



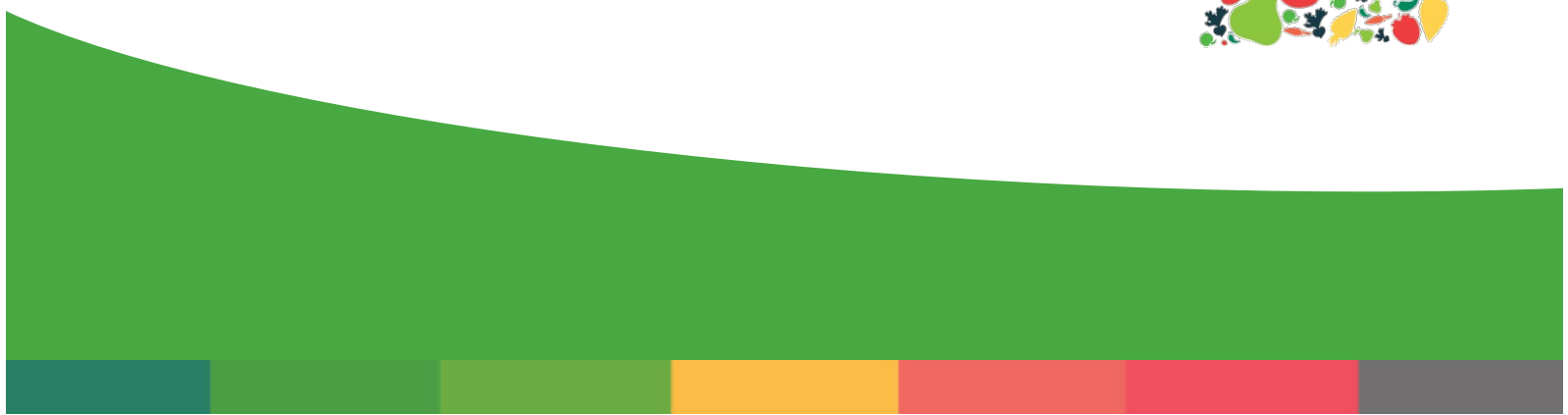
Michigan Farmers Market Managers:

Roles, Responsibilities, Compensation & Education

Author: Susan B. Smalley, Ph.D.

Reviewers: Dru Montri, Ph.D.; Amanda Shreve; Emily Syrja

Designer: Emily Beutel





Introduction

This study was conducted in 2016 to provide baseline information about the compensation of farmers market managers in Michigan and to help examine the effectiveness of educational programs that seek to professionalize the role of farmers market managers. The study was undertaken by the Michigan Farmers Market Association (MIFMA), with support from a United States Department of Agriculture Farmers Market Promotion Program grant.

Context for this Study

MIFMA was established in 2006 as a statewide association to promote local food consumption in Michigan by connecting more farmers to consumers through farmers markets. Its mission is to advance farmers markets to create a thriving marketplace for local food and farm products. Its vision places farmers markets at the forefront of the local food movement, ensuring access for all residents to healthy, locally grown food and policy support for Michigan farmers markets. As the organization has grown and developed, two key areas of its work are: 1) to provide education and training for farmers market managers, other staff and vendors; and 2) to compile, analyze and share information that characterizes and describes the diversity of farmers markets across the state and their impacts.

As the number of farmers markets across Michigan has grown, so too have the questions about starting and growing farmers markets. Among them: What is the job description for a farmers market manager? How much should market managers be paid? How much time does it take to manage a farmers market? Because Michigan has no official or legal definition for farmers markets and there is no required registry or data collection, MIFMA uses surveys as one way to document the current and emerging reality. This descriptive study is one component of this work.

Methods

The data collection was accomplished through a web-based survey, using Qualtrics Research Suite survey software. The survey was designed after searching for similar surveys and literature about farmers markets. Some parts were based on a similar survey undertaken in 2013 by the Toronto Area Friends of the Greenbelt Foundation. The survey was reviewed and edited by MIFMA staff members and was piloted by several former market managers.

MIFMA provided a list of 292 farmers market managers to the evaluator. In some instances, email addresses were missing. The evaluator worked to complete the list to the best of her ability. Email invitations were sent to 230 persons listed as farmers market managers, requesting each to complete the web-based survey. One hundred and eight managers from Michigan farmers markets participated in the survey between May and August 2016. This represents a 47% rate of return based on the number of managers contacted and a 37% rate of return based on the list of 292 markets and managers known by MIFMA to exist. A number of the responses, however, were not complete, limiting some of the data analysis and making it more difficult to generalize the findings. Data from the survey questionnaires were organized and analyzed using Qualtrics and Microsoft Excel software.



Characteristics of Farmers Markets

In order to provide a context in which to understand compensation, it is important to first examine the nature of farmers markets in Michigan. They are extremely diverse across a number of characteristics.



Farmers Market Size

There is no single accepted standard to categorize farmers markets. In *Understanding the Link between Farmers' Market Size and Management Organization*, December 2007, Oregon State University Extension Special Report Number 1082-E, Stephenson, Lev and Brewer proposed a classification system for farmers markets based on the number of vendors. One of their key findings was that “markets add management structure and management complexity as they increase in size.” This report will use their system, displayed in the table below, with a slight modification. The “large” category will not be capped at 90 vendors, but will include all markets with more than 55 vendors. Fifty-three of the responding markets provided information about their vendor numbers to allow categorization.

Survey Respondents by Market Size n=53			
Market Size	Number of Vendors	Number of Survey Respondents	Percent of Survey Respondents
Micro	5 – 8 vendors	10	19%
Small	9 – 30 vendors	31	58%
Medium	31 – 55 vendors	7	13%
Large	56 + vendors	5	10%
Total		53	

Using these categories, 58% of the 53 survey respondents who reported the number of vendors represented small markets, 19% micro markets, 13% medium markets and 10% large markets. Several markets reported that they do not record the number of vendors at each market. Using these categories as one way to categorize the responding markets will help in understanding factors that may impact manager compensation.



Vendor Fees

One factor that varies directly with market size is the amount of vendor fees collected. The table below shows the increase in revenue from vendor fees as market size (number of vendors) increases. This is important because vendor fees can be a major source of income for farmers markets and provide the primary source of money to compensate market managers.

2015 Revenue from Vendor Fees by Market Size n=41					
Market Size	N	Mean Vendor Fees	Median Vendor Fees	Minimum Vendor Fees	Maximum Vendor Fees
Micro	9	\$1,011	\$720	\$0	\$3,501
Small	24	\$5,577	\$3,106	\$684	\$25,000
Medium	4	\$52,621	\$31,347	\$15,000	\$132,790
Large	3	\$81,327	\$95,981	\$38,000	\$110,000

Revenue

Although vendors' fees are most markets' primary source of income, markets also generate revenue in other ways. They may secure grants from public or private sources, sell sponsorships for various aspects of the market, receive dollars from a governmental entity, sell market-related items, (e.g. tote bags), or organize special fundraising events. Most markets conduct at least some of these activities to augment the vendor fees they collect. Although revenue may sometimes be restricted to specific uses, often it can be used to help compensate the market manager and/or other staff members. The relationship between market size and the amount of revenue generated is much weaker than the relationship between market size and vendor fees as illustrated in the following table.

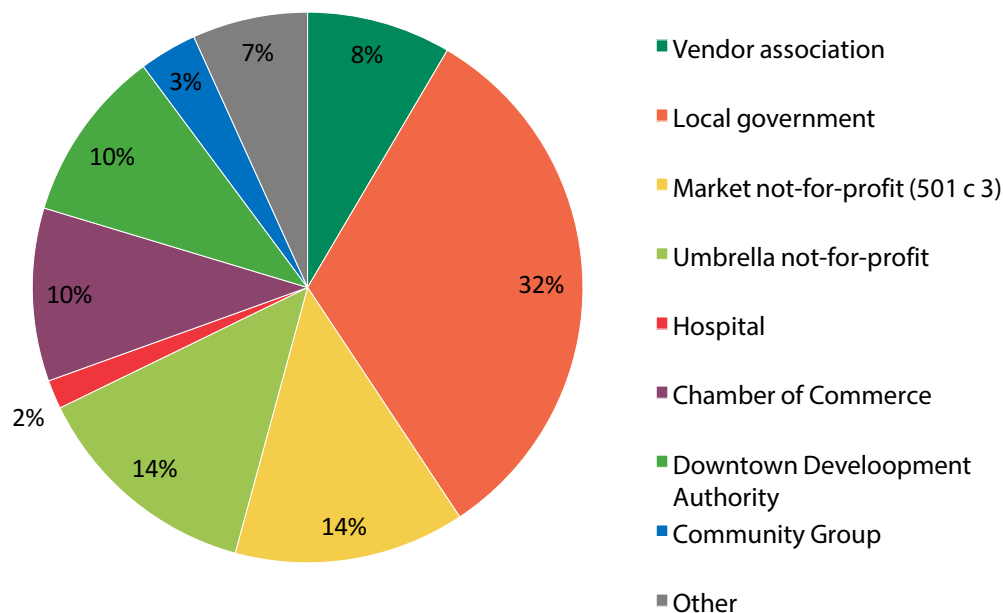
Revenue by Market Size n=30					
Market Size	N	Mean Revenue	Median Revenue	Minimum Revenue	Maximum Revenue
Micro	6	\$2,050	\$1,150	\$0	\$5,000
Small	19	\$1,570	\$250	\$0	\$11,000
Medium	3	\$14,949	\$204	\$0	\$4,4643
Large	2	\$13,500	\$13,500	\$2,000	\$25,000
Total	30				

Farmers Market Organizational Structure

Another area of market diversity is organizational structure or sponsorship – the entity that operates the market. Of the 59 respondents who reported their market’s organizational structure or sponsoring organization, the largest sector at 32% comprised markets operated by local government – cities, villages, townships and a county health department. The second largest sector was the markets organized as not-for-profits either on their own (14%) or as part of another not-for-profit (14%). Other organizational sponsors were Chambers of Commerce (10%), Downtown Development Authorities (DDAs) (10%), vendor associations (8%), community groups (3%) and hospitals (2%). Several markets or DDAs (7%) reported some other structure, including several operating as private businesses.

Examining markets’ organizational structure by their size shows a diversity of organizational structures at each market size.

Farmers Market Organizational Structures



Organizational Structure by Market Size										
Market Size	N	Local gov't	Market 501(c)(3)	Umbrella 501(c)(3)	DDA	Chamber of Comm	Vendor assn	Hospital	Comm group	Other
Micro	10	1	2	1	2	1		1	1	1
Small	31	12	3	5	4	2	2			2
Med	7	1	3			1	1			1
Large	5	2		1		1				1
Total	53	16	8	7	6	5	3	1	1	5



Market Manager Engagement

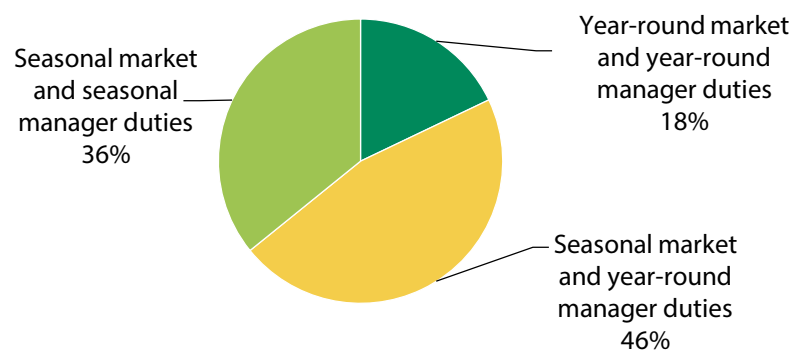
Markets may engage their managers as volunteer, as employees, or as independent contractors. The table below shows how each type of market organization engages market managers. It suggests that markets organized by units of local government and by Downtown Development Authorities tend to engage managers as employees, that markets organized by vendor associations and community groups tend to have unpaid managers and that markets organized as their own not-for-profit tend to engage managers as independent contractors.

Type of Manager Engagement by Organizational Structure				
Organizational Structure	N	Employee Manager	Independent Contractor Manager	Unpaid Manager
Local government	18	13	4	1
Market 501(c)(3)	7	1	5	1
Umbrella 501(c)(3)	8	4	4	0
Downtown Development Authority	6	4	1	1
Chamber of Commerce	6	2	1	3
Vendor association	4	0	1	3
Hospital	1	1	0	0
Community Group		0	0	3
Other		3	1	1
Total		28	17	13

Duration of Market and Manager's Duties

Another way in which farmers markets vary is the length of their market season and the duration of the manager's duties. When asked about this, 67 people responded. More than a third (36%) reported that both their market and their managerial duties were seasonal. Nearly half (46%) reported that their market was seasonal but their managerial duties extend throughout the year. Nearly one-fifth (18%) reported a year-round market and year-round managerial duties.

Duration of Market and Managers' Duties

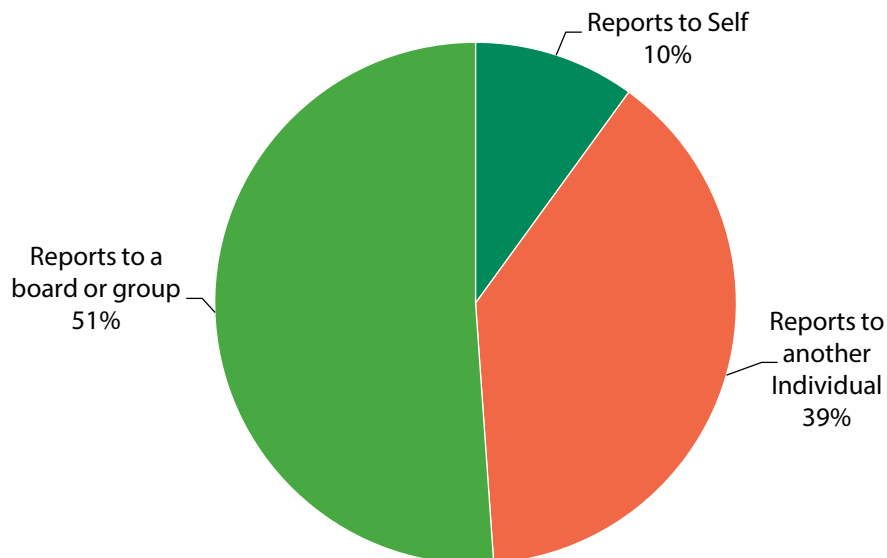




Person or Group to whom Market Manager Reports

Just as the organizational structure varies from market to market, so does the chain of command. Respondents were asked to provide the position/title of the person or name of the group to whom they are directly responsible. These responses were then sorted into three categories: reports to self, reports to another individual, and reports to a board or group. About half (51%) of the 90 people who responded to this question report to a board or group, 39% report to another individual and 10% report to themselves. Why does this matter? Reporting to a board or group adds complexity to a manager's job. It may take additional time to develop strong working relationships with the board or group members. The manager may have responsibility for organizing board/group meetings as well as his/her other market responsibilities. Communication is likely more challenging with a group. At the same time, the community connections and expertise of group members provide rich opportunities for the manager and the market.

Person or Group to Whom Market Manager Reports





Market Manager Job Description

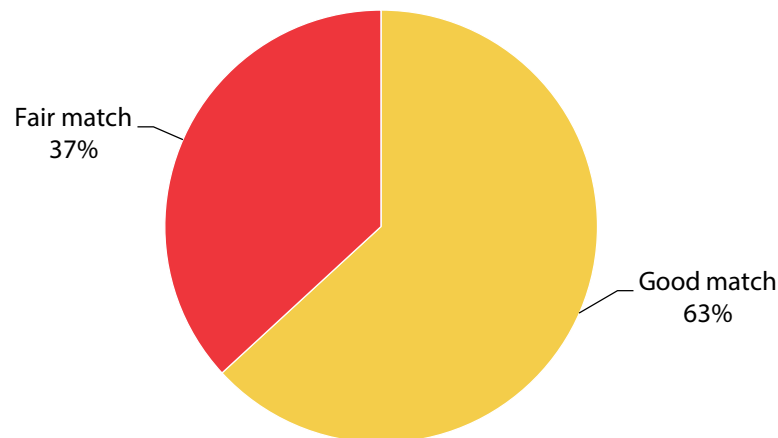
A written job description provides clarity about performance expectations and can be used as a basis for determining compensation. Eighty-nine respondents indicated whether or not they had written job descriptions, with slightly over half (57%) saying yes and 43% saying no.

The prevalence of written job descriptions for market managers might be expected to vary depending on market size, with written descriptions becoming more important as a market grows and becomes more complex. The table below, showing written job descriptions by market size, supports this idea.

Written Job Description by Market Size					
Market Size	N	Written Job Description		No Written Job Description	
		Number	Percent	Number	Percent
Micro	8	3	30%	5	70%
Small	30	19	61%	11	39%
Medium	7	5	71%	2	29%
Large	5	4	80%	1	20%
Total	50	31		19	

The 51 respondents who reported that they have written job descriptions were asked how good a match the written description is with their actual responsibilities. About two thirds (67%) reported a good match, 37% reported a fair match. No one reported a poor match.

Accuracy of Job Description with Actual Duties

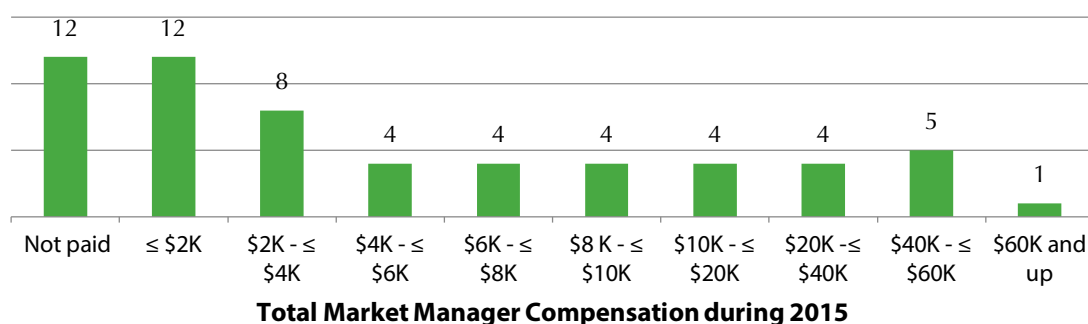




Compensation

The amount of compensation reported by 54 survey respondents for 2015 ranged from \$0 to over \$60,000. The chart below shows how varied the amounts were. Note that the first six bars of the chart represent compensation ranges of \$2,000 each while the last four represent ranges of \$20,000 each. More than half of the respondents reported compensation of \$4,000 or less.

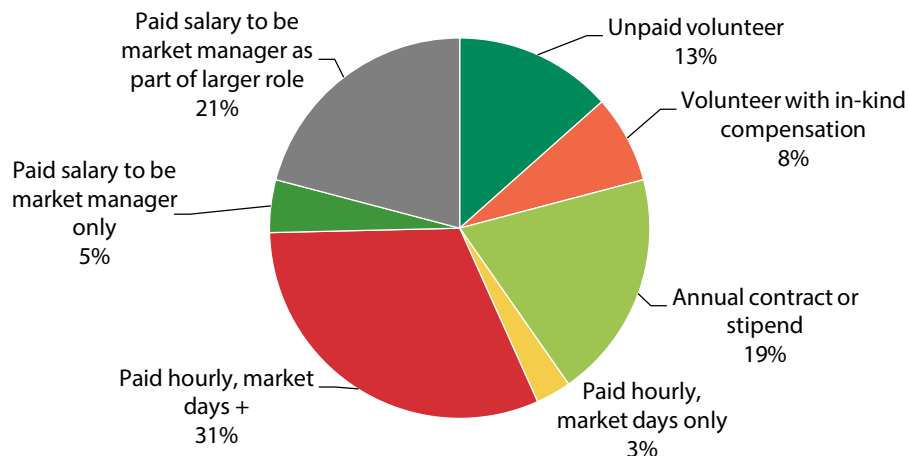
Market Manager Compensation

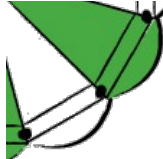


Compensation Types

Farmers market managers are compensated in a wide variety of ways. Based on 67 responses, the most common type of compensation is by hourly pay, for market days plus some additional time (31%). The second type of compensation salary for managing the market as part of a larger role in the organization at 21%. Volunteer market managers account for 21%, some with in-kind compensation of various sorts. Annual contracts or stipends were reported by 19%. Those paid a salary to be the market manager only made up 5%, and those paid hourly on market days only composed 3%.

Type of Market Manager Compensation





The table below displays market managers' minimum, maximum, mean and median compensation reported by survey respondents by each compensation type.

Market Manager Compensation Types n=67						
How Compensated	N	Percent	Min	Max	Mean	Median
Unpaid volunteer	9	13%	--	--	--	--
Volunteer with in-kind compensation	5	8%	--	--	--	--
Annual contract or stipend	13	19%	\$470	\$6000	\$2,460	\$2,400
Paid hourly, market days only	2	3%	\$263	\$60,000	\$10,850	\$4,442
Paid hourly, market days +	21	31%				
Paid salary to be market manager only	3	5%				
Paid salary to be market manager as part of larger role	14	21%	\$3,300	\$80,000	\$32,870	\$33,250

Respondents who reported being paid on an hourly basis earned from \$10 to \$24.67 per hour, with an average of \$14.20 per hour and a median of \$14.50 per hour. Their 2015 annual earnings ranged from \$263 to \$60,000, with an average of \$10,850 and a median of \$4,442.

Respondents who reported being paid via a contract or stipend earned from \$470 to \$6,000, with an average of \$2,460 and a median of \$2,400 in 2015.

Respondents who reported being salaried – whether as a market manager only or a market manager plus other duties earned from \$3,300 to \$80,000, with an average of \$32,870 and a median of \$33,250. Although asked, salaried respondents did not provide information about what portion of their time was spent managing the market.

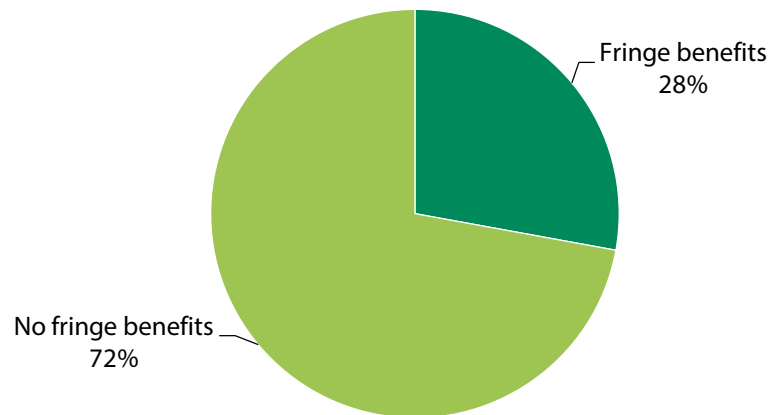
Some respondents reported interesting variations on these basic types of compensation. One manager reported that his/her compensation was based on the number of vendors participating in the market at a rate of \$3.50 per vendor. Another reported an hourly pay rate with a seasonal maximum.



Benefits

Only 28% of respondents reported receiving fringe benefits. Health insurance was the most common benefit.

Market Managers Receiving Benefits



Market Size and Manager Compensation

It might be reasonable to think that the larger the market, the greater the management challenges and the greater the compensation. Responses to this survey support this notion. Forty-three respondents provided both the number of vendors at their market and their annual compensation. The table below displays manager compensation by market size. In general, managers with larger markets are better compensated.

Manager Compensation by Market Size					
n=41					
Market Size	N	Minimum Manager Compensation	Maximum Manager Compensation	Mean Manager Compensation	Median Manager Compensation
Micro	7	0	\$3,116	\$960	\$3
Small	25	0	\$50,080	\$8,397	\$3,000
Medium	5	\$900	\$46,000	\$14,514	\$7,500
Large	4	\$6,000	\$50,000	\$24,125	\$20,250
Total	41				



Organization Type and Compensation

The type of market organization could also influence manager compensation. The table below shows the minimum, maximum, mean and median manager compensation amounts for each market organization type. It shows that compensation amounts are highly varied within each organization type.

Manager Compensation by Organization Type n=50					
Organization Type	N	Minimum	Maximum	Mean	Median
Vendor association	4	\$0	\$4,442	\$1,160	\$100
Local government	16	\$0	\$50,000	\$13,035	\$7,255
Not-for-profit market	8	\$0	\$60,000	\$14,600	\$2,450
Part of larger not-for-profit	7	\$263	\$50,080	\$9,295	\$3,000
Hospital	1	\$1,654	\$1,654	\$1,654	\$1,654
Chamber of Commerce	4	\$0	\$33,500	\$11,750	\$6,750
Downtown Development Authority	5	\$0	\$30,996	\$7,995	\$1,470
Community group	2	\$0	\$0	\$0	\$0
Other	3	\$470	\$33,000	\$11,555	\$1,200
Total	50				



Compensation and Other Staff

In some employment situations there is a link between the number of people supervised and compensation. To examine this in the context of farmers markets, respondents were asked the number of paid and volunteer staff members on hand during a typical market week as well as the number of hours these people worked during a typical market week. The following list includes types of assistance provided by paid staff members.

- Managing the day-of tasks
- Reconciling, recruiting, marketing and cashier
- Advertising and promotion, including marketing through social media and maintaining the website
- Event planning and execution
- Responding to vendor inquiries
- Vendor recruitment
- Vendor training
- Assistant for administrative tasks and support staff for day of market
- Banking, accounting and financial record-keeping
- Some communication with vendors and prospective vendors
- Cleaning and maintenance
- Administering food assistance programs, including Supplemental Nutrition Assistance Program (SNAP) and Double Up Food Bucks
- Security
- Customer Support
- Program Management
- Set up and tear down
- Counting attendance
- Conflict management
- Vendor stall assignments

This list includes the types of assistance provided by paid staff members (other than manager)*

- Coordinating the music and setting up the sound system for the market
- Serving on the Board of Directors
- Making coffee
- Assistance to customers (e.g. greeting, carry-out assistance) and vendors during market hours
- Helping with kids' crafts
- Operating the wireless terminal for SNAP, credit and debit transactions
- Cooking demos and handing out samples
- Maintaining the food court

**This list does not include tasks that were also listed as types of assistance provided by paid staff*



Relationship of Hours Worked with Compensation

Respondents were asked how many hours they worked as market manager during 2015. It may be reasonable to expect that the more hours worked, the more compensation a manager would receive. The correlation coefficient of manager's hours worked during 2015 with their 2015 compensation is 0.57 indicating a moderately strong relationship. So in general, the more hours a manager worked the higher compensation he/she received.

Year of Market Establishment and Compensation

It seems likely that long-established markets may differ in some important ways from those established more recently. Fifty-nine respondents reported the year in which their market had been established, with the oldest established in 1884 and the newest in 2015. Forty-seven of these respondents also reported manager compensation, allowing comparison of the market's age to the manager's compensation.

Manager Compensation by Year of Market Establishment n=47					
Year Established	N	Minimum Compensation	Maximum Compensation	Mean Compensation	Median Compensation
2013-2015	5	0	\$1,946	\$760	\$200
2010-2012	7	0	\$3,116	\$1,198	\$470
2007-2009	10	0	\$30,996	\$5,719	\$1,935
2000-2006	12	\$263	\$50,080	\$9,591	\$6,505
1965-1995	9	0	\$44,051	\$10,933	\$4,000
1884-1922	4	\$26,459	\$50,000	\$38,865	\$39,500



Managers' Duties

Given Michigan's diversity of farmers markets, the duties of market managers were expected to vary from market to market. Several aspects of manager duties were investigated.

One factor that makes it challenging to compare market managers' compensation is the variability in how much time they put in. The survey tried to get at this issue in two ways; (1) by asking about the seasonality of their duties, and (2) by asking about the range of the tasks they are responsible for. Respondents were asked whether their market was seasonal or year-round. It was assumed that managers of year-round markets worked throughout the entire year. For seasonal markets, managers were asked whether their duties were limited to the market season or extended through the rest of the year.

Extent of Managers' Duties by Market Size				
Market Size	Year-Round Market: Managers' Duties All Year	Seasonal Market: Managers' Duties All Year	Seasonal Market: Managers' Duties for Season Only	Total
Micro	0	3	7	10
Small	5	14	12	31
Medium	1	3	3	7
Large	2	2	1	5
Total	8	22	23	53

With a wide diversity of market organizational structures, sponsors and sizes, it would seem likely that duties of a market manager would also vary from market to market. Seventy-seven survey respondents indicated the duties included in their market manager role by selecting from a list of 29 duties derived from review of several farmers market manager job descriptions. The table below shows the number of respondents who selected each duty. Although one respondent selected only five of the listed duties, most respondents selected many more with an average of 21 duties selected. This supports the idea that the job of a market manager is multi-faceted and varied, requiring a wide range of knowledge and skills.

Market Manager Duties		
Duty	N	Percent
Assign vendor spaces	75	97%
Prevent or settle disputes	74	96%
Collect record vendor fees	73	95%
Ensure law and regulatory compliance	73	95%
Correspond with vendors	71	92%
Establish and enforce regular operation hours	69	90%
Recruit vendors	68	88%
Facilitate review, update or creation of market rules	66	86%
Set up and take down market	66	86%



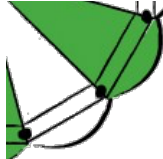
Monitor and record key statistics	64	83%
Operate food assistance programs (SNAP, Double Up Food Bucks, WIC Project FRESH, Market FRESH, etc.) at market	62	81%
Coordinate market advertising	61	79%
Make purchases for the market	60	78%
Advise governing organization of market conditions and key statistics	58	75%
Create and conduct special events	56	73%
Facilitate development of market goals and strategies for growth	56	73%
Update market social media	54	70%
Facilitate partnerships with other organizations	54	70%
Evaluate market strengths and weaknesses	53	69%
Establish/maintain emergency procedures for accidents, medical emergencies, safety or crime issues, severe weather, natural disasters	49	64%
Develop and monitor market budget	48	62%
Recruit, engage, support and/or monitor market volunteers	46	60%
Engage in professional development, e.g. Market Manager Certificate Program, Farmers Market Conference, etc.	45	58%
Send market email blasts	44	57%
Update market website	39	51%
Conduct market banking	38	49%
Fundraise for market	38	49%
Visit/inspect vendor farms	35	45%
Develop funding proposals for market	35	45%
Determine vendor eligibility	0	0%



Duties that Take the Most Time

In most jobs, a few of the duties can take a large portion of the work time. The respondents who indicated their duties as manager were then asked to select up to five of those duties on which they spent the most time. The table below displays the number and percent of respondents who selected each duty as one of the five that took the most time.

Duties that Take the Most Time		
Duty	N	Percent
Collect vendor fees and maintain accurate records of payment	36	47%
Operate food assistance programs (SNAP, Double Up Food Bucks, WIC Project FRESH, Market FRESH, etc.) at market	33	43%
Create and conduct special events at market	25	32%
Set up and take down market	25	32%
Correspond with vendors	22	29%
Monitor and record key statistics such as market sales, numbers of vendors, etc.	18	23%
Recruit vendors	16	21%
Assign vendor spaces	16	21%
Ensure market and vendor compliance with all applicable laws and regulations	15	19%
Update market social media accounts (Facebook, Twitter, Instagram, etc.)	14	18%
Coordinate market advertising	13	17%
Facilitate partnerships with other organizations	9	12%
Facilitate development of market goals and strategies for growth	6	8%
Engage in professional development, e.g. Market Manager Certificate Program, Farmers Market Conference, etc.	6	8%
Send market email blasts	5	6%
Prevent or settle any disputes among market vendors and/or shoppers	5	6%
Develop and monitor market budget	5	6%
Develop funding proposals for market	5	6%
Visit/inspect vendor farms	4	5%
Keep governing organization advised of market conditions and key statistics	4	5%
Fundraise for market	4	5%
Facilitate review, update or creation of market rules	4	5%
Recruit, engage, support and/or monitor market volunteers	4	5%



Update market website	3	4%
Evaluate market strengths and weaknesses	3	4%
Conduct market banking	2	3%
Establish and enforce regular hours of operation	1	1%
Establish/maintain emergency procedures for accidents, medical emergencies, safety or crime issues, severe weather, natural disasters	1	1%

Managers' Perceptions of Their Key Influences on the Market

Respondents were asked to describe how, as the market's manager, they had most influenced the success of their market. The 45 responses included several themes: improving market organization, promoting the market, vendor recruitment and relationships, implementing food assistance programs and enhancing the market product mix. These themes are strongly related to one another and intertwined.

One manager reported that the market she manages has incubated six new brick and mortar businesses in the community. Two managers mentioned career experiences that have supported their roles as market managers, tourism industry for one and wholesale production/retail sales for the other.

Positions Similar to Farmers Market Managers

Survey respondents were asked to list up to three positions in their local area that they believed to be similar to their farmers market manager position. Many did not respond and several indicated that the question was not applicable or that they could not think of a comparable position. Those who did respond mentioned a wide range of positions. Managers of other farmers markets, business owners, Chamber of Commerce Director, City Parks and Recreation, City summer worker, development director, university recreation, events and conference coordinator, event supervisor, executive director, farmer, foreman, golf club/community director, grocery store greeter/human resources director/manager/owner, library family coordinator, Main Street promotions committee chair, mall leasing agent, marketing/PR director, operations/project/special events manager, recreation center general manager, store greeter/manager, supervisor, and V P operations.

This diversity in the types and levels of the positions suggested reflects the broad scope and variability of the position of a farmers market manager. Some of the positions mentioned appear to focus on one specific aspect of the manager role while others are more general, appearing to reflect the diversity reported by the market managers.

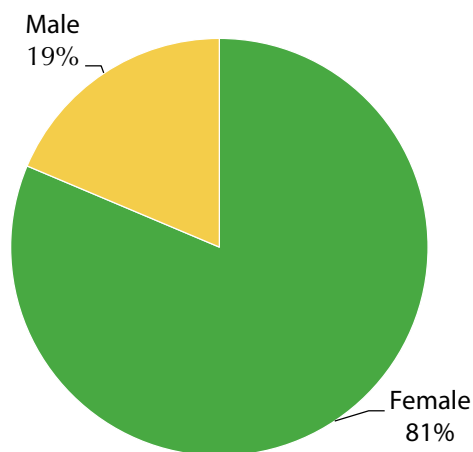


Manager Characteristics

Just as farmers markets vary across many characteristics, so do market managers. This section examines a few of the ways in which the managers who responded to this survey vary.

In this study, farmers market managers were more likely to be female (81%) than male (19%). This is consistent with the overall list of market managers that MIFMA maintains for the entire state which also shows considerably more female than male market managers.

Market Manager Gender

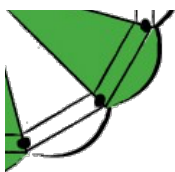


Gender and Compensation

The 51 respondents who provided both the market manager's gender and his/her 2015 annual financial compensation allowed some analysis of market manager pay by gender. Male managers had a higher average and median annual compensation during 2015 than did female managers.

However, correlation coefficient derived from comparing gender and annual compensation for the 49 respondents who reported both was -0.06, or essentially no relation between gender and compensation.

Market Manager Compensation by Gender					
Gender	Minimum Compensation	Maximum Compensation	Mean Compensation	Median Compensation	Standard Deviation
Female	\$0	\$50,080	\$9,964	\$3,116	\$14,661
Male	\$0	\$33,000	\$7,748	\$470	\$13,010



Another way to examine compensation and gender is to look at the gender of market managers at various compensation levels. The table below divides managers into five groups based on their reported annual compensation and then examines the gender make-up of each group. The gender composition of each group is roughly similar, each with a predominance of female managers.

Gender of Managers by Compensation Quartile						
Annual Compensation	Male Managers		Female Managers		Total Managers	
	Number	Percent	Number	Percent	Number	Percent
\$0 (Volunteer managers)	3	30%	6	15%	9	18%
Quartile 1: \$200-\$1,946	3	30%	8	21%	11	22%
Quartile 2: \$2,400-14,442	1	10%	9	23%	10	20%
Quartile 3: \$15,000-\$20,000	1	10%	10	26%	11	28%
Quartile 4: \$26,459-\$80,000	2	20%	6	15%	8	16%
Total	10	20%	39	80%	49	100%

Age and Compensation

The ages reported by survey respondents ranged from 20s to 80s. The table below shows minimum, maximum, mean and median compensation for managers of various ages.

Compensation by Age of Manager					
Age	N	Minimum Compensation	Maximum Compensation	Mean Compensation	Median Compensation
20s	4	\$3,300	\$50,080	\$34,220	\$41,750
30s	7	\$0	\$20,000	\$12,210	\$13,726
40s	8	\$0	\$46,000	\$13,045	\$2,427
50s	12	\$0	\$30,996	\$7,395	\$3,058
60s	10	\$0	\$7,010	\$1,985	\$900
70s & 80s	5	\$0	\$10,334	\$3,100	\$1,900

In addition to the table, a correlation coefficient was calculated on manager age and manager compensation. The correlation coefficient was -0.48, showing a moderately strong negative relationship between age and compensation. There is a moderate tendency for younger market managers to be paid more.



Farmers Market Management Experience and Compensation

It seems reasonable to expect that more experience as a market manager might result in greater compensation. The table below shows minimum, maximum, mean and median compensation for managers with varying amounts of experience.

Compensation by Manager's Years of Managing Farmers Markets					
Years FM Management Experience	N	Minimum Compensation	Maximum Compensation	Mean Compensation	Median Compensation
First Year	8	\$0	\$50,080	\$10,580	\$4,150
2-3 Years	9	\$0	\$20,000	\$4,475	\$3,116
4-5 Years	15	\$0	\$50,000	\$12,960	\$3,000
6-10 Years	11	\$0	\$46,000	\$10,850	\$2,400
> 10 Years	5	\$0	\$10,334	\$3,935	\$3,000

The table does little to explain how experience and compensation may be related. The correlation coefficient between the number of years of market management experience and compensation was -0.04, indicating virtually no relationship between the two.

Manager Age and Tenure

Calculating the correlation coefficient of the establishment year of each farmers market and the tenure of its market manager results in -0.27, indicating a weak negative relationship. To a limited extent, older markets tend to have managers with more experience.



MIFMA Membership

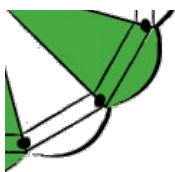
Respondents were asked whether their market was a current member of MIFMA or whether they held a current individual membership in MIFMA. Of the 60 people who responded to this item, 50 (83%) reported that their markets were members of MIFMA, 12 (20%) reported holding personal memberships, and 10 (17%) reported both a market and personal membership.

Respondents were also asked to indicate whether or not they had participated in any of several MIFMA educational programs. Fifty-two reported participating in one or more of the programs, with the number for each displayed in the table below.

Respondents' Engagement with MIFMA	
MIFMA Programs	N
Contacting MIFMA staff members for information or assistance	50
Getting information from www.mifma.org	47
Farm-based education field days	44
MIFMA webinars	29
Market Manager Certificate Program (MMCP)	21
MMCP Continuing Education	20
Market Manager Mentorship Program	6

The intensity of involvement varied considerably, with three respondents reporting participation in just one MIFMA program or support service to four respondents reporting participation in all eight programs/services listed. The table below displays the entire range of participation intensity.

Intensity of MIFMA Program Participation		
Number of MIFMA Programs Participated in	Number of Respondents Reporting Participation	Percent
1	3	6%
2	1	2%
3	9	17%
4	18	35%
5	8	15%
6	3	6%
7	6	11%
8	4	8%



Respondents who reported that they had participated in MIFMA's Market Manager Certificate Program were asked how, if at all, their participation in the program had impacted their personal success as a market manager. Their responses are displayed in the table below, with some specific impacts highlighted.

How the Market Manager Certificate Program Has Impacted Manager Success
At the beginning of 2015 the market board was non-functioning. Through things learned at MMCP, we have a much more active board and they have been very involved in moving to our new location.
Certification changed the market completely. I recommend the program to all new managers.
Certification training and continuing education helped me establish a market structure and implementation of the structure; supplied a basic understanding of associated laws and regulations and continues to keep me updated about changes in existing laws and new laws; and made it possible for me to understand how to establish 4 nutrition assistance programs at the market.
Greatly, MIFMA is a great organization and our market would not be successful without it.
Improved my awareness of rules and regulations that impact the market.
It has given me credentials.
Knowledge and resources.
Necessary for my role. Training and knowledge continuously support my day-to-day work.
The certification program came at the perfect time for me, just after I was hired and just before the real work of planning for our outdoor season began. It was an incredible professional development and networking experience that definitely impacted my personal/professional success, and the ideas and relationships generated there will surely impact the success of my market in the coming years.
The educational and networking opportunities have provided so much valuable information and relationship building. I feel supported as a market manager and appreciate the opportunity to learn from and connect with others who are experiencing the same struggles and successes. Because of MIFMA's network of vendors and market managers and the educational opportunities it presents, our market continues to grow each year, making it more vibrant and successful. And I grow as a market manager and as a professional as well.
We are continuing to learn through different MIFMA trainings and from other markets. Implementing best practices and staying up-to-date on the changes, laws, needs, and demands have really been key for our market. MIFMA does an excellent job with communicating this information.
Valuable tools and resources acquired: customer counts, market policies, food assistance benefits, Michigan Department of Agriculture and Health department food guidelines, mentoring program, cooking demonstrations.



Summary and Recommendations

The results of this survey suggest that the size of a farmers market, as determined by its number of vendors and the resulting vendor fees, are the major factors in determining compensation for farmers market managers. Other factors with relatively strong correlations to manager compensation, such as number of paid staff members and hours contributed by paid staff members, are also highly related to market size.

Another related factor, vendor sales, could be an important factor in determining manager compensation. Relatively few markets currently collect and document sales data in a systematic manner. That is unfortunate because vendor sales may be the best evaluation of a farmers market's success and sustainability, both of which are key goals for market managers.

A surprising finding was the moderately strong negative correlation between age of the market manager and his/her compensation. One possible explanation for this is the willingness of retired persons to manage a market as a volunteer or for very modest compensation. Younger persons may not be able to afford to do the same.

It may be that additional factors play a more significant role in determining compensation than this report indicates. Incomplete data resulting from omissions in many of the submitted surveys limited the number and type of analyses that could be conducted. It is difficult to know how representative the survey respondents are of all farmers markets and managers in Michigan as we lack comparison data.

A shorter survey, conducted by telephone, might produce more complete results but the evaluator has found it difficult to reach many market managers even by telephone in past work. There seem to be few incentives for market managers to provide information about their position and their markets. Even the market managers who did respond have indicated that they perceive they are being asked frequently for the same or similar information.

One option for MIFMA consideration might be to design a simple template to record key data about each market day and to put the template on line using inexpensive software that feeds into a database. One of the benefits of MIFMA membership could be to allow market managers to enter their data in the template each market day. MIFMA could generate individual market reports for member markets seasonally or more frequently to summarize their market information. The benefit of the reports might be enough for managers to use the system. Regular data entry through the year would result in increased accuracy and detail and quite possibly be less stressful for managers. The body of data would be extremely valuable and would greatly reduce the need to repeatedly survey markets.



About the Michigan Farmers Market Association

The Michigan Farmers Market Association (MIFMA) was started in 2006 as a statewide association to promote local food consumption in Michigan by connecting more farmers to consumers through farmers markets. Today, MIFMA works with its membership to maintain its mission and attain its vision.

***Mission:* MIFMA advances farmers markets to create a thriving marketplace for local food and farm products.**

***Vision:* MIFMA places farmers markets at the forefront of the local food movement and works to ensure all residents have access to healthy, locally grown food and that Michigan farmers markets receive policy support.**

MIFMA defines a farmers market as a public and recurring assembly of farmers or their representatives selling direct-to-consumer food and products which they have produced themselves. In addition, the market may include a variety of vendors as determined by market management. A farmers market is organized for the purpose of facilitating personal connections that create mutual benefits for local farmers, vendors, shoppers and communities.

MIFMA focuses its efforts in five areas: organizational development, policy advocacy, professional development, marketing and increasing food access.

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**480 Wilson Road
Room 172 Natural Resources
East Lansing, MI 48824
Ph: 517-432-3381
www.mifma.org**