opportunities for unemployed young men and women, through participation in state and community work-training programs, so that their employability may be increased or their education resumed or continued. The participants are young people, aged fourteen to twenty-one, who come from chronically disadvantaged backgrounds. There are three types of programs: (1) the in-school program; (2) the out-of-school program; and (3) the summer program. The possibility of NYC involvement was mentioned in the market proposal to HUD in 1979-80.

Resource Development Committee (RDC). This refers to the Claiborne County Resource Development Committee, Inc., provided for under United States Department of Agriculture Secretary's Memorandum No. 1667, November 7, 1969. It is composed of representatives of the Tennessee Agricultural Extension Service, Agricultural Stabilization and Conservation Service, Claiborne County Agricultural Extension Service, Farmer's Home Administration, Federal Crop Insurance Corporation, Soil Conservation Service, the County Judge, the County School Superintendent, Office of Economic Opportunity, Human Services Administration, Tennessee Wild Life Resources Agency, Powell Valley Electric Cooperative, Harrogate Women's Clubs, Production Credit

Association, Tennessee Department of Public Health, Claiborne Telephone Company, Tennessee Department of Forestry, Mountain Valley Community Action Corporation, Tennessee Energy Office, and a number of other interested citizens.

Tri-State Farmers' Association Retail Market (FARM). This refers to the interchangeable terms Tri-State Market, the Farmers' Association Market and the Market used throughout this study. It is the Farmers' Cooperative Market organized by the Claiborne County vegetable producers to pool, pack and market their produce. It is incorporated under Tennessee law.

Tennessee Valley Authority (TVA). It is a quasi-governmental corporation, created by act of Congress on May 18, 1933 (48 Stat. 58; 16 U.S.C. 831-831dd). All functions of Authority are vested in its Board of Directors, who are appointed by the President with the consent of the Senate. Offices of the Board and the General Manager are in Knoxville, Tennessee. TVA conducts a unified program of resource development for the advancement of economic growth in the Tennessee Valley region. The Authority's program of activities include flood control, navigation development, electric power production, fertilizer development, recreation improvement, forestry, and wildlife development. While its power program is financially self-supporting, other programs are financed primarily by appropriations from Congress. TVA supported Claiborne County FARM by funding a program assistant and providing seed, fertilizer and information.

Volunteers in Service to America (VISTA). It was created and authorized by Congress in 1964, to provide constructive opportunities

for Americans to work on a full-time basis with locally sponsored projects designed to strengthen and supplement efforts to eliminate poverty and poverty-related human, social, and environmental problems in the United States and its territories, and to secure and exploit opportunities for self-advancement by persons afflicted with such problems. VISTA men and women are chosen from all ages and all walks of life. They may be skilled craftsmen and tradesmen, doctors, community organizers, architects, teachers, and business and liberal arts graduates. Some VISTA workers also are recruited by local sponsors for work in their own communities. Such workers have enlisted in the operation and management of the Tri-State Market at Tazewell, Tennessee.

CHAPTER II

REVIEW OF RELATED LITERATURE

This chapter will consider available literature related to marketing alternatives for small farmers. For the purpose of the study, a small farmer is defined as an individual with limited resources, limited access to markets, low production technology, and lack of flexibility (14).

Marketing is extremely important for any farm product. It is often said to be the single most important element in a farmer's entire business. Farmers, regardless of products, have always complained of lack of access to good markets, lack of buyer competition, inadequate market information, and price fluctuation (9).

Thus, lack of markets where small farmers can sell their products is one of their major problems. There are several marketing systems by means of which small farmers can sell their products. To be successful, small farmers should recognize the benefits and limitations of these alternative marketing options. Generally accepted marketing alternatives for small farmers will be discussed in detail below.

A. SELLING THROUGH WHOLESALE MARKETS ALTERNATIVES

Farmer's Cooperative Market

Farmers have long recognized that they could obtain a competitive advantage in the market through group action. A marketing association provides growers with an opportunity to pool their products so that they

can take advantage of the economy associated with size (13). The reason is that small farmers often cannot sell individually to wholesalers or brokers because of their low volume. The wholesalers buy the produce for resale or take the product on consignment, while brokers do not take possession of the fruits or vegetables. The broker negotiates a price and is paid a commission for his services. Since the income of wholesalers and brokers depends on volume handled, most prefer to work with large farmers. Pooling provides a means for the farmers to mass a volume large enough to be attractive (9:12). Pooling usually involves shared facilities such as packing sheds, graders, and coolers (12:157).

In fact, cooperative marketing is an agreement between growers to sell all their produce through a cooperative in exchange for the services of the cooperative organization. Producers deliver their fruit and vegetables to the cooperative but from that point on, the cooperative performs the necessary marketing functions. Produce is pooled and sold, with growers receiving a pooled price (5:23).

Farmer experiences involving cooperatives and pooling actions have identified some major problems such as: dependency of farmer, consistency of supply (quantity and quality), management of pool, storing, and disposing of unsold production.

Contracting

Small growers can usually gain access to contract markets for processing vegetables that must be hand harvested like peppers, cucumbers, and okra. The farmer is guaranteed a market and the price is normally agreed upon when the contract is confirmed. The contractor

usually specifies planting dates, varieties planted, and often monitors the crop as it develops. While prices are predetermined, they are often established at near the cost of production. Contracts are established annually and the small farmer has no assurance of a market beyond one production season (9:12).

Store-Door Sales

Some small producers sell fresh fruits and vegetables directly to retail stores. They deliver the product to the store. Price is often based on a given quality (9:12). The producers who market in this manner are in direct competition with wholesalers. The grower and the wholesaler in most cases receive the same price for their goods, but the grower is at a definite disadvantage because of marketing and packaging inefficiencies and inadequate and untimely market information (5:23). Maintaining a constant supply needed by the retailer may be a problem—particularly if adverse weather occurs. It provides an opportunity for selling smaller quantities than wholesale produce buyers want, but volume is limited to that which can be sold within 40-60 miles of the farm (9:12).

B. SELLING THROUGH DIRECT FARM-TO-CONSUMER ALTERNATIVES

Pick-Your-Own (PYO)

Represents an available alternative for increasing incomes of limited resource farmers. Pick-your-own is sometimes called "U-Pick," "you-pick," "U-pick-it," or "pick-it-yourself." Some other terms applied to the concept include "pick-yourself," "public-pick,"

"come-pick," "the consumer pick plan," "pick and pay," and "harvest-your-own" (8:58, 59).

This method of direct selling is one where the customer comes to the field. The customer assumes most of the marketing function in return for the privilege of being allowed to select his own version of size and quality of fruits and vegetables, thus being assured that the product is indeed desirable and fresh. Pick-your-own seems especially adapted to those fruits and vegetable crops which have a high labor requirement at harvest, which are very seasonal in nature, and which are commonly canned, frozen, or processed at home. Apples, peaches, cherries, strawberries, green beans, tomatoes and sweet corn are examples of crops that are sold in this way (19).

In the pick-your-own method, consumers often furnish their own containers, and transport the product to their homes. The farmers usually provide parking space, toilets, supervise harvesting, weigh or measure the produce, and complete the sales transaction. Farmers often provide picking containers when a specialized container is desirable. Farmers usually do not provide containers to transport products from the farms (11:2).

PYO prices to consumers are usually lower than those of any other method. The consumers also benefit in being able to select those fruits that are, in their judgment, the freshest and of the best quality available in the fields (11:3).

In many highly populated areas, pick-your-own marketing is limited by the number of producers. But, the opportunity for PYO marketing in rural areas appears to be limited by a suitable population

to support such an enterprise. The distance that a consumer is willing to drive is a disadvantage for producers in remote locations. To date, no measures have been determined to predict acreage or crops that a rural population would support (15:139).

Roadside Markets

Roadside markets constitute a type of direct marketing that is becoming popular among both farmers and consumers. Roadside marketing affords growers the opportunity of recouping some of the costs of marketing, such as commission fees and transportation. Roadside marketing requires top level managerial ability (10:41).

Site location is one of the most critical decisions in establishing a successful roadside marketing operation. However, site selection is among the least precise functions of business management. Poor site location is one of the major factors associated with roadside marketing business failure (12:109). One basic guide for selecting the location for roadside marketing is the proximity to a population center so that a sufficient number of customers can be attracted. Most markets tend to be located within 10 miles of a population center. However, markets in rural areas can do quite well if they are located on or near a main highway or heavily traveled road (10:42).

Another factor in creating a favorable impression of the market is the manner in which the produce is displayed. Produce displays have as much if not more influence in attracting customers, particularly repeat customers, than any other factor involved in roadside marketing (10:42). Some other factors such as: parking, advertising, and packing

should be considered by farmers operating a roadside marketing alternative.

Mobile Roadside Stands

Recently, mobile roadside stands have emerged as a possible marketing alternative. Marketing through mobile roadside stands is similar to marketing through stationary roadside stands, except that the mobile unit will be rotated from one location to another similar location—usually in adjoining counties. Therefore, each mobile roadside unit provides a marketing alternative for farmers and consumers in two counties or communities. This feature is important because it allows an increased volume of product to be handled through each unit and fixed cost is spread over a larger volume (20:46).

Farmers' Markets

Farmers' markets are increasing as a popular form of direct marketing. They range from the large regional market to the small local market. Farmers' markets in some ways resemble a collection of roadside stands, each operated independently by the farmers, but offering consumer convenience and variety. Most city farmers' markets have merchants who buy and sell, wholesale buyers, and farmers who sell only their own produce. A number of the smaller markets restrict selling to "certified" local producers. Most farmers' markets are located in urban areas and facilities are owned by state or local governments. Some are owned by grower organizations and some by community development groups. Farmers pay a fee for use of space either on a trip or daily basis or for the season (9:12).

At least two elements are important to the eventual success of a farmers' market: (1) farmers who are committed to produce for and sell at such a market, and (2) a trading area that has a population base large enough to provide income opportunities for sellers at the market (19:2).

The number of farmers involved and the space allocation impose certain constraints that may be avoided in roadside stand and PYO markets. Farmers' markets are usually required to comply with local health and business regulations and zoning restrictions. Since a number of growers sell at the same location, variety is usually available and a continuous supply is less critical than for roadside market and PYO operation (9).

Direct Store Delivery

Direct store delivery seems to be on the decline as both chains and independent operators tend to centralize their ordering through their distribution centers. This direct marketing approach may still be feasible where enough stores which have a reasonably large volume of business are willing to take delivery at the store from the grower. Growers who have not been able to sell to the larger stores find that operating store delivery routes is becoming very costly (19).

House-to-House Delivery

This is the most expensive method of direct marketing for the farmer. The farmer must perform all the marketing services performed by the conventional marketing system plus deliver the items to the customer's door. A farmer utilizing this method, however, generally

minimizes many cost elements associated with the conventional system. Customers receive maximum service with this method of direct marketing and prices are frequently comparable to those found in supermarkets (11:4).

Food Buying Clubs and Food Cooperatives

Another method of direct marketing is direct purchases by consumer buying clubs from farmers as well as from wholesalers. These clubs are usually informal groups which assemble the orders of club members and then designate members to make purchases from farmers or wholesale outlets in large quantities. They pick up the order from the farm or wholesale outlet, transport it to a central location, and parcel it out to fill the members' orders. Orders may be delivered to or picked up by the members (11:4).

C. OTHER MARKETING STUDIES IN TENNESSEE

Only one other similar study of the origin and development of a farmers' cooperative market in Tennessee was available for consideration. This partially completed study of the Cleveland Farmers' Market was known to be underway—designed and conducted by Jon Traunfeld (16), now manager of the Tri-State Farmers' Market in Tazewell. Since findings are not available at this time, it can only be noted that the Traunfeld study methods rely heavily on interviews with those involved in the development of that market. The County Extension Agent, together with representatives of various interested groups in Bradley County, have apparently utilized a well-located site and nearby canning facilities to develop an attractive and successful market.

Brooker and King (3) reported on a study of marketing in five Tennessee counties. Their findings suggested, among other things, the feasibility of a farmers' market in Claiborne County, Tennessee.



CHAPTER III

METHOD OF PROCEDURE

A. DATA COLLECTION

The data and information for this study were obtained from two major sources: (1) Survey information and (2) data from the Tri-State Farmers' Association Market packing shed records.

The surveys were done by preparing three different mail-type questionnaires for three groups of people involved with the market and its establishment, namely: (1) knowledgeable people who were associated with the market proposal and its establishment, (2) crop producers who had marketed their produce through the Tri-State Farmers' Association Market in 1980, and (3) retailers and wholesalers who had purchased produce from the market in 1980.

B. POPULATION AND SAMPLE

Knowledgeable people. Mr. Luther Whitaker, the Claiborne County Extension Leader and Chairman of the Resource Development Committee, Inc., Claiborne County, was known to have been an early promoter of the Farmers' Cooperative Market concept. After an interview with him, a list of names of those involved with the market proposal and the establishment of the Market was secured.

Eight persons (see Appendix A) who were directly involved with the writing, handling and funding of the market project were selected to answer the questionnaire. Five responses were received to the mail

questionnaire (see Appendix B). One respondent sent relevant documents instead of replying to any question directly.

The questionnaire was composed of seven parts, with 56 questions and 22 sub-questions included. The questions were designed to learn about the history, planning, project proposal, funding, staffing, first year of operation of the Market, and suggested steps to be included in a workable procedure for starting a farmers' market.

Crop producers. The 1980 packing shed summary report was used to obtain the list of producers who had marketed through the Market.

According to the packing shed records, 90 small farmers had marketed through the Farmers' Market in 1980. Thirty-nine of the 90 were members who had paid the membership fee and 51 were nonmembers who had not paid.

Efforts were made to contact all 90 by sending questionnaires or attempting to arrange personal interviews through the Claiborne County Extension Service. Twelve of 39 members returned questionnaires complete enough to use (see Appendix C). Only three of 51 nonmembers returned completed questionnaires.

The questionnaire used for crop producers in this study (see Appendix D) had 11 questions. Most of them were check-box type questions.

Some questions dealt with the acreage, yield, and dollar values of truck crops grown in 1980 by each respondent. Other questions attempted to learn the ways each farmer had become involved with the Market, services utilized, assistance provided by the Tri-State Market, and the degree of producer satisfaction with the various market services provided.

Four questions, listed at the end of the questionnaire, were used to determine the small farmers' attitudes toward the Market, their interest in improving the Market, and other comments regarding the Market.

Retailers and wholesalers. According to the packing shed records in 1980, the Tri-State Farmers' Association had marketed farmers' produce through four major channels: (1) wholesalers; (2) consumer co-ops; (3) local stores and roadside stands; and (4) retail sales at the packing shed.

More useful information was available from wholesalers and consumer cooperatives (i.e., those with relatively larger purchases than others, see Appendix E).

Four wholesalers (i.e., three in Knoxville, Tennessee, and one in Ohio) and three consumer co-ops (i.e., all in Kentucky) had purchased produce from the Tri-State Farmers' Association Market in 1980. A combination interview schedule and mail-type questionnaire (see Appendix F) was developed and used. The Ohio wholesaler did not respond. Also, only one of the consumer cooperatives returned the questionnaire. Thus, a total of four completed questionnaires was available for summary.

The questionnaire included seven questions regarding the kinds and amounts of produce each purchaser had bought, the ways they had become involved and their degrees of satisfaction with the Market, and their individual attitudes concerning the Market and how possibly to improve its management and services.



C. DATA HANDLING AND ANALYSIS

Information received from the different sources was tabled in convenient form under appropriate headings. Numbers, percentages and averages were used as needed to simplify descriptive presentation and interpretation.

CHAPTER IV

FINDINGS OF THE STUDY

Findings of the study came from three primary sources as noted earlier, namely: (1) a survey completed by five of eight authorities known to be familiar with the history, organization and operation of the Tri-State Market, (2) a survey of 15 of 90 farmers who sold produce through the market in 1980, and (3) a survey of four wholesale and retail buyers who had purchased produce in the summer of 1980. Information secured from the different groups was summarized and, where appropriate, tabled for easy analysis and interpretation. Findings from the different sources will be presented below.

A. SURVEY OF AUTHORITIES REGARDING THE CLAIBORNE COUNTY TRI-STATE FARMERS' ASSOCIATION MARKET

As indicated earlier, five of eight knowledgeable people were contacted as panel members (see Appendix A) who were directly involved in the writing, handling and funding of the Market project responded to a mail questionnaire (see Appendix B) designed to document the origins of the project and to chart its evolution. In addition, the Housing and Urban Development (HUD) project proposal (4) itself was available to fill in any blank spots encountered in the knowledge of the panel members. The appendix of this last document served as a rich source of information about the Market.

Source of the Idea for a Market

Table I summarizes responses of the five panel members answering with regard to the origin of the idea to start the Tri-State Farmers' Market. Variations in responses indicate different degrees of familiarity with specific details.

Who had the idea? Apparently, Dr. Roy Norris, then professor at Lincoln Memorial University (LMU), contacted the Claiborne County Extension Leader, Luther Whitaker, when an elaborate Tennessee Valley Authority (TVA) proposal by LMU was not approved. The proposal had to do with establishment of a farmers' market. Meanwhile, the Claiborne County Resource Development Committee (RDC) had been established in 1969 (4:7) with Whitaker in the role of chairman, the committee's purpose at the time was to ". . . utilize existing authorities to provide more jobs and income opportunities, improve rural living conditions, and enrich the cultural life of rural America. . . ." (4:7).

In 1973, the Committee reorganized in order to broaden its base to include county representatives of the Agricultural Stabilization and Conservation Service, the Farmers' Home Administration, and the Soil Conservation Service, as well as the County Judge, School Superintendent, representatives of other government agencies, leaders of the local business community, and other interested citizens.

When did the idea occur? General agreement has it that Dr. Norris' visit with Mr. Whitaker occurred in 1974. The proposal document (4:7) notes that since 1975, the committee has promoted the production and marketing of vegetables and fruits as a source of

TABLE I
 INFORMATION REGARDING THE ORIGIN OF THE IDEA TO START A TRI-STATE FARMERS' MARKET

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. Who had the idea or from where did it originate?	Dr. Roy Norris LMU-IVA ¹ proposal	(Ask Luther Whitaker)	Dr. Roy Norris contacted Luther Whitaker	Luther Whitaker	Dr. Roy Norris
2. When did the idea occur?	1974	--	1974	When a Nicholasville, Va., packing house went out of business	1974
3. What "sold" the idea to the "right" people? (Why was the idea accepted?)	Norris had Whitaker read proposal to RDC ³	--	A feasible way to help small and part-time farmers	RDC spearheaded and it was needed	--
4. What was the original thought?	Develop produce market for Claiborne County	--	Promote vegetable production and marketing as needed	Create supply and market outlet for small vegetable producers	
5. Who "carried the ball" or promoted the concept of a farmers' market?	Luther Whitaker; RDC	--	RDC; Luther Whitaker; Roger Brooks	RDC; Extension Service; Ag. marketing project	RDC
6. What was done by way of study?					
a. Regarding successful markets elsewhere.	Corresponded with other markets, made 6 field trips, and worked with hort. spec. in Virginia	--	Visits, reading, and phone calls	--	--
b. Regarding the possibility of a market in Claiborne County	Conducted three surveys	--	Bulletin 577 (Dr. John Brooker and Thomas King)	--	A study done by Dr. John Brooker and Mr. King was conducted

¹LMU = Lincoln Memorial University.

²IVA = Tennessee Valley Authority.

³RDC = Resource Development Committee in Claiborne County.

supplemental income for small and part-time growers in the county. The emphasis has been on tomatoes because it fits local agronomic conditions, labor availability and income possibilities (4:8).

What sold the idea to the right people? Dr. Norris asked Mr. Whitaker to read the LMU-TVA proposal to the Claiborne County Rural Development Committee. The Committee reacted favorably—recognizing the Market as a feasible way to help small and part-time farmers.

What was the original thought? Respondents agreed that the idea was to develop a produce market for Claiborne County and to create a supply of produce to maintain it and make it succeed.

Who promoted the concept? Again, it seems clear that the Extension Service, represented by Luther Whitaker and Roger Brooks, Resource Development agent for several counties, including Claiborne, together with the Resource Development Committee, provided leadership for the Market idea. Also, the Agricultural Marketing Project (AMP) staff provided a helping hand in promotion (4:11).

What sort of study was done? A number of marketing studies was done with regard to successful markets elsewhere and the possibility of a market in Claiborne County. Luther Whitaker corresponded with those at other markets, made six field trips, worked with horticulture specialists in Virginia, and conducted three surveys. Also, a study was done by John Brooker and Thomas King regarding the feasibility of fresh vegetable packing-house operation in Tennessee (3); George Smith and Robert Burney noted the utility of that bulletin.

GRADES 5-8
REST

The Planning That Went Into the Tri-State
Farmers' Association Market

As shown in Table II, there were some possible disagreements between responses panel members gave for particular questions. Some respondents apparently misunderstood the time period intended. Specific items in the table will be discussed in detail below.

Who did the initial planning? Respondents agreed that the Resource Development Committee and, in particular, Luther Whitaker, the chairman of the Committee and County Extension leader, were involved with the initial planning along with Roger Brooks, Resource Development Agent; Lindsay Jones and John Vlcek, Agricultural Marketing Project (AMP); Extension Leaders from Kentucky and Virginia; John Brooker, The University of Tennessee, Knoxville; and Mary Evelyn Hodges, East Tennessee Development District Office.

How was planning done? As stated in the By-Laws (4:11), the Claiborne County Resource Development Committee was charged in 1973 with the responsibility of ". . . conducting surveys, developing over-all projects, and providing leadership for the initiation and application of such programs beneficial to rural or urban sectors of Claiborne County" (4:11). Thus, the Resource Development Committee along with the Agricultural Extension Service and other institutions and organizations carried out a series of activities such as surveys, committee work, farmer meetings, tours of successful markets, worked with specialists from other states, requested funds from the Tennessee Valley Authority (TVA), and secured local support to direct their efforts in the establishment of reliable market outlets for vegetable producers.

TABLE II
INFORMATION REGARDING THE PLANNING THAT WENT INTO THE TRI-STATE FARMERS' MARKET

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. Who did the initial planning and held meetings, collected information, regarding the situations, made contacts with funding sources, and knowledgeable people?	RDC, Roger Brooks, Luther Whitaker	--	Luther Whitaker, Roger Brooks, Lindsay Jones, John Vleck (AMP), ² other RDC members, Extension leaders from Kentucky and Virginia, John Brooker, Mary Evelyn Hodges (ETOD) ³	Luther Whitaker	Luther Whitaker
2. How was planning done?	Survey, committee work, farmer meetings, tours of markets, specialists from other States. Requested HUD funds. Secured local support.	--	1. Identification of needs 2. Identification of alternatives 3. Selection of best alternative 4. Vigorous pursuit of chosen alternative	Little done, just evolved	County Agent, RDC, UT ⁴ specialists
3. When was planning done?	1974-1979	--	From 1974 up to now	--	Period of years
4. What motivated planners and decision makers?	Market potential and survey result	--	Professionalism, desire to aid clients	--	Need for market in the area
5. What was included in the initial plan?	Feasibility and need for market	--	Produce in Tennessee, Virginia, and Kentucky. Market through Illinoisville, Va., Co-op.	--	Operate in old shed at fairgrounds (expanded to include building)
6. What happened during the period between 1976 and the HUD grant in 1980? a. Where was marketing located? Boundaries of market area?	Claiborne County	--	--	Fairgrounds and Harrogate market	Tazewell, Knoxville market, broker in Cincinnati, Kentucky food buying corp.
b. Who managed?	Extension Program Assistant	--	Private brokers, managers hired by committee, Luther Whitaker	CETA ⁵ worker	--
c. Who participated? Characterize?	Local farmers and home gardeners	--	(Same response as Whitaker)	--	A number of small producers



TABLE II (continued)

Questions	Whitaker	Trautfeld	Smith	Jenkins	Burney
d. Who brought produce during the period? How were sales divided in volume by percents of total?	Whitaker 100% wholesalers	--	--	80% Wholesalers; 15% White Stores; 5% other	--
e. What were the rules for sellers and buyers?	None	It is a buyers' market. Working hard to persuade buyers to encourage producers.	(Same response as Whitaker)	--	Sellers would be paid based on price received less packing charge, some discussion on average price for each week.
f. How were prices arrived at?	From other markets	Market news service reports, Knoxville buyers	(Same response as Whitaker)	Took what was offered	Information received through market news, Atlanta market and knowledge of Knoxville market prices
g. What marketing services were provided? Cost to sellers and buyers?	\$1 per box packing charge	--	(Same response as Whitaker)	Packing and sorting, packaging and delivery	Packing, shipping, washing, storing
h. Volume of top (5) vegetables and/or fruits?	(Picking, grading, farm visit, shipping and trucking, marketing, washing, newsletter, storing, cooling, TVA demonstration)	--	(Same response as Whitaker)	--	Tomatoes, zucchini squash
i. Approximate dollar value of annual marketing?	(Tomatoes, zucchini, other squash, snap beans, bell peppers, okra, potatoes, cantaloupe, sweet corn)	--	(Same response as Whitaker)	--	--
j. Acreage represented?	(See Producer Survey)	--	(Same response as Whitaker)	12 acres	10-15 acres
k. Number of producers using market one or more times?	(See Producer Survey)	--	(Same response as Whitaker)	Don't know	--

(1980 = 39 members, 51 nonmembers; 1979 = 26 sellers, 17 members)

TABLE II (continued)

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burnsey
1. Problems posed by market? How overcome?	Low price, open up new markets	Delivery scheduling buyers, generally satisfied with quality. 80 had to use different sizes and types of containers; managers work closely with buyers and responds to feedback.	(Same response as Whitaker)	Slow payment; changed buyers	--

¹RDC = Resource Development Committee in Claiborne County. ²AMP = Agricultural Marketing Project.
³ETDD = East Tennessee Development District. ⁴UT = The University of Tennessee.
⁵TVA = Tennessee Valley Authority. ⁶CETA = Comprehensive Employment and Training Act.



When was planning done? In 1974, with the help of a TVA grant, Extension Leader Luther Whitaker initiated a vegetable marketing project for low-income farmers in Claiborne County (4:74). From that time up to the time of the study, a constant effort had been made to continue and improve the Farmers' Cooperative Market.

What motivated planners? The survey conducted by the Resource Development Committee after its reorganization in 1973 identified the need for a market project as one of the major requested needs (4:7). Thus, survey results and the obvious market potential, as well as the desire of professionals to aid clients, motivated planners to help producers establish the Cooperative Markets.

What was included in the initial plan? The Tri-State Farmers' Association Market is located in Tazewell, Claiborne County, Tennessee. Some marketing was being done at an early date through a cooperative in Nicholsville, Virginia, but during the years of its existence, the Claiborne County marketing and packing operations have taken place in different places in Tazewell. Once, the packing shed was located in a wing of the County Fair Building, rent free, and the tomato grader used was on semipermanent loan from a produce company in Florida which ran a packing shed in Claiborne County for several years (4:73). Farmers belonging to the Tri-State Farmers' Association Market sold their produce not only at the packing shed, but also through the AMP-sponsored Food Fair in the Harrogate Methodist Church parking lot (4:72).

What happened during the period between 1976 and 1980? As seen in Table II, with the help of Luther Whitaker, Claiborne County farmers

established the Farmers' Cooperative Market at Tazewell, Tennessee, but between the establishment of the Market in 1976 and operation of the permanent packing shed in 1980, they tried out many different buyers and ways of selling the produce. Marketing was done in Claiborne and Hancock counties, and buyers represented an area ranging from Cocke County north and east to Rose Hill and Nicholasville, Virginia, and north to Cincinnati, Ohio. As noted above, during the years of its activity, the Market packing shed was located at different places in Tazewell.

An Extension program assistant managed the Market during this period according to Luther Whitaker, but George Smith noted private brokers, managers hired by the RDC, and Luther Whitaker, the agent, really managed the Market. Robert Jenkins mentioned a Comprehensive Employment and Training Act (CETA) worker. In addition, the Market document indicated that Terry Overton, a young woman who sold at Food Fairs, managed the Market from 1977 to 1979 (4:70-71).

From the beginning, a number of local small farmers and home gardeners established and participated in the Market. Some larger farmers also participated as shown later in packing shed records.

Before the start of the Farmers' Cooperative Market, farmers had to truck their tomatoes as far away as Nicholasville, Virginia, to have them sorted, boxed, and sent to market. But after the Tri-State Farmers' Association Retail Market (FARM) was established, all the tomatoes were packed at the Market from where they were trucked to market in Cincinnati, Ohio (4:70).

The tomatoes trucked to Cincinnati were sold on the open market, and farmers received prices which varied according to the fluctuating supply and demand. The usual rules of supply and demand, then, controlled the process. No other rules were involved (4:70). Thus, farmers had little or no control over produce prices. One year they shipped their produce more than 70 miles to a cooperative packing house and ". . . instead of getting a check back, they received a bill for \$0.50 due to high shipping and packing costs!!" (4:73). For several years, a produce company in Florida provided a packing shed and grading equipment in Claiborne County which encouraged farmers to put land in acorn squash. However, the company failed to provide an adequate market (4:73).

Prior to 1980, it is known that marketing services provided from time to time included sorting, washing, packing (i.e., boxing), storage, and shipping. The lack of an adequate supply of tomatoes (i.e., the primary produce item marketed) prevented more services which were later to be added. One dollar per box was the standard charge for services provided. According to the Tri-State News, Middlesboro, Kentucky, issue of August 1, 1979 (4:70):

. . . Though the packing equipment used by F.A.R.M. is not the most sophisticated, it is functional, and the apple sorting machine converted to handling tomatoes is actually better than more conventional machines used here in the past," said Whitaker. He found the machine in North Carolina and F.A.R.M. members purchased it with a \$1,500 loan from Production Credit Association.

Whitaker's brainstorm to adopt the apple sorting machine to F.A.R.M. purposes meant adding a unique water washing system, among other changes. It is essential that tomatoes be thoroughly cleaned before going to market and the dry brushes on the apple sorting machine were much too rough for them, he explained. So Whitaker adapted a garden

hose and spray nozzle to wash the tomatoes as they are brushed clean and sorted by the machine, without bruising or cutting them.

Another piece of equipment customized for F.A.R.M. purpose is an old refrigeration unit from a milk truck. This was donated by a Tennessee farmer and serves to store the tomatoes until a truck from Cincinnati comes twice a week to take them to market.

Exact figures regarding actual volumes of tomatoes, zucchini squash and other produce items were not available for several years. Twenty-three farmers sold 2,600 boxes of tomatoes in 1978 (4:70). In 1978, \$7,000 worth of tomatoes were sold, and in 1979, \$7,960. One individual accounted for about \$3,168 worth of tomatoes sold in 1978. Acreage represented in 1979 was about 12 acres representing 26 sellers, 17 of whom were Market members. It cost \$10 each for farmers to become members. According to 1978 Census information (18), 19 Claiborne County farmers grew 20 acres of vegetable crops in 1978, compared to 51 acres in 1974 and 70 acres in 1969. Thus, instead of increasing, acreage had declined. The Market was open to all farmers in the market area.

Low prices, slow payment, difficulty in delivery scheduling, and odd sizes and types of containers were continuing problems in the period before 1980. Managers sought to overcome the problems by changing buyers, trying to open up new markets, being flexible on containers and trying to schedule supply and deliveries more closely.

Writing and Handling of the HUD Project Document

As seen in Table III, the knowledgeable respondents also answered the questions regarding the writing and handling of the Housing and Urban Development (HUD) project proposal (4).

TABLE III
 INFORMATION REGARDING THE WRITING AND HANDLING OF THE HUD PROJECT DOCUMENT

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. Who wrote it?	Luther Whitaker, George Smith, Mary Evelyn Hodges	--	Mary Evelyn Hodges, Bob Jenkins, George Smith, Bob Burney	Jenkins did initial draft, George Smith refined, Mary Evelyn Hodges revised	Mary E. Hodges, Luther Whitaker, UT specialists
2. For whom?	HUD ¹	--	RDC ²	Luther Whitaker, HUD	HUD
3. Who approved it?	ETDD, ³ county, state, HUD	--	RDC	Luther Whitaker	HUD
4. Who else was involved and how?	RDC, UT Resource Development Staff, marketing specialist, ETDD	--	Problem discussed with many agencies including ETDD; M.E. Hodges found HUD program possibility, M.E. Hodges, Smith, Jenkins and HUD rep. visited Claiborne; Hodges wrote document with help from folks listed above	--	George Smith, Bob Jenkins, Al Rutledge, Bob Burney, Bud Dillard, John Vlcek
5. What were the steps in getting document approved?	Develop project-committee approved. ETDD planner compiled final draft. Submitted to clearinghouse, from clearinghouse sent to Washington, HUD screened and approved.	--	Simple O.K. by committee	Sent to HUD, asked Congressman to support	Document was sent to Washington. They asked for additional information and clarification; was awarded at ceremony in Washington
6. What was included in the proposal? a. Funding? (How was it funded? For how much? What were the limits?) (Refer here to HUD document)	\$85,000, HUD other resources \$79,933	--	See proposal	About \$85,000, HUD	\$89,000
b. Were other funds in kind to be cooperatively used?	--	--	See proposal	TVA, ⁴ CETA, ⁵ VISTA, ⁶ in kind labor	Shown in proposal

TABLE III (continued)

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
c. Management?	Market manager Jon Traunfeld	--	See proposal	\$15,000/year for manager	RDC supervises operation of the market
d. Purposes?	To pack and market quality produce grown by local farmers, to gene- rate income for low- income farmer	--	See proposal	To build packing house equipment	To organize co-op to market produce for members
e. Participants? Criteria for participants?	None. All participants treated equal regard- less of race, color, sex, or national origin	--	See proposal	Farmers	Intended for small operators; however, anyone may participate
f. Limitation on use of funds?	Fund limited to con- struction and manage- ment of market	--	See proposal	For purpose indicated, competitive bids required	For constructing building, for equipment and operating shed for 2 years.
g. Grant monitoring procedures to follow? Who writes reports and when?	--	--	See proposal	Report by Whitaker, consultant evaluates and writes report	George Smith is acting as consultant to write reports and review the operation
h. Timing (beginning date, length of funding, ending date, renewability)	Read document	--	See proposal	About July 1, 1980, 2 year funding, not renewable	Length of funding about 2 years, began June or July 1980, possibility for requesting additional funds.

¹ Department of Housing and Urban Development.² Resource Development Committee.³ East Tennessee Development District.⁴ Tennessee Valley Authority.⁵ Comprehensive Employment and Training Act.⁶ Volunteers in Service to America.

Who wrote it? Those identified as having contributed in some way to the writing of the HUD document included: Luther Whitaker, the Claiborne County Extension Leader and the Chairman of the Resource Development Committee; George Smith and Robert Jenkins, Professors in Agricultural Economics and Resource Development; and Mary Evelyn Hodges, East Tennessee Development District planner.

For whom? The proposal document (4) indicated that the Claiborne County Resource Development Committee, Inc. applied for funding under the FY 1980 Neighborhood Self-Help Development Program, U.S. Department of Housing and Urban Development (HUD). According to the legislation,

. . . The Neighborhood Self-Help Development Act was passed by Congress as Title VII of Public Law 95-557 of Housing and Community Development Amendments of 1978. This Act authorizes the secretary to make grants and provide other forms of assistance to neighborhood organizations to prepare and implement neighborhood revitalization projects in low and moderate-income neighborhoods (6:60934).

Neighborhood organizations applying under this program were described as ". . . groups including neighborhood non-profit rehabilitation sponsors, non-profit community development corporations, multi-service neighborhood centers and neighborhood economic development organizations" (6:60935).

Who approved it? As stated in the Neighborhood Self-Help Development Program, Interim Regulation, ". . . each organization must submit, as a part of application, certification from the chief elected official of a unit of general local government" (6:60936). As the proposed document (3) shows, Luther Whitaker, the Chairman of the

Resource Development Committee, submitted the market proposal project to the Tennessee State Planning Office and East Tennessee Development District Offices, respectively, as the Tennessee state clearinghouse and regional clearinghouse for federal grant programs (4:33-34).

Apparently the East Tennessee Development District Office (ETDD) sent the market project proposal to the City of Tazewell and the City of New Tazewell. The market project was found to have no conflicts with the plans or programs of the state, district, the town of Tazewell, and the town of New Tazewell (4:31-34). Then the market proposal project along with approval letters from ETDD was sent to HUD for final approval and was approved under the first cycle of funding for the Neighborhood Self-Help Development program (7:1-13).

Who else was involved and how? As indicated in Table III, George Smith noted that problems of fresh vegetable marketing were discussed with experts and agencies including ETDD. Mary Evelyn Hodges then determined the possibility of funding for the Tri-State Farmers' Association Market under the HUD Self-Help Development program. George Smith, Robert Jenkins, Mary E. Hodges, and a HUD representative visited Claiborne County. Then Mary E. Hodges, with the help of Robert Jenkins, George Smith and Robert Burney, wrote the market proposal under the title of Produce Packing Facility for Claiborne County Farmers. Robert Burney noted that certain other persons were somewhat helpful in the preparation of the market project, including: Al Rutledge, Agricultural Extension Service; James G. Dillard, Tennessee Valley Authority; John Vlcek, Agricultural Marketing Project, and Robert Burney, Agricultural Extension Service.

The steps in getting the document approved? After the market project proposal was approved by the Claiborne County Resource Development Committee, it was submitted to Tennessee State Clearinghouse and ETDD. After it was found not to be in conflict with existing programs, the market proposal was sent to the HUD office in Washington. The requested fund, again, was approved by HUD under the Self-Help Development Program, Cycle I.

What was included in the proposal? The market proposal project, then, was funded in 1980 and utilized a grant from HUD through the Neighborhood Self-Help Development Program, Cycle I, to establish a grading, packing and storage facility to serve the low-income vegetable growers of Claiborne County (4).

The \$85,000 requested was approved for fiscal years 1980 and 1981. The HUD fund was limited for construction of a packing house, operation of the packing shed, and for grading equipment. According to the proposal document, the HUD fund included estimates of \$34,051 for building and site preparation; \$15,707 for a grader and other essential equipment; \$30,000 for hiring a manager for two years; and \$5,242 for a two-year packing shed utility (4:42).

The Tri-State Farmers' Association Market also utilized funds and donations from other supporting sources. In planning for the necessary expansion, the Tazewell Jaycees (Junior Chamber of Commerce) were contacted concerning the need for land on which to locate the proposed packing house. The Jaycees offered the donation of a desirable site (4:15). The estimated value of donated land was \$7,500 (4). The Tennessee Valley Authority supported the efforts of

the Farmers' Cooperative in a number of ways. TVA support was in the form of fertilizer and other supplies for demonstration. Furthermore, a grant awarded to the Claiborne County Resource Development Committee by TVA provided \$3,500 toward the operation of a vehicle to enable the shipment of produce directly to the Knoxville market. Also, the vehicle was to be used to establish a pick-up route which would furnish transportation of ungraded produce in field boxes from individual farms to the packing shed for those low-income vegetable growers who did not have access to a truck (4:15). As seen in the market document, the Market received the estimated value of \$23,100 donation of professional time of the Agricultural Extension Service, Agricultural Marketing Project, Agricultural Stabilization and Conservation Service, Claiborne County Community Action Committee, Farmers Home Administration, Tennessee Valley Authority and The University of Tennessee. In addition, the Tri-State Market enjoyed \$540 worth of volunteer labor contribution (4).

According to the proposed project, the management of the Market would involve both the Resource Development Committee, Inc., and the Tri-State Farmers' Association Retail Market (FARM). The committee was to be responsible for administering the project budget and act in an advisory capacity to the Cooperative. FARM was charged with the actual management of the operation (4:19).

As stated in the Tri-State Farmers' Association Market By-Laws, the purpose of the Cooperative Farmers' Market was:

. . . To provide producers with facilities, sites and services to process and market their agricultural products; to provide consumers with a market for purchasing farm products directly from the producer; to collect and

disseminate information concerning the more direct availability of farm products to the consumer; to promote increased cooperation among farmers; to educate and inform farmers of appropriate and alternative cultural approaches, production practices, and markets; to promote and develop potential group activity in the acquisition of agricultural inputs; to encourage and assist young people to become farmers; to promote and sponsor any fairs, shows, exhibitions, conferences and public gatherings for the general betterment of agriculture (4:63).

Local farmers and home gardeners, with the help of the Resource Development Committee, established and participated in the Market. However, anyone who produced vegetables in the Tri-State area could participate in the Farmers' Cooperative Market and sell through the Market.

Reference to Table III shows that George Smith, acting as grant monitoring consultant, assisted Luther Whitaker in writing reports and reviews of the operation.

The length of HUD funding was for two years to begin in June 1980 and to end in June 1982. The possibility for requesting additional funds is uncertain.

Operation in the First Year, 1980, of the Market under the HUD Contract

As shown in Table IV, only two of the five knowledgeable respondents answered the questions regarding the first year of operation, 1980, of the Tri-State Farmers' Market under the Neighborhood Self-Help Development Program, Cycle I, HUD. Information regarding the 1980 market operation will be discussed below under convenient questions.

Where located? The Tri-State Farmers' Association Packing House facility is located on land at the county fairgrounds, Tazewell, Claiborne County, Tennessee. The Jaycees made it available.

TABLE IV
 INFORMATION ABOUT OPERATION IN THE FIRST YEAR, 1960, OF THE TRI-STATE FARMERS' MARKET UNDER THE HUD CONTRACT

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. Where located? Boundaries of market area?	Whitaker Jacce fairground, limited to market demand.	--	See Whitaker	--	Tazewell area, Knoxville, Cincinnati
2. Who managed?	Jon Traunfeld	--	See Whitaker	--	Jon Traunfeld
3. Who participated? Characterize?	Local producers	--	See Whitaker	--	--
4. Who bought produce? How were sales divided in volume by total?	60% wholesalers; 20% White Store 15% walk-in customers 5% other	--	See Whitaker	--	43% wholesale; 12% White Store 8% walk-in customers 37% other
5. What were the rules for sellers and buyers?	Cooperation during learning process	--	See Whitaker	--	Members and nonmembers were able to participate, terms were cash to buyer; some were slow in paying
6. How were prices arrived at?	Market reports, state and area	--	See Whitaker	Market news service reports, from other markets, Knoxville market prices; negotiation with buyers	Market price news, Knoxville market
7. What marketing services were provided? Cost to sellers and buyers?	Packing and grading, shipping \$1 per 30-box tomatoes \$1 per 20-box squash	--	See Whitaker	--	Grading, washing, packing, storage and marketing. \$1-2 per box
8. Volume of top (5) vegetables and fruits?	Summary attached	--	See Whitaker	--	Tomatoes \$8,000; squash \$3,000; mixed vegetables \$4,000
9. Value of first year of operation?	Summary attached	--	See Whitaker	--	\$18,000, approximately
10. Acreage represented?	8 acres	--	See Whitaker	--	10-15 acres
11. Number of producers using market one or more times?	70	--	See Whitaker	--	100
12. Problems posed by marketers? How overcome?	Limited volume hard to sell. Use local markets and nearest market center, shifted emphasis from Cincinnati market to Knoxville market.	--	See Whitaker	--	Product quality, culling in the field, harvesting at the proper stage, lack of moisture (education and irrigation).

Who managed? As indicated on the 1980-1982 calendar of work for the Market (4:17), the first task after HUD funded it was to hire a manager for the organization in June 1980. From that time up to time of the study, Jon Traunfeld was the Market Manager.

Who participated? A number of local vegetable producers who organized the cooperative market, participated in and sold their produce through the Market. However, a large number of nonmember growers, who did not pay the membership fee, enjoyed the Market services.

Who bought produce? Reference to the 1980 summary report of packing shed records (see Appendix E) shows that a total of \$17,737 worth of produce was sold through the Tri-State Farmers' Association Market in 1980. The \$17,737 was composed of 54 percent wholesalers, 16.5 percent White Store, 8.5 percent walk-in customers, and 21 percent others including consumer food buying cooperatives, local stores and roadside stands.

What were the rules for sellers and buyers? Rules primarily consisted of cash terms the first year of operation. When cash was not used, some were slow in paying. All tried to cooperate and all learned from this first formal attempt. Earlier experience did help.

How were prices arrived at? In 1980, prices were derived from several sources including market news service reports from nearby markets; Knoxville market prices; and manager negotiation with buyers in many cases. Nevertheless, the Cooperative Market was never bargaining

from a position of strength according to Jon Traunfeld, the Market Manager.

What marketing services were provided? During the 1980 season, the Tri-State Farmers' Association Market provided many marketing services including packing, grading, washing, storing, marketing, cooling, and shipping/trucking. In addition, the Market furnished some other services such as workshops, farm visits, production and market newsletters, TVA demonstrations and fertilizers and seeds. The packing service was open to all vegetable producers in the Tri-State area. It only cost farmers \$1.00 per box to have their produce packed.

Volume of top (5) vegetables and fruits? The top five vegetables and fruits marketed in 1980, in descending order of value, included: (1) tomatoes, with 2,145 boxes sold for \$10,647.65; (2) zucchini squash, with 1,030 boxes sold for \$3,420; (3) beans, with 104.4 bushels sold for \$1,142.20; (4) canteloupe, with 1,313 fruit sold at \$887.06; and (5) blueberries, 116 gallons sold for \$455.00.

Value of first year of operation. As seen in Appendix E, the seasonal total for 1980 was \$17,736.98. In addition to the top five items, potatoes, cabbage, okra, other squash, corn and peppers were noted.

Acreage represented? The exact figures regarding actual acreage represented in 1980 were not available. According to Table IV, estimates ranged from eight to fifteen acres.

Number of producers using market? The packing shed records show that 90 small farmers marked one or more times through the Farmers' Association Market in 1980. Thirty-nine of the 90 were members who paid the membership cost of \$10 each, while 51 were nonmembers who did not pay the membership costs.

Problems posed by marketers? Major problems included low volume of produce, distance of market, quality of produce, lack of soil moisture. According to Table IV, these problems could be overcome by using closer markets (i.e., shift emphasis from the Cincinnati markets to the Knoxville markets), culling in the fields, harvesting at the proper stage, and irrigating the fields.

The Market Organization and Management

Table V summarizes responses of the five panel members to the questions regarding Market organization and management. Items in the table will be discussed in detail below.

Will there be a manager? The HUD document assures presence of a manager at least until June 1982. Of course, Jon Traunfeld has served in that capacity since the grant began in 1980.

Rules regarding the Market Manager? As indicated in the proposal document (4:30), the Market Manager is responsible to the Board of Directors of the Tri-State Farmers' Association Market for planning, coordinating, implementing, evaluating and reporting all phases of cooperative programs and operation.

TABLE V
INFORMATION ABOUT MARKET ORGANIZATION AND MANAGEMENT

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. Will there be a manager?	Yes	--	Yes	Yes	Yes—Jon Traunfeld
2. The job description (and/or rules regarding market manager)? Salaries?	Check document	See HUD ¹ grant \$15,000/year for two years	See proposal	Many programs under authority of RDC ² \$15,000/year	Shown in proposal
3. Other employees? Pay?	8-12	2 CETA ³ workers	CETA, PA's, and other public agencies	CETA, VISTA, 5 pay	Some CETA workers
4. Job descriptions of CETA workers?	Assist with packing operations	1. Assist in grading and packing fall produce. 2. Help finish building inside and out. 3. Help in the production of a greenhouse, and sale of field boxes to co-op members	See proposal	--	--
5. Flowchart showing responsibilities? Reports?	Check document	--	See proposal	--	RDC, Tri-State Farmers' Market
6. Records to be kept? By whom?	Market manager and program assistant	By manager. If a book-keeper/secretary can be hired through CETA those duties will be transferred	Market manager and RDC	Record keeper	Market manager responsibility to see that sales records are kept. RDC coordinated the building project.
7. Contacts with producers?	Farm visits, newsletters from manager, correspondence, radio, news articles	Manager and program assistants	1. Market manager 2. VISTA volunteer 3. Farm leadership 4. County Extension Office	Through manager	1. County agent 2. Market manager 3. Program assistant working with small farmers.
8. Services to be provided to participating farmers?	--	1. Workshops and demonstrations 2. Educational materials 3. Supplies at cost 4. Grading, packing and marketing services	1. Marketing 2. Education 3. Supply plants and other inputs	Supplies, plastic laying, seeds, some fertilizer, transportation, marketing	Marketing, washing, packing, grading, storage, assistance in production, seeds, fertilizer, soil test.

TABLE V (continued)

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
9. Charges to farmers for services?	--	1. Supplies—sold at cost + 10% 2. Packing-marketing at cost + 10%. Ten percent added to cover operation costs and market new investments.	Estimated actual cost in 1980 for marketing and input. Education is free.	Packing charge \$1.00/box.	Varied for tomatoes and squash approximately \$1 to \$2 percent charge on other items.
10. Where would produce be marketed?	--	Knoxville is primary market, also local, Middlesboro, consumer co-ops, retail sales.	Knoxville and local consumer co-ops in Kentucky	Knoxville, Kentucky, Cincinnati	Tazewell area, Cincinnati, Knoxville area, food co-ops in Kentucky
11. Contacts with buyers and potential buyers?	Visits, phone, letters	Will explore Lexington, London and other Kentucky cities.	Market manager, RDC, and FARMb	--	Bob Jenkins aided—some buyers came to meeting learned what the buyer wanted.
12. Roles of Resource Development Committee and others (e.g., County Extension Leader, Luther Whitaker, Bob Burney)	--	--	1. RDC responsible for grant administration 2. Burney-technical assistance 3. Jenkins-marketing aid 4. Smith-organizational assistance	RDC-basic oversight of project. Whitaker-managed development phase.	Luther Whitaker supervised the total effort, others' roles were supportive. RDC provided local support, specialists provide support in their area
13. Role of East Tennessee Development District?	Support of present and future development needs.	--	See above. None at present.	1. Found potential source of funds. 2. Wrote proposal.	Aided in assembling information into the proposal and in applying for grant.
14. Facilities and equipment?	Check document	--	Owned by RDC	Grader, fork lift, coolers	Building, grading equipment, 2 storage coolers, van, tow motor.
15. What were strong and weak points in 1980 operation?	Strong: Developed good market in Knoxville, improved processing procedures. Good attitude on part of Market Manager. Weak: Need better receiving procedure and record keeping. Need to educate growers on quality and importance of quality.	Strong: Many new growers, feelings of trust and satisfaction among growers, more than doubled sales. Weak: Poor business practices and record keeping. Poor usage of time, labor and equipment. Little organization. Little member control.	Strong: It was a success. Farmers made money, contracts for 1981 initiated, experience gained. Weak: Needs to be set up on business-like basis, little member involvement.	Strong: Prices good, packing good. Weak: Volume low, not well organized, managerial chores.	Strong: Packed a good product. Did a good job. Weak: Lack of volume, grower commitment, marketing.

TABLE V (continued)

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
16. How can operations be improved in the future?	Involve farmers in management decisions, and get them more involved in the Market.	<ol style="list-style-type: none"> The addition of two CETA workers will help very much. Management and board training. New markets. Marketing agreement Use of uniform field boxes. 	<ol style="list-style-type: none"> Better record keeping. More member involvement. Organize to run like a private, profitable market business. 	<ol style="list-style-type: none"> Nonpacking line organization. Delegation of clear line of authority. 	<ol style="list-style-type: none"> Need to expand. Encourage grower commitment. More active farmer participation.

¹HUD = Department of Housing and Urban Development.

²RDC = Resource Development Committee in Claiborne County.

³CETA = Comprehensive Employment and Training Act.

⁴PA = Agricultural Extension Program Assistant.

⁵VISTA = Volunteers in Service to America.

⁶FARM = Tri-State Farmers' Association Retail Market.

These duties include:

1. To develop and maintain reliable market contacts for member produce.
2. To act as sale broker for member produce.
3. To supervise the grading, packing and shipping of member produce.
4. To work closely with all members on all aspects of production, harvesting, and marketing.
5. To work closely with government agencies, public and private organizations and other co-ops to provide members with up-to-date production and marketing information.
6. To work closely with TVA to supervise vegetable demonstration projects in the county.
7. To coordinate and supervise all off-season activities.
8. To train VISTA, CETA, and NYC workers involved in the Market.
9. To write and distribute a monthly newsletter to aid in an explanation of co-op principles, activities and plans along with market prices, happenings in the industry, problems and successes of other cooperatives, etc.
10. To develop a wider product line and investigate ways of maximizing off-season use of packing shed and equipment.
11. To recruit new growers in the Tri-State area, particularly those with low incomes.

Other employees? According to the market proposal:

. . . Other personnel employed on this project will be drawn from a number of supporting sources. It's anticipated that Neighborhood Youth Corps (NYC) participants and some Comprehensive Employment and Training Act (CETA) workers will be

available to assist in grading and packing operations during the season. There also exists an opportunity to utilize agricultural marketing interns from The University of Tennessee. Furthermore, steps have been taken to elicit the assignment of a Volunteers in Service to America (VISTA) to the project (8:19).

As seen in Table V, Jon Traunfeld, Market Manager, mentioned the fact that two CETA workers helped him in the packing shed operation in 1980.

Job description of CETA workers. Reference to Table V discloses that Jon Traunfeld cited the duties of the Comprehensive Employment and Training Act (CETA) workers to include: (1) assisting in grading and packing fall produce, (2) helping finish building inside and outside, and (3) helping in the production of a greenhouse and sale of field boxes to cooperative members.

Flowchart showing responsibilities, reports. Reference to Figure 2 shows the proposed organizational chart included in the grant document for the Claiborne County Resource Development Committee. No flowchart is shown for the Market itself. Luther Whitaker and George Smith have done previous reports.

Records to be kept. As seen in Table V, George Smith said the Market Manager and the Resource Development Committee were responsible to keep the Tri-State Farmers' Association Market records. But Luther Whitaker stated that the Market operation records were kept by the Market Manager and Extension Program Assistant.

Contacts with producers. According to Table V, vegetable producers were contacted by the Market Manager, Extension agents, Program

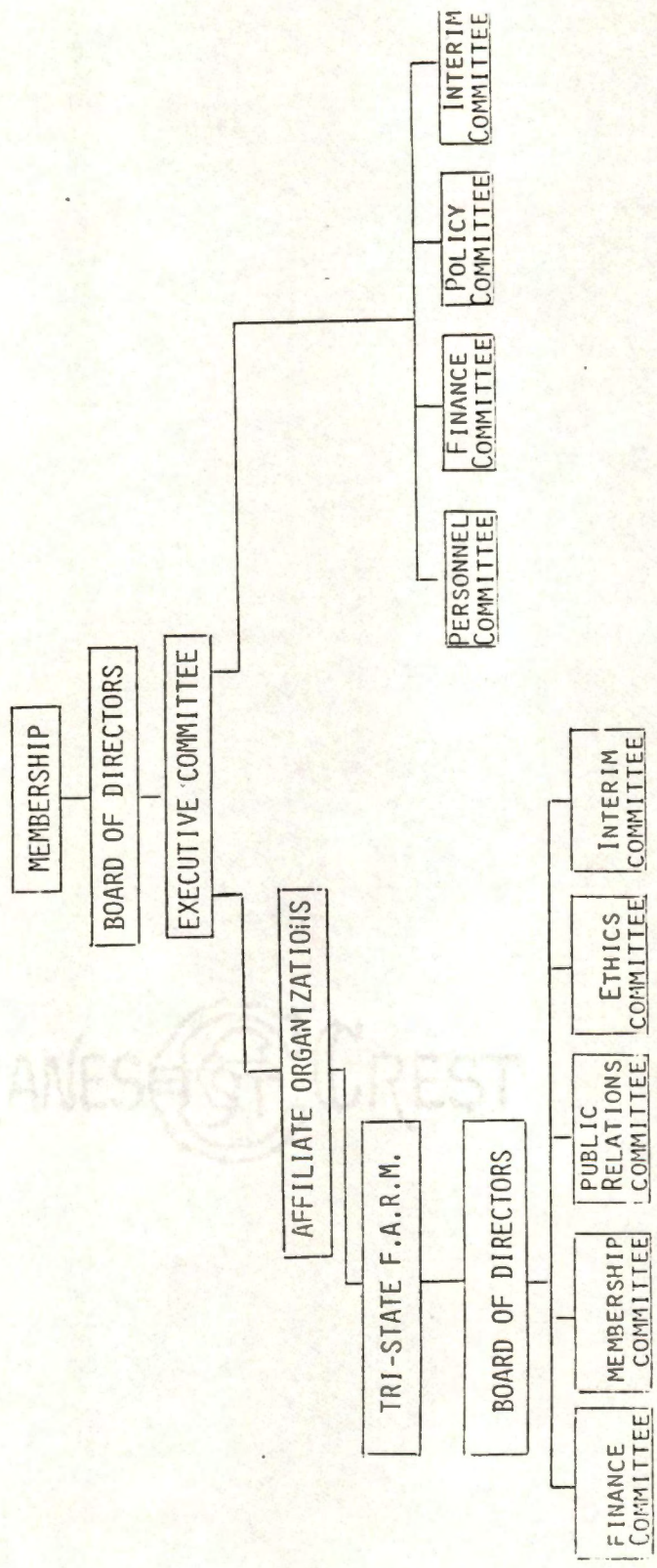


Figure 2. Claiborne County Resource Development Committee Organizational Chart.

Assistant, and VISTA volunteers through different communication channels including farm visits, correspondence, newsletters, radio and news articles.

Services to be provided to participating farmers. As shown in Table V, Jon Traunfeld, the Manager of the Tri-State Market, categorized the Market services into the four following groups: (1) workshop and demonstration; (2) educational materials; (3) supplies at cost; and (4) marketing services.

Charges to farmers for services. Responses varied. The Market Manager noted that supplies were sold at cost plus 10 percent; while packing was done for the same. Some variation was noted and a packing charge of \$1 per box was apparently charged at one point. Of course, educational services (e.g., market news) was free.

Where would produce be marketed? The Knoxville market as a potential market was considered since the Tri-State Farmers' Association Market was close by. In 1980, more than \$10,000 or 58 percent worth of produce was marketed through that market. However, the Tri-State Market tried out other markets (see Appendix E) in 1980 including local stores and roadside stands, a produce company in Cincinnati, Ohio, Consumer Food-Buying Cooperatives in Kentucky, and retail sales.

Contacts with buyers. Contacts included personal visits, letters, meetings, and phone calls to and for buyers and potential buyers. The Market Manager, the Resource Development Committee, FARM and Bob Jenkins apparently were involved.

Roles of R. D. Committee and others. Reference to Table V (p. 47) shows that Smith mentioned that those organizations and experts involved with the Market organization and management included: (1) the Resource Development Committee, responsible for grant administration; (2) Burney, marketing technical assistance; (3) Jenkins, marketing aid; (4) Alvin Rutledge, production aid; and (5) Smith, organizational assistance. Burney explained that Whitaker supervised the total efforts; the Resource Development Committee provided local support; and specialists provided support in their area.

Role of East Tennessee Development District. Burney cited East Tennessee Development District (ETDD) as aiding in assembly of information critical to the proposal for the HUD grant. In addition, ETDD acted as a regional clearinghouse to review federally-assisted projects and attested to the feasibility of the market proposal (4:33).

Strong points of the Market. As seen in Table V, the respondents indicated that the major strong points of the Tri-State Market in 1980 operation included: positive attitude among growers, good marketing services, increased participation and sales.

Weak points of the Market. According to Table V, the major weak points of the Tri-State Market in 1980 operation included: little member involvement in management; lack of volume; weak organization; poor record keeping; poor usage of time, labor, and equipment; lack of grower understanding of the importance of quality.

How can operations be improved in the future? Respondents suggested some improvements for future market operation. These included: better record keeping, usage of uniform field boxes, more member involvement in management decisions, more active farmer participation, new markets, and marketing agreements with producers and buyers.

Future Outlook of the Market

As seen in Table VI, respondents answered additional questions regarding the future outlook of the Tri-State Market. An effort was made to classify responses under each question in the table as follows.

Will reincorporation be necessary? All respondents agreed that reincorporation would be beneficial. Corporations have tax advantages and limit the liability of each owner. The Market was organized as a nonprofit corporation. The suggested change would be to an agricultural cooperative. Agricultural cooperatives have greater flexibility in obtaining capital, but have more complex bookkeeping requirements.

Are marketing agreements with farmers needed? All respondents agreed that marketing agreements were necessary. They give the marketing cooperative the capability of offering produce for sale in the future. The Cooperative would have a more dependable supply of produce. The agreement should include crops to be grown, acreage and planting dates to coordinate production and help anticipate volume through the shed.

How should nonmembers be treated? The Cooperative's Board of Directors may determine requirements for participation. Currently fees

TABLE VI
INFORMATION REGARDING FUTURE OUTLOOK

Question	Whitaker	Traumfeld	Smith	Jenkins	Burney
1. Will reincorporation be necessary? Explain.	Yes	Yes, agricultural co-ops have greater flexibility in capitalizing, fewer taxes to pay, more help from outside organizations.	Perhaps, members will decide reorganization as ag. co-op (currently a nonprofit corp.). Has sales tax and income tax benefits, but book-keeping is more complex.	Maybe to get some tax benefits.	An agricultural co-op, as a nonprofit corporation, has tax advantages.
2. Are marketing agreements with farmers needed? Nature?	Yes—Commitments.	Definitely! Enable staff to better coordinate production.	Would strengthen operation. Probably a volume or acreage floor agreement rather than stating "all production."	Yes, to assure producers will move all produce through market.	I think so. This gives the marketing co-op the capability of offering a product for sale in the future. More dependable.
3. How should nonmembers be treated? Rules?	To be established by the Board of Directors.	Will be determined by membership.	Current thinking is that members only should be served (fee is only \$10.00 annually).	Unattractively. They should not get benefits of Co-op membership.	Membership should have certain advantages as to cost savings. The Co-op may deduct membership fees as a percentage of sales.
4. Should there be packing and/or other charges? How much?	Yes, to meet operation costs.	When projected budget is completed we will be able to determine packing costs. Cost includes utilities, boxes, transportation costs, etc.	Obviously yes. Packing costs plus depreciation on equipment plus reserve.	Yes—enough to pay cost.	Definitely. The Co-op needs to move forward, paying its own way. Costs will depend on services used plus cost of operation.
5. Should it be possible to build member equity? Explain.	Yes—through progress and participation.	--	Needed to create commitment among members.	Yes—through packing charges.	Yes. The Co-op will need operating capital to secure supplies. Could eventually pay patronage dividends.
6. How can the Market become self-supporting?	Generate enough revenue through volume production.	1. By grossing over \$75,000/yr. 2. Off-season enterprise.	Must market sufficient volume.	1. Increase volume. 2. Raise charge for packing and selling.	By expanding produce sales and looking at other profit making activities.

are deducted as a percentage of sales. Therefore if a nonmember reaches a certain dollar volume he automatically becomes a member. Farmers' Cooperative members should receive certain advantages, such as cost savings.

Should there be packing and/or other charges? All respondents agreed that packing charges were necessary to cover the cost of boxes, labor, and other operating expenses. The charge may vary with volume. It was felt that a cooperative's desire to serve its members should result in an economical packing charge.

Should it be possible to build member equity? Yes. Member equity could be obtained through holding funds in excess of the packing charge. These additional funds could be used for operating capital and would result in increased grower commitment.

How can the Market become self-supporting? It is evident by the responses that additional Market volume is essential. It may be necessary to consider other profit-making activities to use the facilities year-round.

Workable Procedure to Start a Farmers' Market

Table VII summarizes the responses of five panel members to the questions regarding a workable procedure to use in starting a farmers' market. The table will be discussed as follows.

Tailgate market success factors. One respondent indicated that opportunity, hard work and cooperation were success factors. Others mentioned good location, adequate supply, publicity, and consumer

TABLE VII
 INFORMATION REGARDING WORKABLE PROCEDURE TO START A FARMERS' MARKET

Questions	Whitaker	Traunfeld	Smith	Jenkins	Burney
1. What do you believe the success factors are for starting a farmers' tailgate market? (e.g., location, financial support, publicity and education, organization).	Need opportunity, hard work and cooperation.	Food fairs are examples. A town of some size (i.e., at least 3,000) or no smaller than Knoxville if a group expects to use it as a major source of income. Other factors: (1) Policy-setting organization of growers; (2) Good publicity campaign; (3) Good site; (4) Adequate supply.	Don't have experience to say.	Location, supply of product, consumer demand.	Market manager, good location, group of producers who are committed to selling at the market, adequate publicity, sufficient number of customers, and a farmers' organization would be helpful.
2. What are the success factors in starting a packing shed?	Same as above	Conduct a feasibility study, must have growers presently producing, must have source of financing, must have strong member participation, must have a good market strategy.	1. Grower commitment 2. Volume 3. Market contracts from some source to begin operations 5. Reliable labor supply.	Volume of produce, good manager, experienced growers, market opportunities.	1. Community support 2. Growers who can produce quality product 3. Good facility 4. Knowledge of market 5. Good manager 6. Luck.
3. What are the success factors in starting combination of #1 and #2 above? Other farmers' cooperative marketing associations?	Same as above	Same as above	As a guess, all of the above. I don't have experience with the tailgate market and cannot address question.	Same—need a "push" to keep idea alive until realized.	Need to separate functions; pack good quality products; culls might be used for local sales or canning.

demand as important success factors. In addition, the types of grower organization and commitment were seen as playing important roles in tailgate markets' success.

Packing shed success factors. Responses here were similar to those for starting various types of produce markets. Success factors which apply to a packing shed include the need for adequate financing and good management. Prior to beginning this type of market, it was suggested that a feasibility study should be conducted to determine the potential for the area.

Combination of tailgate market and packing shed success factors. The question combining the tailgate market and packing shed above drew similar responses to those mentioned earlier for individual operations. However, one respondent indicated that he felt a need to separate such functions.

B. PARTICIPANT SURVEY, SUMMER 1980

As indicated earlier, a total of 15 people who marketed truck crops through the Tri-State Farmers' Market in the summer of 1980 responded to a brief survey (see Appendix D) regarding their experience. Information that is presented below will be summary data from the survey. Twelve members (i.e., those who had paid to belong to the Association) and three nonmembers (i.e., those not paying membership costs) are compared.

Acreages of Truck Crops Grown

As presented in Table VIII, nine different truck crops were reportedly grown by one or more of the respondents in the Tri-State Market in the summer of 1980, tomatoes being produced by the greatest number (i.e., ten small farmers), and bell peppers, potatoes and okra being marketed by the fewest (i.e., one farmer each).

The ten farmers marketing tomatoes (i.e., eight members and two nonmembers) grew a total of 4.56 acres for an average plot of nearly one-half acre each. Members averaged 0.53 acres, while nonmembers averaged only 0.15 acres each. Also, four members marketed zucchini squash. The total acreage was 1.65 for an average of 0.41 acres per producer.

Other squash being marketed by three members, the total acreage was 0.45 for an average of 0.15 acres. Three nonmembers marketed snap beans and grew a total of 0.55 acres for an average of 0.18 acres. Only one grower, a nonmember, reported a total of 0.10 acres of bell peppers being marketed through the Tri-State Farmers' Market. Sweet corn being marketed by three nonmembers, the total acreage was 1.30 for an average of 0.43 acres. A total of 0.20 acres of potatoes was reportedly grown by one member. Also, potatoes were reportedly marketed by a nonmember, though his acreage was not reported. Two nonmembers marketed cantaloupe. The total acreage was 0.23 for an average of 0.12 acres each. Although one nonmember had marketed okra, the acreage was not reported.

TABLE VIII

ACREAGES OF TRUCK CROPS GROWN BY TRI-STATE FARMERS' ASSOCIATION MEMBERS AND NONMEMBERS, TOTALS AND AVERAGES, SUMMER 1980

Truck Crop Grown 1980	All (N = 15)		Acres Grown Members (N = 12)		Nonmembers (N = 3)	
	Total Acres	Average Acres/Grower	Total Acres	Average Acres/Grower	Total Acres	Average Acres/Grower
1. Tomato	4.56 (10)*	.46	4.26 (8)	.53	.30 (2)	.15
2. Zucchini squash	1.65 (4)	.41	1.65 (4)	.41	--	--
3. Other squash	.45 (3)	.15	.45 (3)	.15	--	--
4. Snap beans	.55 (3)	.18	--	--	.55 (3)	.18
5. Bell peppers	.10 (1)	.10	--	--	.10 (1)	.10
6. Sweet corn	1.30 (3)	.43	--	--	1.30 (3)	.43
7. Potatoes	.20 (1) NA** (1)	.20 NA	.20 (1)	.20	NA (1)	NA
8. Cantaloupe	.23 (2)	.12	--	--	.23 (2)	.12
9. Okra	NA (1)	NA	--	--	NA (1)	NA

*Numbers in parentheses refer to number of respondents.

**NA = Not answered.

Yields of Truck Crops Grown

As seen in Table IX, yields were reported for tomatoes, zucchini squash, other squash, snap beans and cantaloupe. They were not reported for bell peppers, sweet corn, potatoes and okra. Members only reported yields of tomatoes, zucchini squash and other squash, while nonmembers only reported yields of snap beans and cantaloupe.

The six members reporting 3.81 acres of tomatoes had a total combined yield of 51,636 pounds for an average yield per acre reported of 13,553 pounds.

Zucchini squash yields were reported by four members for a total yield of 6,912 pounds and an average yield per acre reported of 4,189 pounds.

The three members reporting other squash yields had a total yield of 1,959 pounds for an average yield per acre reported of 4,353 pounds.

Only one grower, a nonmember, reported producing snap beans with a total yield of 600 pounds for an average yield per acre reported of 2,400 pounds.

Cantaloupe production was reported by one nonmember who had a total yield of 100 fruits for an average yield per acre reported of 3,333 fruits.

Dollar Value of Truck Crops Grown

Dollar values of truck crops grown were partially available from two major sources: (1) survey information (see Table X), and (2) data from packing shed records (see Table XI).

As reported in the Survey. Reference to Table X discloses that dollar values were at least partially available from the Survey for

TABLE IX
 YIELDS OF TRUCK CROPS GROWN BY TRI-STATE FARMERS' ASSOCIATION MEMBERS AND NONMEMBERS,
 TOTALS AND AVERAGES, SUMMER 1980

Truck Crop Grown 1980	Yield Produced											
	All (N = 15)				Members (N = 12)				Nonmembers (N = 3)			
	Unit Reported Yield	Total Yield	Average Yield/Acre	Unit Reported Yield	Total Yield/Res.	Average Yield/Acre	Unit Reported Yield	Total Yield/Res.	Average Yield/Acre	Unit Reported Yield	Total Yield/Res.	Average Yield/Acre
Tomato	#'s (6)* NA** (2)	51,636 NA	13,553 NA	#'s (6)	8,606	13,553	NA (2)	NA	NA	NA	NA	
Zucchini	#'s (4)	6,912	4,189	#'s (4)	1,728	4,189	--	--	--	--	--	
Other squash	#'s (3)	1,959	4,353	#'s (3)	653	4,353	--	--	--	--	--	
Snap beans	#'s (1)	600	2,400	--	--	--	#'s (1)	600	600	600	2,400	
Bell peppers	NA (1)	NA	NA	--	--	--	NA (1)	NA	NA	NA	NA	
Sweet corn	NA (3)	NA	NA	--	--	--	NA (3)	NA	NA	NA	NA	
Potatoes	NA (2)	NA	NA	NA (1)	NA	NA	NA (1)	NA	NA	NA	NA	
Cantaloupe	Fruit (1)	100	3,333	--	--	--	Fruit (1)	100	100	100	3,333	
Okra	NA (1)	NA	NA	--	--	--	NA (1)	NA	NA	NA	NA	

*Numbers in parentheses refer to number of respondents.

**NA = Not answered.

TABLE X

DOLLAR VALUES OF TRUCK CROPS GROWN BY TRI-STATE FARMERS' ASSOCIATION MEMBERS AND NONMEMBERS, TOTALS AND AVERAGES, SUMMER 1980, AS REPORTED ON SURVEY

Truck Crop Grown 1980	Values Produced							
	All (N=15)		Members (N=12)		Nonmembers (N=3)			
	Total \$ Value	Av. Total \$ Value/Res.	Average \$ Value/A.	Total \$ Value	Av. Total \$ Value/Res.	Total \$ Value	Av. Total \$ Value/Res.	Average \$ Value/A.
Tomatoes	10,148 (8)* NA** (2)	1,269 NA	2,382 NA	10,148 (8)	1,269	NA (2)	NA	NA
Zucchini squash	1,158 (4)	290	702	1,158 (4)	290	--	--	--
Other squash	390 (3)	130	867	390 (3)	130	--	--	--
Snap beans	NA (3)	NA	NA	--	--	NA (3)	NA	NA
Bell peppers	NA (1)	NA	NA	--	--	NA (1)	NA	NA
Sweet corn	NA (3)	NA	NA	--	--	NA (3)	NA	NA
Potatoes	26 (1)	26	132	26 (1)		NA (1)	NA	NA
Cantaloupe	184 (2)	92	800	--	--	184 (2)	92	800
Okra	NA (1)	NA	NA	--	--	NA (1)	NA	NA

*Numbers in parentheses refer to number of respondents.

**NA = Not answered.

TABLE XI

DOLLAR VALUES OF TRUCK CROPS GROWN BY TRI-STATE FARMERS' ASSOCIATION MEMBERS AND NONMEMBERS, TOTALS AND AVERAGES, SUMMER 1980, AS REPORTED ON PACKING SHED RECORDS

Truck Crop Grown 1980	Values Produced											
	All (N=15)			Members (N=12)			Nonmembers (N=3)					
	Total \$ Value	Aver. Total \$ Value/Res.	Average \$ Value/A.	Total \$ Value	Aver. Total \$ Value/Res.	Average \$ Value/A.	Total \$ Value	Aver. Total \$ Value/Res.	Average \$ Value/A.	Total \$ Value	Aver. Total \$ Value/Res.	Average \$ Value/A.
Tomatoes	4,645 (8)*	581	1,096**	4,645 (8)	581	1,090	--	--	--	--	--	--
Zucchini squash	1,158 (4)	290	702	1,158 (4)	290	702	--	--	--	--	--	--
Other squash	231 (1)	231	513	231 (1)	231	513	--	--	--	--	--	--
Snap beans	166 (2)	82	NA***	--	--	--	166 (2)	83	NA	--	--	--
Bell peppers	--	--	--	--	--	--	--	--	--	--	--	--
Sweet corn	--	--	--	--	--	--	--	--	--	--	--	--
Potatoes	26 (1)	26	130	26 (1)	26	130	--	--	--	--	--	--
Cantaloupe	160 (2)	80	696	--	--	--	160 (2)	80	696	--	--	--
Okra	--	--	--	--	--	--	--	--	--	--	--	--

*Numbers in parentheses refer to number of respondents.

**Average value/acre was calculated by using total acreage from survey.

***NA = Not available.

tomatoes, zucchini squash, other squash, potatoes and cantaloupe. They were not available for snap beans, bell peppers, sweet corn and okra. Members reported for tomatoes, zucchini squash, other squash and potatoes, while nonmembers reported dollar values for cantaloupe only.

The total recorded value for tomatoes, eight members reporting, was \$10,148 for an average per respondent of \$1,269 or an average per acre reported of \$2,382.

The total dollar value of zucchini squash, four members reporting, was \$1,158 for an average dollar value per respondent of \$290 or an average per acre of \$702.

Three members reported other squash for a total dollar value of \$390, an average dollar value per respondent of \$130, and an average per acre value of \$867.

The total recorded value for potatoes, reported by one member, was \$26 for an average per acre of \$132.

Also, cantaloupe was reported by two nonmembers. The total dollar value of it was \$184 for an average dollar value per respondent of \$92 or an average per acre value of \$800.

As reported on packing shed records. As may be noted in Table XI, dollar values could be identified for six truck crops marketed in summer 1980, namely, tomatoes, zucchini squash, other squash, snap beans, potatoes and cantaloupe. They could not be identified for bell peppers, sweet corn and okra.

According to the packing shed records, eight members surveyed had marketed a combined total of \$4,645 worth of tomatoes for an average

of \$581 per member or \$1,090 per acre reported. The total recorded value for zucchini squash, four members reporting, was \$1,158 for an average of \$290 per member or \$702 per acre.

One member marketed other squash. The total value was \$231 for an average of \$513 per acre.

The two members reporting snap beans had a total combined value of \$166 for an average of \$83 per member. The average dollar value per acre was not recorded. Acreage was not available so an average per acre value could not be figured.

Potatoes being marketed by one member only, the total value was \$26 for an average of \$130 per acre.

Also, cantaloupe was reported by two nonmembers for a total value of \$160, an average per member of \$80 or \$696 per acre.

Comparative summary. A comparison of dollar values presented in Tables X and XI shows that data were in agreement for zucchini squash and potatoes, relatively close on other squash and cantaloupe and at great variance on tomatoes. One of the tomato producers had reportedly sold \$7,500 worth of tomatoes, some of which was not on the packing shed record, and he was not particularly pleased with the Tri-State prices—thus suggesting that he may have marketed part of his produce elsewhere.

Ways Small Farmers Get Involved with Market

Table XII summarizes information received regarding ways respondents got involved or became acquainted with the Tri-State Market. It is interesting to note that most (i.e., two-thirds) of the members surveyed cited the Extension Agent, while most nonmembers (i.e.,

TABLE XII
 WAYS TRI-STATE FARMERS' ASSOCIATION MEMBERS AND NONMEMBERS
 BECAME INVOLVED WITH THE MARKET*

Way Became Involved	All Respondents (N=15)		Members (N=12)		Nonmembers (N=3)	
	No.	%	No.	%	No.	%
Ext. Agents contacted	8	53	8	67	0	--
PA** contacted	7	47	5	42	2	67
Friends or relatives	2	13	1	17	1	33
Market Manager contacted	1	7	1	8	0	--

*Numbers and percents add up to more than totals since some gave more than one answer.

**PA = Extension Program Assistant.

two-thirds) mentioned Program Assistant. The PA also contacted five members. The Market Manager had contacted one respondent, and one member and one nonmember mentioned that "friends or relatives" acquainted them with the Market.

Services Provided by the Market

Eleven different Market services are summarized in Table XIII showing numbers and percents of respondents receiving them in summer 1980. The highest number, 13, reported "packing" and the lowest number, 1, "workshop."

Most members reported receiving help with packing (100 percent), grading and washing (92 percent each), farm visits and marketing (75 percent each), and production and market newsletter and shipping/trucking (58 percent each). Most nonmembers reported farm visits, marketing, and production and Market newsletter (67 percent each). One-half of the members had received the storing service and 42 percent had used cooling and witnessed TVA demonstrations.

Degree of Satisfaction with Market Services

A study of Table XIV data shows average satisfaction ratings of respondents on nine Market services in descending order. Cooling, storing, shipping/trucking, and information provided all received ratings of "Very satisfied" (i.e., 3.50 or above where: 4 = Very satisfied; 3 = Satisfied; 2 = Not very satisfied; and 1 = Dissatisfied on each item).

All other items were classified as "Satisfied" (i.e., 2.5-3.4 points). Prices received was the lowest service or item considered,

TABLE XIII

SERVICES PROVIDED BY THE TRI-STATE FARMERS' ASSOCIATION MARKET IN SUMMER 1980 FOR MEMBERS, NONMEMBERS AND ALL RESPONDENTS BY NUMBERS AND PERCENTS*

Market Service Provided 1980	All Respondents (N=15)		Members (N=12)		Nonmembers (N=3)	
	No.	%	No.	%	No.	%
Packing	13	86	12	100	1	33
Grading	12	80	11	92	1	33
Farm visits	11	73	9	75	2	67
Marketing	11	73	9	75	2	67
Washing	11	73	11	92	0	--
Prod. and Market newsletter	9	60	7	58	2	67
Shipping/trucking	8	53	7	58	1	33
Storing	7	46	6	50	1	33
Cooling	6	40	5	42	1	33
TVA demonstration	5	33	5	42	0	--
Workshops	1	7	1	8	0	--

*Numbers and percents do not add up to totals since most respondents reported receiving several services.

TABLE XIV

DEGREES* TO WHICH MEMBERS, NONMEMBERS AND ALL RESPONDENTS WERE SATISFIED WITH TRI-STATE FARMERS' ASSOCIATION MARKET SERVICES PROVIDED, SUMMER 1980

	All Respondents (N=15)	Members (N=12)	Nonmembers (N=3)
	--Average Satisfaction Rating for Those Responding--		
Cooling	3.57 (7)**	3.57 (7)	
Storing	3.57 (7)	3.57 (7)	--
Shipping/trucking	3.56 (9)	3.56 (9)	--
Information provided	3.50 (12)	3.50 (10)	3.50 (2)
Washing	3.42 (12)	3.45 (11)	3.00 (1)
Packing	3.38 (13)	3.42 (12)	3.00 (1)
Manager's information	3.30 (10)	3.33 (9)	3.00 (1)
Grading	3.30 (10)	3.25 (12)	3.00 (2)
Prices received	2.92 (12)	2.80 (10)	3.50 (2)
Total average for those responding	3.32 (11)	3.33 (10)	3.22 (1)

*In the rating system used: 4 = Very satisfied; 3 = Satisfied; 2 = Not very satisfied; and 1 = Dissatisfied. Therefore, average ratings on the various items were: Very satisfied = 3.5-4.0; Satisfied = 2.5-3.4; Not Very Satisfied = 1.5-2.4; and Dissatisfied = 0.0-1.4.

**Numbers in parentheses are numbers of responses considered.

especially as far as members were concerned. Nonmembers were "Very satisfied" on prices received.

Other Assistance Received by Participants

As seen in Table XV, 10 (67 percent) of the respondents (i.e., eight members and two nonmembers) reported receiving fertilizer through the TVA-Extension-related small farmer program. Three of the ten (i.e., all members) indicated the kinds and amounts received ranging from 100 pounds of sulfur and cooked urea and 200 pounds of 6-12-12 to 1,000 pounds of an unidentified fertilizer.

Also, three members and no nonmembers reported receiving seed from the Market. Of the three, only one reported what was received, namely, three-fourths of a pound of yellow crookneck squash seed.

Six of the members (50 percent) and two of the nonmembers (67 percent) had received technical information through the Market. Three of the six members mentioned: (1) newsletters; (2) farm visits; and (3) newsletters and publications. One of the two nonmembers who had received technical information named "disease and production information," while the other did not report.

Plans for the 1981 Crop Season

Reference to Table XVI shows the numbers and percents of respondents planning to grow the various vegetable crops in the 1981 season, the average acreages reported and whether or not the farmer planned to market through the Tri-State Farmers' Market in 1981.

As seen in Table XVI, 53 percent of the farmers planned to grow tomatoes in 1981, 42 percent of the members and 100 percent of

TABLE XV
 OTHER ASSISTANCE RECEIVED BY MEMBERS, NONMEMBERS AND ALL RESPONDENTS USING
 THE TRI-STATE FARMERS' MARKET, SUMMER 1980, BY NUMBERS AND PERCENTS*

Assistance Received in 1980	All Respondents (N=15)		Members (N=12)		Nonmembers (N=3)	
	No.	%	No.	%	No.	%
Fertilizer	10	67	8	67	2	67
Seed	3	20	3	25	0	--
Technical information	8	53	6	50	2	67

*Numbers and percents do not add up to totals since some of the respondents received more than one kind of assistance.

TABLE XVI

NUMBERS AND PERCENTS OF MEMBERS, NONMEMBERS AND ALL RESPONDENTS AND PLANS FOR THE 1981 SEASON
AND AVERAGE ACREAGES FORESEEN

Crop Considered	All Respondents				Members		Nonmembers	
	Plan to Grow (N=15) Percent	Average Acreage Planned*	Plan to Grow and Market Through Tri-State Percent	Plan to Grow (N=12) Percent	Average Acreage Planned*	Plan to Grow and Market Through Tri-State Percent	Plan to Grow (N=3) Percent	Average Acreage Planned* and Market Through Tri-State Percent
Toma to	53	.69(4)**	75(8)***	42	.85(3)**	80(5)***	100	.20(1)** 67(3)***
Zucchini squash	27	.75(2)	100(4)	33	.75(2)	100(4)	--	--
Other squash	13	1.00	50(2)	17	1.00(1)	50(2)	--	--
Snap beans	27	.20	50(4)	17	NA†	50(2)	67	.20(1) 50(2)
Bell peppers	27	.55(2)	100(4)	17	1.00(1)	100(2)	67	.10(1) 100(2)
Sweet corn	40	.75(2)	84(6)	25	NA	100(3)	100	.75(2) 67(3)
Potatoes	20	.20(1)	100(3)	17	NA	100(2)	33	.20(1) 100(1)
Cantaloupe	7	NA	0(1)	--	--	--	33	NA 0(1)
Okra	13	.30(2)	100(2)	9	.50(1)	100(1)	33	.10(1) 100(1)
Cucumber	7	NA	100(1)	9	NA	100(1)	--	--
Eggplant	7	.50(1)	100(1)	9	.50(1)	100(1)	--	--

*For those responding.

**Number giving acreage or response (in column)

***Number planning to grow this is used (in column)

†NA = No answer.

nonmembers included. A total of four (i.e., three members and one nonmember) reported an average of 0.69 acres of tomatoes planned. One member planned to plant two acres. Seventy-five percent (i.e., 80 percent of members planning to grow tomatoes and 67 percent of similar nonmembers) indicated their plans to market tomatoes grown through the Tri-State Farmers' Market in 1981.

Twenty-seven percent of the farmers (i.e., 33 percent of members and none of the nonmembers) planned to plant zucchini squash in 1981. A total of two members reported an average of 0.75 acres of zucchini squash planned. One hundred percent of the farmers (i.e., all members) who planned to grow zucchini squash in 1981 indicated their plans to market through the Tri-State Farmers' Market.

Only two members (i.e., 17 percent of members or 13 percent of the farmers) planned to grow other squash in 1981. One indicated a planned acreage of one acre of other squash.

Snap beans were to be grown in 1981 by 27 percent of the farmers surveyed (i.e., two members, or 17 percent of them, and two nonmembers, or 67 percent of them). The planned acreage was not reported by members. An acreage of 0.20 acres of snap beans was indicated by a nonmember. Fifty percent (i.e., 50 percent of both members and nonmembers) who planned to grow snap beans in the 1981 season reported their plans to market through the Tri-State Market.

Twenty-seven percent of the farmers planned to grow bell peppers in 1981, 17 percent of members and 67 percent of nonmembers included. A total of two (i.e., one member and one nonmember) reported an average of 0.55 acres of bell peppers planned. One hundred percent

(i.e., two members and two nonmembers planning to grow bell peppers) indicated their plans to market bell peppers grown through the Tri-State Farmers' Market in 1981.

Forty percent of the farmers (i.e., 25 percent of members and 100 percent of the nonmembers) planned to grow sweet corn in 1981. The members did not indicate the average acreage of their plans, while two nonmembers reported an average of 0.75 acres of sweet corn planned each. Eighty-four percent of those who planned to grow sweet corn in 1981 reported their desire to sell through the Tri-State Market, 100 percent of members and 67 percent of nonmembers included.

Potato was shown to be grown in the 1981 season by 20 percent of the farmers, consisting of 17 percent of members and 33 percent of nonmembers. The planned acreage wasn't reported by members, while an acreage of 0.20 acres of potatoes planned was indicated by a nonmember. One hundred percent (i.e., two members and one nonmember planning to grow potatoes) reported their plans to sell potatoes grown in 1981 through the Tri-State Market.

Only one respondent, a nonmember, planned to plant cantaloupe in 1981. He neither reported the planned acreage nor told whether he planned to sell his cantaloupes through the Tri-State Market in 1981.

Thirteen percent of all respondents, including 9 percent of members and 33 percent of nonmembers, were going to grow okra in 1981. A total of two (i.e., one member and one nonmember) reported an average of 0.30 acres of okra planned each. One hundred percent of the respondents who planned to grow okra in 1981 indicated their plans to market through the Tri-State Market.

Seven percent of the farmers (i.e., one member) planned to plant cucumbers in the 1981 season. Although the acreage planned wasn't mentioned, the individual did plan to sell through the Tri-State Market in 1981.

Eggplant was planned to be grown in 1981 by 7 percent of the farmers (i.e., one member). The member planned an acreage of 0.50 acres of eggplant and indicated plans to market through the Tri-State Farmers' Market in 1981.

Things Liked About the Tri-State Farmers' Market

Reference to Table XVII shows five general categories of things liked about the 1980 Market. Most, 33 percent (i.e., all of them members), felt it provided a good place to market produce, excess included, and to make money. Twenty-seven percent did not mention any particular benefit noted. Two members felt everything about the Market was a success and one member and one nonmember noted Harrogate was a good location for a market.

Things Disliked About the Tri-State Farmers' Market

As seen in Table XVIII, respondents listed four main categories of things disliked about the 1980 Market. Of course, 60 percent mentioned no dislike or said "nothing." The largest group, two members and 1 nonmember, were unhappy with some aspect of grading the produce. One member felt the large zucchini squash should all grade #1. Another member thought the "kids" grading were "playing instead of working." The nonmember wanted more of a market for #2 produce and for different crops like okra.

TABLE XVII
 NUMBERS AND PERCENTS OF MEMBERS, NONMEMBERS AND ALL RESPONDENTS LIKING
 DIFFERENT BENEFITS OF THE TRI-STATE FARMERS' MARKET

Benefit That Was Liked	All Respondents		Members		Nonmembers	
	No.	%	No.	%	No.	%
It provides a place to market produce at a profit	5	33	5	42	0	--
Everything outstanding	2	13	2	17	0	--
Harrogate is a good place to market	2	13	1	8	1	33.3
Organization is better than former years	1	7	1	8	0	--
Spent little time marketing	1	7	0	--	1	33.3
None mentioned	4	27	3	25	1	33.3
Total	15	100	12	100	3	100.0

TABLE XVIII
 NUMBERS AND PERCENTS OF MEMBERS, NONMEMBERS AND ALL RESPONDENTS DISLIKING DIFFERENT
 ASPECTS OF TRI-STATE FARMERS' ASSOCIATION MARKET

Aspect Disliked	All Respondents		Members		Nonmembers	
	No.	%	No.	%	No.	%
Unhappy with grading	3	20.00	2	17	1	33
Distance to market too great	1	6.66	1	8	0	--
Market services unclear	1	6.66	1	8	0	--
Prices received	1	6.66	1	8	0	--
None mentioned or nothing	9	60.00	7	58	2	67
Total	15	99.98	12	100	3	100

Other dislikes included price received, unclear market services and provisions, and the distance from the farm to the Market.

Ways to Improve the Market in 1981

Untabled data showed that 73 percent of all respondents (i.e., nine members and two nonmembers) did not suggest any ways to improve the Market in 1981. Twenty percent noted the need for more produce and the rest, 7 percent, wanted higher paying buyers and more involvement of members.

Other Comments Regarding the 1980 Market

Additional untabled information disclosed that 73 percent had no other comments regarding the 1980 Market. Thirteen percent said they "enjoyed the Farmers' Market." In addition, one noted that the Market "could be one of the greatest resources in our area," and another "had not had enough dealings" to make any other comments.

C. BUYER SURVEY, SUMMER 1980

In the summary reports of packing shed records (see Appendix E), four wholesale buyers (i.e., Johnson Produce Company, White Stores, Castellini Produce Company and Neels Produce Company), local stores and roadside stands, three consumer food-buying cooperatives (i.e., Middlesboro, Pineville and Harlan, Kentucky), and retail sales are enumerated. Efforts were made to survey all 1980 buyers. Responses were obtained from three produce companies via personal interview and from one food-buying cooperative by means of a mail questionnaire. Results are summarized in confidential form in Table XIX and will be presented below.

TABLE XIX

SUMMARY OF CONFIDENTIAL BUYER SURVEY DATA OBTAINED FROM FOUR RESPONDENTS REGARDING TRI-STATE FARMERS' MARKET IN 1980

Item Considered	No. Buyers Affirming	Buyer A	Buyer B	Buyer C	Buyer D
1. Did amount of produce purchased agree with packing shed records?	4				
2. Were you satisfied with the produce purchased, service provided and the market in general:					
a. Tomatoes	3	Satisfied	Very Satisfied	Didn't Buy	Very Satisfied
b. Squash	3	Didn't Buy	Satisfied	Satisfied	Satisfied
c. Mixed vegetables	2	Didn't Buy	Satisfied	Didn't Buy	Satisfied
d. Service provided	4	Satisfied	Very Satisfied	Satisfied	Satisfied
e. Market in general	2	Didn't Answer	Very Satisfied	Didn't Answer	Satisfied
3. How did you become involved with the Market?					
a. Through Extension Agent	2	No	Yes	No	Yes
b. Through Market Manager	2	Yes	No	Yes	No
c. Through Food Market Agent	1	No	Yes	No	No
4. Things <u>liked</u> about 1980 Market?					
a. Good quality	2	Yes	--	--	Yes
b. Cheaper	1	--	--	--	Yes
c. Containers used were acceptable	1	--	--	Yes	--

TABLE XIX (continued)

Item Considered	No. Buyers Affirming	Buyer A	Buyer B	Buyer C	Buyer D
d. Chance to buy from local producers	1	--	Yes	--	--
e. Willing to listen	1	Yes	--	--	--
5. Things disliked about 1980 Market?					
a. Nothing disliked	1	Yes	--	--	--
b. Poor or inconsistent pack and supply (once or more)	3	--	Yes	Yes	Yes
c. Order not filled	1	--	--	--	Yes
6. How could Market be improved in 1981?					
a. Use uniform boxes, packing	2	Yes	Yes	--	--
b. Schedule to meet early and late needs	1	--	Yes	--	--
c. Plan for more volume and variety	2	--	--	Yes	Yes
d. Get buyers to give more lead time between order and when its filled	1	--	--	--	Yes
e. Assure top quality through grading	2	Yes	Yes	--	--

Comparison of Amounts of Produce Reportedly Purchased by Respondents in Personal Interview or Survey with Packing Shed Records

A comparison of amounts of produce reportedly purchased by respondents with the packing shed records disclosed that the data were the same. All four buyers agreed (see Table XIX). Confidentiality of buyer information was promised so buyers are referred to as A, B, C, D at random.

Degree of Satisfaction with the 1980 Market

With produce purchased. The three buyers who purchased tomatoes in the summer of 1980 were all at least Satisfied with the produce. Two were Very satisfied. Squash was purchased by three buyers in 1980. All were Satisfied with the produce. The two buyers who bought mixed vegetables from the Market in 1980 were both Satisfied with the produce.

With service provided. All four buyers who purchased produce from the Tri-State Market were Satisfied with the service provided by the Market. One was Very satisfied.

With Market in general. The degree of satisfaction with the Market in general was not answered by two of the four buyers surveyed. One of the remaining two was Satisfied, and the other one was Very satisfied.

Involvement with the Market in 1980

The Extension Agent and the Market Manager were each listed by two buyers as the one getting them involved with the Market. One also mentioned the Food Marketing Agent.

Things Liked About the Market in 1980

As shown in Table XIX, buyers listed five general categories of things liked about the 1980 Market. Two buyers liked "the good quality of produce from the Market." One buyer felt that the produce was "generally of better quality and cheaper price than that which could be purchased at the supermarket." One buyer felt that "containers used were acceptable." One buyer thought the Market provided a good "chance to buy from local producers in their market area," and another buyer noted the people working in the market were "willing to listen" to the buyers' suggestions.

Things Disliked About the Market in 1980

Also, according to Table XIX, buyers indicated three main categories of things disliked about the 1980 Market. One buyer said "Nothing." Most, three buyers, were unhappy about the poor or inconsistent pack and supply, but one of them noted that efforts had been made to improve the situation; one buyer disliked the fact that his orders weren't filled on time.

Ways to Improve the Market in 1981

Table XIX shows that all respondents suggested one or more ways to improve the Market for 1981. Two buyers suggested the Market use uniform boxes and packings to improve the appearance of the produce. One buyer said the development of proper scheduling to meet early and late market needs would not only serve consumers with greater volume and additional items, but also give producers more returns. "Plan for more volume and variety" was proposed by two buyers. They also mentioned pepper, cucumber, cabbage and leaf lettuce as additional produce items

to handle. One buyer noted that there should be more lead time between order time and when it was filled; and two buyers wanted the establishment of standard grading to assure the top quality.



CHAPTER V

SUMMARY

Starting in about 1974, efforts were made by farmers in and around the Claiborne County, Tennessee, area to market cooperatively. By 1980, a Housing and Urban Development Neighborhood Self-Help Development grant of \$85,000 had been sought and obtained by interested Claiborne Countians. Local farmers with the aid of the Tennessee Agricultural Extension Service (TAES), the Claiborne County Resource Development Committee (RDC), Tennessee Valley Authority (TVA), East Tennessee Development District (ETDD), Lincoln Memorial University (LMU), the Department of Housing and Urban Development (HUD), and the Agricultural Marketing Project (AMP), among others, were involved early. A primary purpose of the present study was to document the development of the Tri-State Farmers' Market. The history, planning, project purpose, funding, staffing and first year of operation were given particular attention.

A secondary purpose was to identify the procedure used in starting the Tri-State Farmers' Association Retail Market in Claiborne County, Tennessee. A review of literature helped put the farmers' Cooperative Market in proper perspective regarding alternative ways local farmers (especially small, part-time farmers) have of profitably marketing their produce.

Data collection instruments were developed and used to collect appropriate information from respondents representing three different

groups, namely: (1) five of eight knowledgeable people contacted who had been involved with the Tri-State Market; (2) fifteen of ninety producers contacted who had marketed through the Tri-State Market in 1980; and (3) four of seven retailers and/or wholesalers who had purchased produce through Tri-State Market in 1980. Instruments were necessarily combinations of interview schedules and mail questionnaires. Data were collected following the 1980 market season in the summer and fall of 1980. No statistical analyses were used with data since most questions resulted in qualitative, highly individualized responses.

A. MAJOR STUDY FINDINGS

Regarding the Survey of Five Knowledgeable Authorities

Five of eight people directly involved in the writing, handling and funding of the Tri-State Market project responded concerning its organization, evolution and operation.

Source of the Tri-State Market idea. Dr. Roy Norris, former professor at LMU, wrote an elaborate proposal to TVA which was not funded. He shared the idea with Luther Whitaker, Extension Leader, Claiborne County, in 1974, who, in turn, presented it to the Claiborne County RDC which he chaired.

The idea was to develop a produce market for small, part-time and other farmers in the Claiborne County area. The RDC "bought" this idea as a feasible way to help the farmers with their marketing problems. The Committee, with the aid of all possible resource people, corresponded with other already established markets, made field trips

and tours to see successful operations and cooperated with Extension workers in Kentucky and Virginia. Surveys were conducted to determine feasibility.

A farmers' cooperative group was then formed called the Farmers' Association for Retail Market (FARM) which eventually (i.e., 1979-80) applied for a HUD grant to help with the establishment of a market.

The grant was approved in 1980 for a two-year period and the first manager was employed in June 1980. Managers had been working with the precursor of the market for several years earlier.

Planning for the Tri-State Market. The RDC, chaired by Luther Whitaker, did all original planning and made necessary contacts beginning in 1974 and culminating in the HUD grant of 1980. Representatives of many resource agencies and groups were involved. The RDC conducted surveys, tours of successful markets, and had meetings with producers. They secured the aid of various specialists and funding from TVA for seed, fertilizer and other assistance. They helped a market get underway in 1976 which provided the experience later needed by FARM to undertake the Tri-State Market funded by HUD.

Between 1976 and the HUD grant, the market and packing operation was located each summer at the fairgrounds in Tazewell. Earlier efforts, among others, trace back to a Methodist church parking lot in Harrogate where a food fair approach attracted interest.

Managers of the market operation included an Extension Program Assistant, a CETA worker, private brokers, managers hired by RDC and the County Agent prior to 1980.

In the early days, local farmers and home gardeners began to use the market and wholesalers bought most of the produce. No rules were in force and prices came from other markets or were whatever was offered. By 1978, \$7,000 worth of tomatoes were marketed. Other crops sold in 1979 included zucchini, other squash, snap beans, etc., and the value rose to \$7,960. Twenty-six farmers sold at the market in 1979. Low prices, slow payment, poor delivery scheduling, and mixed sizes and types of containers were problem areas vexing those responsible for the marketing before 1980.

The HUD project proposal. Luther Whitaker, Chairman of RDC, with the aid of a representative of ETDD and UT Agricultural Economics and Resource and Development staff wrote the FARM proposal project for funding under the HUD Neighborhood Self-Help Development Program. According to HUD regulations, the market project was submitted to the Tennessee state and regional clearinghouses (ETDD) for federal grant programs. The proposed project was found to have no conflicts with the plans or programs of the state, district, and local area. Then the market proposal along with approval letters from ETDD and other agencies was sent to the Department of HUD and was funded under the FY 1980 Neighborhood Self-Help Development Program, Cycle I. Use of the \$85,000 HUD grant was limited to construction of a packing house, operation of a packing shed, and for grading equipment. Also, the Tri-State Market utilized funds and donations from other supporting sources including a donation of land from the Junior Chamber of Commerce (Jaycees), fertilizer, and other supplies for demonstrations as well as a truck

from TVA. In addition, the Market received donations of professional time from many agencies and groups involved with the Tri-State Market.

The management of the Market involved both the RDC and FARM. The Committee was to be responsible for administering the project budget and act in an advisory capacity to the Cooperative, while FARM was charged with the actual management of the operation.

The purpose of the HUD proposal was to pack and market quality produce grown by local low-income vegetable producers to generate more income through establishment of packing shed facilities and services. The length of HUD funding was for two years to begin in June 1980 and to end in June 1982. The possibility for requesting additional funds is uncertain.

Operation in the first year of the Market. The Tri-State Market packing house facility is located on land donated by the Jaycees at the county fairgrounds in Tazewell, Claiborne County, Tennessee. From June 1980 up to time of the study, Jon Traunfeld managed the Market.

A number of local vegetable producers, who organized the Cooperative Market, participated in it and sold their produce through the Market. However, a large number of nonmember growers, who did not pay the \$10 membership fee, enjoyed the Market services.

In 1980, a total of \$17,737 worth of produce was sold through the Tri-State Market. Fifty-four percent was purchased by wholesalers, 16.5 percent by the White Stores and 29.5 percent by others, including consumer food buying cooperatives, local stores and through roadside stands, and to walk-in customers. The main rule for sellers and buyers in the first year of operation consisted of cash terms. When cash was

not used, some were slow in paying. In 1980, prices were derived from several sources, including market news service reports from nearby markets, Knoxville market prices, and manager negotiation with buyers in many cases.

During the 1980 season, the Tri-State Market provided many marketing services including packing, grading, washing, storing, marketing, cooling, and shipping/trucking. In addition, the Market furnished some other services such as workshops, farm visits, production and market newsletters, TVA demonstrations and fertilizers and seeds. It only cost farmers \$1.00 per box to have their produce packed.

The top five vegetables and fruits marketed in 1980, in descending order of value, included: (1) tomatoes which sold for \$10,648; (2) zucchini squash which sold for \$3,420; (3) beans which sold for \$1,142; (4) cantaloupe which sold for \$887; and (5) blueberries \$445. In addition to the top five items, \$1,185 worth of potatoes, cabbage, okra, other squash, corn and peppers were sold. The total acreage represented in 1980 was estimated from eight to fifteen acres.

There were 90 small farmers who marketed one or more times through the Tri-State Market in 1980. Thirty-nine of the 90 were members who paid the membership fee of \$10 each, while 51 were nonmembers who did not pay the membership costs.

Low volume of produce, distance of market, quality of produce, lack of soil moisture were the major problems affecting the market in 1980.

Market organization and management. The presence of a manager was assured at least until June 1982. The Market Manager is responsible

to the Board of Directors of the Tri-State Market for planning, coordinating, implementing, and reporting all phases of cooperative programs and operation.

A number of supporting sources provided other personnel employed including NYC participants, CETA workers, Extension PA's, and VISTA volunteers. They assisted the Market Manager in packing shed operations in different ways. The Market operation records were kept by the Market Manager.

Producers were contacted by the Market Manager, Extension agents, Program Assistants, and VISTA volunteers through different communication channels including farm visits, correspondence, newsletters, radio, and news articles. In 1980, the Tri-State Market tried out several markets including the Knoxville market, a produce company in Cincinnati, Ohio, consumer food buying cooperatives in Kentucky, local stores, and roadside stands. The Knoxville market was given considerable attention as a potential market since the Tri-State Market was close by. In 1980, more than \$10,000 worth of produce, 58 percent of the total, was marketed through that Market. Contacts with buyers included personal visits, letters, meetings, and phone calls to buyers and potential buyers.

Positive attitudes among growers, good marketing services, increased participation and sales were the strong points of the Tri-State Market operation in 1980. In spite of these facts, Market weak points included relatively little member involvement in management; lack of volume, weak organization; poor record keeping; poor usage of time, labor, and equipment; and lack of knowledge by growers on quality

importance—as reported by the five knowledgeable authorities surveyed. Suggested improvements included solving the above-listed problems.

Future outlook of the Market. Reincorporation was felt to be needed. It was recognized that corporations have advantages and limit the liability of each owner. Also, agricultural cooperatives have greater flexibility in obtaining capital. They do have more complex bookkeeping requirements.

Marketing agreements are necessary to give the marketing cooperatives the capability of offering produce for sale in the future. The Cooperative would have a more dependable supply of produce. The agreement should include crops to be grown, acreage and planting dates to coordinate production and help anticipate volume through the shed.

The Cooperative's Board of Directors is responsible to determine requirements for membership and participation. Farmer's Cooperative members should receive certain advantages such as cost savings. Packing charges are necessary to cover the cost of boxes, labor and other operating expenses. The charge may vary with volume.

Member equity may be obtained through holding funds in excess of the packing charge. These additional funds could be used for operating capital and should result in increased grower commitment.

Additional market volume is essential. It will be necessary to consider profit making activities to use the Market facility the year around.

Workable procedures for starting a farmer's market. Success factors mentioned in starting a tailgate market included: (1) a good

location, (2) adequate supply of fruit and vegetables, (3) publicity, and (4) consumer demand. The types of grower organization and commitment also were seen to be important.

Factors related to successful start of a farmers' packing shed operation were the same as above plus a good facility and equipment, strong member participation, an effective market manager, adequate labor and a source of capital.

Regarding the Survey of 1980 Farmer Participants

Fifteen (i.e., 12 members and 3 nonmembers) of the 90 vegetable producers who marketed their produce through the Tri-State Market in 1980 responded to the questionnaire concerning their operation and their attitudes about the Market. Some of the principal findings are listed below.

Acreages of truck crops grown in 1980.

1. The three major truck crops in terms of acreages grown by the 15 producers surveyed were: tomatoes, 4.56 acres; zucchini squash, 1.65; and sweet corn, 1.30 acres.

2. Two-thirds each of members and nonmembers grew tomatoes.

Yields of truck crops in 1980.

1. Six members reported average yields of 6.8 tons of tomatoes per acre.

2. Four members reported average yields of zucchini squash of two tons per acre.

Dollar values of crops grown in 1980 reported by farmers.

1. Eight members reported total average income of \$1,269 from tomatoes for an average of \$2,382 per acre.

2. Four members received an average of \$290 each from zucchini squash sales for an average of \$702 per acre.

Dollar values of 1980 crops from packing shed records.

1. Packing shed records for eight members cited earlier showed an average tomato sale through the Tri-State Market of \$581 and an average per acre sale of \$1,090. This suggested that the eight producers reporting had marketed 46 percent of their tomato value through the Market in 1980.

2. Shed records for four members growing zucchini squash in 1980 showed an average value of \$290 and a per acre average of \$702. This means that the four producers reporting had marketed all their zucchini through the Tri-State Market.

Ways farmers became involved with the Market.

1. Two-thirds of the members had become involved with the Tri-State Market through Extension Agent contacts.

2. Two-thirds of nonmembers were contacted and got involved with the Tri-State Market through the Extension PA.

Services provided for farmers in 1980.

1. All 12 members surveyed reportedly had received packing services from the Tri-State Market, while only one nonmember (i.e., 33 percent) reported using this service.

2. Most nonmembers (67 percent) reportedly had received marketing service, farm visits, and production and market newsletters from the Market.

3. The five major services received by farmers surveyed were: packing, 86 percent; grading, 80 percent; and farm visits, marketing, and washing, 73 percent each.

Degree of satisfaction with market services.

1. Cooling and storing services received the highest degree of satisfaction, "Very satisfied," by members.

2. Most nonmembers (i.e., 67 percent) were "Very satisfied" with prices received, while prices received was the lowest item of satisfaction, "Satisfied," by members.

Other assistance received by participants.

1. Ten respondents (i.e., 67 percent) reported receiving fertilizer through the TVA-Extension-related small farmer program.

2. One-half of members said that they also received technical information through the Market.

Plans for the 1981 crop season.

1. Fifty-three percent of the farmers (i.e., five members and three nonmembers) planned to grow tomatoes in 1981. Six of the eight farmers who planned to grow tomatoes indicated their plans to market tomatoes grown through the Tri-State Market.

2. Six also planned to grow sweet corn in the 1981 season. Five of those who planned to grow sweet corn in 1981 reported their desire to sell through the Market.

3. All farmers who planned to grow zucchini squash, bell peppers, potatoes, okra, cucumbers, and eggplant in the 1981 season indicated their desire to market through the Tri-State Market.

Things liked about the Tri-State Farmers' Market.

Of the things farmers liked about the Market, "It provides a place to market produce at a profit," was rated first by 33 percent of members.

Things disliked about the Tri-State Market.

"Unhappy with grading" was the greatest dislike and was mentioned by 20 percent of farmers (17 percent of members and 33 percent of nonmembers).

Ways to improve the Market in 1981.

Only 27 percent of farmers suggested ways to improve the Market in 1981. Twenty percent noted the need for more produce and the rest, 7 percent, wanted higher paying buyers and more involvement of members.

Other comments regarding the 1980 Market.

Thirteen percent of surveyed farmers noted they "enjoyed the Farmers' Market."

Regarding the Survey of Four Buyers in 1980

Four buyers, including three wholesale buyers and a consumer cooperative, were polled through interview and mail questionnaire to determine how pleased they were with the Market's 1980 operations.

Amounts of produce purchased.

Amounts of produce reportedly purchased by buyers corresponded exactly with packing shed records.

Buyer satisfaction with the Market.

The buyers, in general, were Satisfied with the produce, services provided and the Market in general.

How they became involved with the Market. The Extension Agent, Market Manager, and Food Marketing Agent were all involved in getting buyers acquainted with the Market.

Things liked and disliked by the buyers.

Buyers liked the quality, prices, containers used, the chance to buy from local producers, and the fact that the Market Manager was "willing to listen." They disliked the poor, inconsistent pack and the fluctuations in the supply.

Improving the Market in 1981.

Ways to improve included: (1) uniform boxes and packing; (2) schedule to meet early and late needs; (3) plan for more volume and variety; (4) get buyers to give more lead time between order and when it's filled; and (5) assure top quality through grading.

B. SOME PROCEDURAL STEPS IN THE
DEVELOPMENT OF THE MARKET

In brief summary, steps culminating in the successful establishment of the Tri-State Farmers' Cooperative Market in Tazewell, Tennessee, included the following:

1. Development of a market proposal by a college professor made to TVA in 1974.
2. Adoption of the idea for the Market by the revised Claiborne County RDC in 1975.
3. Involvement of TVA by providing some fertilizers, seeds, and other assistance since the establishment of the Market.
4. Involvement of AMP in a food fair (i.e., tailgate market) at Harrogate in 1977.
5. Functioning of various individuals as Market Manager (e.g., County Agent in 1977, CETA workers in 1978).
6. Incorporation of FARM in 1979 to handle the Market.

7. Contributions of representatives of RDC, ETDD, and UT Extension Agricultural Economics and Resource Development Staff in helping write the HUD project proposal in 1979-80.

8. The approval of FARM project proposal for federal grant by the state clearinghouse and ETDD in 1980.

9. The approval of FARM project proposal for two-year funding under the HUD Neighborhood Self-Help Development Program in 1980.

10. The establishment of permanent packing house on land donated by the Jaycees at the Claiborne County fairgrounds in Tazewell in 1980.

11. Employment of a Market Manager to run the Market and handle other services in 1980.

12. Installation of the packing shed equipment (i.e., grader, washer, cooler) in 1980 and purchase of a load lift and truck.

C. RECOMMENDATIONS

For Use of Findings

This case and historical study of the development of the Farmers' Market at Tazewell should be useful for those in similar situations in rural Tennessee and elsewhere who would like to start a similar market. Meanwhile, funding for the HUD grant will run out in 1982 and the Market faces a critical test of organizational leadership and operation. Only time may tell whether the Market will be able to operate "on its own" in 1982 if other funding is not available.

For Further Study

1. A study could be done to compare different approaches to securing prices for farmers' markets like the Tri-State Association Market.

2. Case studies of other successful farmers' markets (e.g., Cleveland, Tennessee, and Rutherford County, Tennessee) should be conducted to identify procedural steps and other relevant data regarding the development of markets in rural Tennessee.

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APPENDICES

APPENDIX A

NAMES OF KNOWLEDGEABLE PEOPLE CONTACTED REGARDING THE TRI-STATE FARMERS' ASSOCIATION MARKET

1. Robert W. Burney*, Asst. Professor, Agricultural Economics and Resource Development, U.T. Agricultural Extension Service, Knoxville, Tennessee.
2. Mary Evelyn Hodges, Planner, ETDD, Knoxville, Tennessee.
3. Sam Jelf, Assistant Office Manager, Production Credit Association, Tazewell, Tennessee.
4. Robert P. Jenkins*, Assoc. Professor, Agricultural Economics and Resource Development, U.T. Agricultural Extension Service, Knoxville, Tennessee.
5. John Russell, Executive Director, Agricultural Stabilization and Conservation Service, Tazewell, Tennessee.
6. George F. Smith*, Assoc. Professor, Agricultural Economics and Resource Development, U.T. Agricultural Extension Service, Knoxville, Tennessee.
7. Jon Traunfeld*, Market Manager, Tri-State Farmers' Association Retail Market, Tazewell, Tennessee.
8. Luther Whitaker*, County Extension Leader, Agricultural Extension Service, Tazewell, Tennessee.

*Also responded in the survey of knowledgeable people for the present study.

APPENDIX B

SURVEY OF KNOWLEDGEABLE PEOPLE REGARDING CLAIBORNE COUNTY TRI-STATE FARMERS' ASSOCIATION MARKET

I. Questions regarding the origin of the idea that there should be a Tri-State Farmers' Association Market:

1. Who had the idea or from where did it originate?
2. When did the idea occur?
3. What "sold" the idea to the "right" people? (What was the idea accepted?)
4. What was the original thought?
5. Who "carried the ball" or promoted the concept of a farmers' market? (List those individuals and groups involved.)
6. What was done by way of study?
 - a. Regarding successful markets elsewhere.
 - b. Regarding the possibility of a market in Claiborne County.
7. What is included in the charter that formalizes the organization? Is copy available?

II. Questions regarding the planning that went into the Tri-State Farmers' Market starting in 1976:

1. Who did the initial planning, held meetings, collected information, regarding the situations, made contacts with funding sources, and knowledgeable people?
2. How was planning done? (Steps)
3. When was planning done?
4. What motivated planners and decision makers?

5. What was included in the initial plan?
6. What happened during the period between 1976 and the HUD grant in 1980 (e.g., market grew and developed)?
 - a. Where was marketing located. Boundaries of market area?
 - b. Who managed?
 - c. Who participated? Characterize?
 - d. Who bought produce during the period? How were sales divided in volume by percents of the total? (e.g., _____% Wholesalers; % White Stores; _____% Walk-in customers; _____% Other.)
 - e. What were the rules for sellers and buyers?
 - f. How were prices arrived at?
 - g. What marketing services were provided? Cost to sellers and buyers?
 - h. Volume of top (5) vegetables and/or fruits?
 - i. Approximate dollar value of annual marketing?
 - j. Acreage represented?
 - k. Number of producers using market one or more times?
 - l. Problems posed by marketers? How overcome?

III. Questions about operation first year:

1. Where located? Boundaries of market area?
2. Who managed?
3. Who participated? Characterize?
4. Who bought produce? How were sales divided in volume by percents of the total? (e.g., _____% Wholesalers; % White Stores; _____% Walk-in customers; _____% Other.)

5. What were the rules for sellers and buyers?
6. How were prices arrived at?
7. What marketing services were provided? Cost to sellers and buyers?
8. Volume of top (5) vegetables and fruits?
9. Value of first year of operation?
10. Acreage represented?
11. Number producers using market one or more times?
12. Problems posed by marketers? How overcome?

IV. Questions regarding the writing and handling of the HUD project document:

1. Who wrote it?
2. For whom?
3. Who approved it?
4. Who else was involved and how? (stepwise procedure)
5. What were the steps in getting document approved?
6. What was included in the proposal?
 - a. Funding? (How was it funded? For how much? What were the limits?)
 - b. Were other funds in kind to be cooperatively used (CETA, VISTA, TVA)?
 - c. Management?
 - d. Purposes?
 - e. Participants? Criteria for participation?
 - f. Limitations on use of funds?
 - g. Grant monitoring procedures to follow? Who writes reports and when?

h. Timing (beginning date, length of funding, ending date, renewability)?

V. Questions about market organization and management:

1. Will there be a manager?
2. The job description (and/or rule of the market manager? Salaries?)
3. Other employees? Pay?
4. Job descriptions of CETA workers?
5. Flowchart showing responsibilities? Reports?
6. Records to be kept? By whom?
7. Contacts with producers?
8. Services to be provided to participating farmers?
9. Charges to farmers for services?
10. Where would produce be marketed?
11. Contacts with buyers and potential buyers?
12. Roles of Resource Development Committee and others (e.g., County Extension Leader, Luther Whitaker, Bob Burney)?
13. Role of East Tennessee Development District?
14. Facilities and equipment?
15. What were strong and weak points in the 1980 operation?
16. How can operations be improved in the future?

VI. Questions regarding future outlook:

1. Will reincorporation be necessary? Explain.
2. Are marketing agreements with farmers needed? Nature?
3. How should nonmembers be treated? Rules?
4. Should there be packing and/or other charges? How much?

6. How can the market become self-supporting?
- VII. Questions regarding workable procedure to start a farmers' market:
1. What do you believe the success factors are for starting a farmers' tailgate market? (e.g., location, financial support, publicity and education, organization)
 2. What are the success factors in starting a packing shed?
 3. What are the success factors in starting combinations of #1 and #2 above? Other farmers' cooperative marketing associations?



APPENDIX C

NAMES OF GROWERS PARTICIPATING IN THE TRI-STATE FARMERS' ASSOCIATION MARKET SURVEY

- | | |
|--------------------|-----------------------------|
| 1. Junior Buchanan | 9. George Fugate |
| 2. Dan Campbell | 10. James and Calvin Fugate |
| 2. Albert Carr | 11. Steve Hatfield |
| 4. Ethel DeBusk* | 12. Robert McNerling |
| 5. Randy Dobbs | 13. Rex Madon |
| 6. Keith Dorsey* | 14. Derrick Proffitt |
| 7. Stella Duncan* | 15. Steve Thomas |
| 8. James England | |

*Considered a nonmember for study purposes.

APPENDIX D

1980 CLAIBORNE COUNTY TRI-STATE FARMERS' ASSOCIATION

MARKET SURVEY OF PRODUCERS

1. Were you involved in the farmers' market during the Summer of 1980?

___ Yes ___ No

NOTE: If No to Question #1 above, you need not complete the survey. Simply place the form in the self-addressed envelope and mail at your early convenience. If Yes to Question #1 above, please complete the remaining questions before mailing the form in the self-addressed envelope.

2. Please fill in the form below for each crop grown in 1980.

Truck Crop Grown	Acres Grown	Yield Obtained	Unit of Measure	Approximate \$ Value of Sales
Tomato	_____	_____	_____	_____
Zucchini squash	_____	_____	_____	_____
Other squash	_____	_____	_____	_____
Snap beans	_____	_____	_____	_____
Bell peppers	_____	_____	_____	_____
Sweet corn	_____	_____	_____	_____
Other crop (Please specify _____)	_____	_____	_____	_____

3. How did you become involved with the market? (Please check)

- ___ a) Extension Agent contacted
- ___ b) Program Assistant contacted
- ___ c) Market manager contacted
- ___ d) Heard about it from a friend or relative
- ___ e) Other (Please specify _____)

4. What services did the market provide for you in the Summer of 1980?

- ___ a) Grading
- ___ b) Washing
- ___ c) Packing
- ___ d) Storing
- ___ e) Cooling
- ___ f) Shipping/Trucking
- ___ g) Marketing
- ___ h) Workshops
- ___ i) TVA Demon.
- ___ j) Farm Visits
- ___ k) Prod. & Mkt.
Newsletter
- ___ l) Other(____)

5. How satisfied were you with the job the market did for you in 1980?
(Please check)

Market Service Provided	Very Satisfied	Satisfied	Not Very Satisfied	Dis-satisfied
a) Grading				
b) Washing				
c) Packing				
d) Storing				
e) Cooling				
f) Shipping/Trucking				
g) Price Received				
h) Mgr. Performance				
i) Inf. Provided				

6. What assistance related to truck crop production did you receive in 1980?

_____ a) Fertilizer (If so, how much of each kind? _____)
 _____ b) Seed (If so, how much of each kind? _____)
 _____ c) Technical information and/or help (Kind and amount _____)

7. Please fill in the form below for each crop you plan to grow in 1981.

Crop Planned for 1981	Acreage Planned for 1981	Plan to Market Through Co-op?	
		Yes	No
Tomato			
Zucchini squash			
Other squash			
Snap beans			
Bell peppers			
Sweet corn			
Other crop (Please specify _____)			

8. What did you like about the Farmers' Association Cooperative Market in 1980?
9. What did you dislike about the Farmers' Association Cooperative Market in 1980?
10. How do you feel we might improve the market in 1981?
11. Other comments regarding the market?

Thank you for your help. All answers will be kept strictly confidential as plans are made to improve the market and Extension's program in the County.

Name and Address:

_____ Date: _____



TAE 8001

9/24/80

APPENDIX E

THE DOLLAR VALUES OF PRODUCE PURCHASED BY RETAILERS
AND WHOLESALERS THROUGH THE TRI-STATE FARMERS'
ASSOCIATION MARKET IN 1980

Wholesalers

Johnson Produce Company*, TN	\$ 5,446.50
White Stores*, TN	\$ 2,927.25
Castellinni Produce Company, Ohio	\$ 2,206.00
Neels Produce Company*, TN	<u>\$ 1,879.50</u>
Subtotal	\$12,459.25

Food Buying Cooperatives

Harlan*, KY	\$ 821.27
Pineville, KY	\$ 730.98
Middlesboro, KY	<u>\$ 532.98</u>
Subtotal	\$ 2,085.23

Retailers

Local Stores and Roadside Stands	\$ 1,692.50
Retail sales at packing shed	<u>\$ 1,500.00</u>
Subtotal	\$ 3,192.50
Total	\$17,736.98

*Responded to the questionnaire.

APPENDIX F

QUESTIONNAIRE FOR RETAILERS AND WHOLESALERS BUYING PRODUCE
 FROM THE TRI-STATE FARMERS' ASSOCIATION COOPERATIVE
 MARKET IN SUMMER OF 1980

We are trying to determine how satisfied you are with produce and services provided at the market in 1980. This information will be kept strictly confidential and will be used as a basis for improving the market and related Extension programs in the county.

1. Approximately what amounts of the following items did you purchase through the market?
 - a) Tomatoes
 - b) Squash
 - c) Mixed vegetables

2. To what degree were you satisfied with the produce purchased? The service provided? Our market in general? (Please check)

Item Considered	Very Satisfied	Satisfied	Not Very Satisfied	Dis-satisfied
a) Tomatoes				
b) Squash				
c) Mixed vegetables				
d) Service provided				
e) Market in general				
f) Other (specify)				

3. How did you become involved with the market? (Please check)
 - a) Extension Agent contacted
 - b) Program Assistant contacted
 - c) Market Manager contacted
 - d) Heard about it from another buyer
 - e) Other (Please specify) _____)

4. What did you like about the Farmers' Assn. Coop. Market in 1980?
5. What did you dislike?
6. How do you feel we might improve the market in 1981?
7. Other comments regarding the market?



Thank you for your help. Answers will be kept confidential as plans are made to improve the market and Extension's program in the county.

Name _____ Date _____ Title _____
Organization _____
Address _____

VITA

Mohammad Kazem Amin was born in Hamadan, Iran, on September 18, 1952. He attended elementary and high schools in that city. Then he entered Hamadan Agricultural College and in February, 1978, received a Bachelor of Science degree in Agricultural Extension. In June, 1979, he entered graduate school at The University of Tennessee, Knoxville, in the Agricultural Extension Education Department and completed work for the Master of Science degree in Agricultural Extension in June 1981.