

MOSCOW FARMERS MARKET COMMISSION



Jamie Hill
Chair

~Agenda~

Amanda Argona
Staff Liaison

<https://www.ci.moscow.id.us/362/Farmers-MarketCommission>

Tuesday, March 5, 2019

4:00 PM

**Paul Mann Building
221 E 2nd St.**

WELCOME AND ATTENDANCE

REGULAR AGENDA

1. Approval of Farmers Market Commission February 5, 2019 Minutes

2. Public Comment and Response to Previous Comments (limited to 10 minutes)

Members of the public may speak to the Commission regarding matters NOT on the agenda or currently pending before the Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

3. New Vendor Requests - Amanda Argona

The Market has received requests from the following individuals that do not qualify under current vendor categories or are outside the 200 air mile radius:

a. Remie Murray: A resident of Asotin County that operates a fishing vessel in Bristol Bay for a portion of the summer. Products include individual, boneless, vacuum-sealed, Coho salmon portions ranging from 6 to 8 oz. Product would be available for sale in mid-September. Currently, the Market does not have a vendor offering fresh-frozen fish products to patrons.

b. Ariel Popp: Previous craft vendor that was accepted in 2016. Due to Ariel's lack of attendance for the past two seasons, she will need to re-jury. Products include homemade lotion, greeting cards, miniature works of art (paintings, sculptures, catnip toys), and heat packs with local lentils. Ariel is also interested in adding massage to her booth operations, pending jury acceptance. She envisions offering massage for either \$1/minute or a 5-10 minute massage by donation. She is employed with Carnahan Chiropractic in Pullman and would be advertising for this service. Massage vendors had been classified under the "Busker" category in the past, but that category is now known as "Performance Artist/Busker" and focuses solely on entertainment provided. Currently, individuals offering massage may set-up along the Speaker Space wall.

Staff is seeking direction from Farmers Market Commission on how best to handle these unique requests while keeping with the values of the Moscow Farmers Market.

PROPOSED ACTIONS: Provide staff with further direction.

4. 2019 Farm Site Visit Updates – Davy Frogley, AmeriCorps (ACTION ITEM)

The market office has been reaching out to agricultural vendors to schedule site visits. As outlined in the Vendor Handbook, “The purpose of a Site Visit is to learn more about a Vendor’s operation and ensure compatibility between the on-site practices and the Market’s values and philosophies.”

The current schedule is as follows:

- a. April 9th: Northern WA & ID (Family Garden, SM Produce & Floral, and ShingleMill Blueberry)
- b. April 12th: Lewis-Clark Valley (Hagen’s Orchard, Summit to Sea Project Farm, TBD: Brush Creek Creamery)
- c. April 26th: Latah County “B” (Meadowlark Heritage, Palouse Prairie Farms (p.m.), Reverie Farm*)

PROPOSED ACTIONS: Review the current schedule and assign Commissions members to specific dates based on availability or take such other action as deemed appropriate.

REPORTS

- 1. Strategic Plan Review - Amanda Argona**
- 2. 2018 Moscow Farmers Market Rapid Market Assessments and Economic Impact - Colette DePhelps and Steve Peterson**

ANNOUNCEMENTS

1. Proposed Items for Future Agendas

Commission members may email Amanda Argona (aargona@ci.moscow.id.us) to propose future agenda items for discussion.

-2020 Comprehensive Fee Schedule

2. 2019 Craft and Food Jury dates - Friday, 3:00 to 6:00 p.m. on March 15, June 7, and June 28 at the 1912 Center

3. Love Your Farmer, Love Your Food, 6:00 to 8:00 p.m., March 20, 2019

4. Market Poster Contest submission deadline - by 5:00 p.m., March 27, 2019

5. Farmers Market Commission Regular meeting, Tuesday, April 2, 2019 at Moscow City Hall in the Council Chambers

6. Moscow Farmers Market Vendor Orientation - April 4, 2019 at the 1912 Center

ADJOURN

NOTICE: Moscow City Council and committee meetings are televised, videotaped and/or recorded. Individuals attending the meeting who require special assistance to accommodate physical, hearing, or other impairments, please contact the City Clerk, at (208) 883-7015 or TDD 883-7019, as soon as possible so that arrangements may be made.

MOSCOW FARMERS MARKET COMMISSION



Jamie Hill
Commission Chair

~Minutes~

Jen Pfiffner
Staff Liaison

<http://www.ci.moscow.id.us/362/Farmers-MarketCommission>

**Tuesday
February 5, 2019**

4:00 PM

**City Council Chambers
206 E Third St**

The meeting was called to order at 4:11 PM

PRESENT: Jamie M. Hill, Renee Love, Linda Heath, David Pierce, Colette DePhelps,

ABSENT: Adam Reed, Jenny Ford, Joann Muneta,

ALSO IN ATTENDANCE: Brandy Sullivan, Council Liaison; Amanda Argona, Community Events Manager; DJ Scallorn, Administrative Specialist; Davy Frogley, AmeriCorps Programs Coordinator; Anne Zabala,

Welcome and Attendance

Chair Hill called the meeting to order.

REGULAR AGENDA

1. Approval of Farmers Market Commission January 3, 2019 Minutes (ACTION ITEM)

Love moved that the January 3, 2019 minutes be approved as presented; DePhelps seconded. Motion carried.

2. Public Comment (limited to 10 Minutes)

Members of the public may speak to the Commission regarding matters NOT on the agenda or currently pending before the Farmers Market Commission. Please state your name and address for the record and limit your remarks to three (3) minutes.

Hill spoke with the Mayor about the Commission's representation and he is very firm on not adding additional members. Hill and Argona will reach out to Commission members on attendance so that quorums are met and input is collected on agenda items.

3. Election of Officers (ACTION ITEM)

Nomination and Election of Vice Chair.

PROPOSED ACTIONS: Nominate and elect a Vice Chair or provide direction to staff as needed.

DePhelps nominated Love as the vice chair. Love accepted the nomination. Pierce seconded. Vote by Acclamation: Ayes: Five (5). Nays: None. Abstentions: None. Motion carried.

4. 2019 Market Handbook Revisions (ACTION ITEM) – Amanda Argona

The Policy Sub-Committee has completed revisions of the 2018 Market Handbook for the 2019 Market season. The goal of the Policy Sub-Committee is to: eliminate and remove redundancy where necessary; clarify and more explicitly state policies where necessary; discuss revision/additions, all while keeping the policies aligned with the mission and vision of the market.

PROPOSED ACTIONS: Review the completed revisions and accept as presented or take such other action as deemed appropriate.

Argona referenced the Handbook draft in the packet; Legal is reviewing the document and minor changes might be made, there are notes in places where staff will add additional graphics, and the sustainable practice definition will be reviewed with DePhelps. Discussion ensued regarding the definition of sustainable, the load out process, and that Vendors can remain on Main Street after 2 p.m. as long as their vehicle is facing the proper direction within a parking spot and their items are on the sidewalk.

Love moved to approve the Vendor Handbook with the amendment on the USDA language on sustainability. DePhelps seconded. Vote by Acclamation: Ayes: Five (5). Nays: None. Abstentions: None. Motion carried.

5. 2019 Market Poster Contest (ACTION ITEM) – Amanda Argona

This year marks the 42nd season of the Moscow Farmers Market. Traditionally, staff uses press releases, webpage postings, and Facebook to announce the poster contest. Last year's deadline extended until early April, which is the tentative timeframe for the Vendor orientation.

PROPOSED ACTIONS: Review last year's timeline, provide recommendations if needed, and open call to artists for the 2019 Market poster contest or take such other action as deemed appropriate

The process for selecting a Market poster is to send out a call, select finalists from the submissions, and then have the public vote to select the winner. Looking at the timeline from last year, staff recommends having the deadline for submissions be March 27, 2019 and the public vote be in mid-April. Also, due to the large volume of posters left at the end the season, staff recommends printing only 400 posters this season.

Pierce moved to approve the timeline. DePhelps seconded. Vote by Acclamation: Ayes: Five (5). Nays: None. Abstentions: None. Motion carried.

REPORTS

1. Open Projects – Amanda Argona

The Moscow Farmers Market Commission has several open projects that may need commission member assignments, updates, deadlines, etc. Staff is asking to review each item with the Commission to ensure projects are completed and staff is providing support where needed.

- Downtown Business Survey – Hill, Muneta, DePhelps
- Latah County Historical Society Oral History – DePhelps
- Farm Site Visits (6 regional tours) – DePhelps
- Craft and Food Jury Revamp – Pierce, Hill
- Comprehensive Branding – no commission member assigned; AmeriCorps member Davy Frogley liaison for project

Argona and Frogley reviewed the list of open projects. The Commission established working groups for each project:

- Downtown Business Survey- no changes. Hill, Muneta, and DePhelps to continue work.
- Latah County Historical Society Oral History- no changes. Hill, DePhelps, and Argona to establish scope.
- Farm Site Visits – DePhelps, Pierce, Ford, Love, and Hill. Staff will communicate schedule for each visit to determine who is available and what their roles will be.
- Craft and Food Jury Revamp – Pierce, Hill, Love, Heath.
- Comprehensive Branding – Frogley, Hill, Love, and Ford.

2. Fee Recommendation Report – Amanda Argona

Staff reported on the 2018 market season to Public Works/Finance Committee on January 28 and to City Council on February 4. Included in the report were the projects and fee recommendation from the Commission. The Commission recommended a no-fee increase for the 2019 season.

Argona said she reported to Council and both the end of season report and no fee increase for the 2019 season were accepted. The Commission will need to look at a multi-year plan for Vendor fees that will begin with the 2020 budget. Discussion ensued regarding how to keep the Commission up to date on the process.

3. Market Operations Report – Amanda Argona
Moscow Farmers Market operations update.

A salmon vendor is interested in coming to the market that lives in Asotin County and fishes in Alaska part time and wants to sell filets. At the March meeting, the Commission will discuss a vendor that wants to offer massages at the market and sell product.

ANNOUNCEMENTS

1. Proposed Item For Future Agendas

Commission members may email Amanda Argona (aargona@ci.moscow.id.us) to propose future agenda items for discussion.

- 2018 Moscow Farmers Market Rapid Market Assessments and Economic Impact report (Colette DePhelps & Steve Peterson)
- Updated Strategic Plan review (Amanda Argona)

2. Love Your Farmer, Love Your Food – 6:00 to 8:00 p.m., February 20, 2019

3. Farmers Market Commission Regular Meeting – March 5, 2019

4. 2019 Craft and Food Jury dates – Fridays, 3:00 to 6:00 p.m. on March 15, June 7, and June 28

5. 2019 Farm Site Visit Tentative Schedule – April 9 (Tu), 12 (F), 15 (M), 22 (M), 24 (W), 26 (F); May 20-23

The meeting adjourned at 5:38 PM

Mission & Values

To celebrate life on the Palouse by providing the community with the opportunity to buy and sell locally farmed and/or created produce (e.g. crops, meat, cheese, wine, etc.) and distinctive handmade goods. This venue is meant to encourage and support sustainable economic, social and environmental practices.

Access

Providing access to locally grown produce, foods, unique hand-made goods and their producers.

Economic Opportunity

Contributing to the greater Moscow economy with emphasis on assisting local, small, independently owned, and start-up enterprises.

Community

Building community by welcoming all residents and visitors, and providing a safe space and opportunity for community engagement, interaction, entertainment, and cultural enrichment.

Information

Increasing awareness of and providing education about, and in support of, health and wellness practices, regional agriculture, sustainability, and sound environmental practices.

Major Challenge Areas

The objective of this report is to establish a clear vision for the future of the Market. Over the next five to ten years, the City of Moscow in conjunction with the Moscow Farmers Market Commission, will use this strategic plan to ensure continued market viability, sustainability, and overall success. By defining the most important issues faced, and establishing goals, objectives, and strategies to address each issue, the Market's actions and activities will be better focused so as to continue the positive impact it has on the Moscow community.

After careful consideration and analysis, five issues, dubbed Major Challenge Areas having the greatest impact on Market operations have been identified. The five areas are:

Duties in Regards to Advisory and Operational Expectations are Unclear and Lack Boundaries

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Market Integrity Threatened by Lack of Clear Policies

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Inequitable and Inefficient Allocation and Distribution of Market Costs

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The Market Faces Immediate and Severe Infrastructure Needs

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Market Layout is Unsafe, Restrictive and Limits Growth Decisions

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The City of Moscow strives to improve access and quality of service in order to meet the growing needs of the Market. Clearly defined and well communicated expectations will ensure efficient use of resources available to the Commission. Increased understanding of the Market's policies by vendors will lead to an enhanced perception of operational integrity between the City, Commission, vendors, and downtown businesses. Further infrastructure investment will also create a safer Market environment, and allow for less restrictive limits on future growth.

Major Challenge Area

Advisory and Operational Expectations are Unclear and Lack Boundaries

A lack of clear and well communicated expectations for the Commission (advisory) and staff (operational) has resulted in an inefficient model for making the most efficient use of resources, primarily operations planning and reporting for the Market. A considerable amount of operational planning and decision making has been shifted to the Commission that should reside with staff. This shift has resulted in the Commission's time being spent focusing on operational activities, while their role is more appropriately suited to providing overall vision to staff in a long term planning capacity, and staff in turn should be managing the operations within that vision.

Goals:

- To maintain optimal, efficient and sustainable levels of service delivery through strategic planning efforts.
- To increase clear expectations for the Commission and for staff.

Objectives:

- To increase the planning tools available to the Commission.
- To increase the efficiency of the operational structure the Market.

2017 Actions/Strategies Completed

- Conduct an analysis of alternative organizational structures that could better serve the Market and the Commission by February 2017.
 - To include cross-department opportunities for improved efficiency.
 - Administration to analyze:
 - Staffing levels
 - Current positions
 - Current duties and tasks (Operational Overview)
 - Fit within the City of Moscow as an organization
- Develop Commission (advisory) training, education and resources to better assist members by March 2017.
 - Open meeting guidelines
 - Commission philosophy and roles (commissioners vs. staff)

2018 Actions/Strategies Carried Over

- Implement operational (staff-level) performance measurement with objective metrics in order to accurately gauge the operational performance of the Market by March 2017.
 - Develop metrics based on organizational structure determined by February 2017.
- Develop guidelines for Market volunteer needs and expectations by December 2017.
 - To include review of process to be a volunteer at the Market.

2018 Actions/Strategies New

- Develop new Moscow Farmers Market member orientation by December 2018
- Establish regular sub-committees for annual tasks
 - Policy review
 - Jurying

Staff Performance Measures & Deliverables:

- Strategic Planning reporting process established by March 2017.
 - Completed
- Staff recommendation regarding organizational structure to Commission by May 2017.
 - Completed
- Annual Commission training held by May 2017.
 - Completed
- Volunteer procedures handbook proposed by December 2017.
 - Carried Over

Major Challenge Area

Market Integrity Threatened by Lack of Clear Policies

Market integrity is threatened by a perceived lack of transparency, understanding, compliance and consistency of the policies of the Market and in the recommendation and decision making functions of the Commission and staff due to unclear criteria and reasoning for policies. With demand for space at a premium, outpacing supply of viable space in the Market, the balance of vendor and product mix is also threatened. A lack of clear operational criteria guiding staff's interaction with different types of vendors creates inefficiency and a perception of unfair treatment for many vendors. Animosity is created without clear and well-reasoned definitions, guidelines and policies, decision regarding resale, vendor type and mix, product distance limits and product representation.

Goals:

- To increase the clarity, quality, consensus and consistency of policies.
- To increase the resource available for predictability and planning in regards to Market decisions.

Objectives:

- To increase the clarity, consensus and agreement in policies:
 - Resale
 - Vendor representation (family vs. employee)
 - Vendor category (walk on vs. seasonal)
 - Vendor type and mix (produce, prepared food, craft, etc.)
 - Local
 - Eligibility
- To increase the reasoning and understanding of the definitions and descriptions of vendor types and requirements.
- To increase understanding of the basis and foundation for discussions and decision making in regard to Market product mix as relates to Market growth.

2017 Actions/Strategies Completed

- Develop a vendor guideline document to support mission, values and policies for Market by February 2017.
 - Create a glossary/definitions of Market terms and concepts.
- Development of more understandable and comprehensive policies with clear and fair outcomes for non-compliance. Commission to engage in consensus building workshops to discuss and achieve a decision to be upheld by all Commission members and staff on policy improvements for the following Market season by January 2017:
 - Vendor Category (walk-on vs. seasonal, etc.)
 - Vendor Type (produce, prepared food, craft, assembled vs. handcrafted, etc.)
- Develop a communication and education plan for annual policy update by March 2017.

2018 Actions/Strategies Carried Over:

- Development of more understandable and comprehensive policies with clear and fair outcomes for non-compliance. Commission to engage in consensus building workshops to discuss and achieve a decision to be upheld by all Commission members and staff on policy improvements for the following Market season by January 2017:
 - Resale
 - Vendor Representation (family vs. employee, etc.)
 - Definition of “local”
 - Recurring eligibility (reevaluation, inspections, etc.)
- Research and prepare a report for Commission discussion on Market product mix by December 2017:
 - Poll regional Markets on their product mix.
 - Review history of product mix at the Market.
 - Determine matrix for consideration of each vendor type in regards to:
 - Value to Market
 - Draw to Market
 - Contribution to meeting the mission and values of the Market
 - Fit with policies, mission, vision, value
- Refine jury process and education to better support Market product mix guidelines, by March 2018.
- Review Market boundary options and implications to clarify Market vendors vs. street vendors by December 2018.

2018 Actions/Strategies New

- None

Staff Performance Measures & Deliverables:

- Vendor guidelines and updated policy documents developed for Commission consideration by February 2017.
 - Completed
- Policy communication and education plan for annual policy update by March 2017.
 - Completed
- Research and submit a report on Market product mix consideration by December 2017.
 - Carried Over
- Refine jury process based upon determined vision of Commission regarding Market Product mix by March 2018.
 - Carried Over
- Research and submit a report on Market boundaries and options by December 2018.
 - Carried Over

Major Challenge Area

Inequitable and Inefficient Allocation and Distribution of Market Costs

Since 2009, the Market has grown from 6500 square feet to 16,335 square feet and the number of individual vendors' spaces has grown from 42 to 99 in the same time period. This extraordinary growth has added additional staff responsibilities to service the Market, without a proportionate increase in staff numbers. The resulting disparity requires increased support from the City Arts Department functions, as well as support from other City departments. Costs include staff expense, program expense, and City service expenses that include public safety (police and fire), water, streets, engineering, and parks and recreation. These cost considerations also limit the Market's ability to implement and enhance services the Market could provide including expanded programming, such as compost programs, and the like.

The extreme importance of the Market has been documented in the 2016 Community University Strategic Partnership branding initiative as well as University of Idaho Professor Steve Peterson's 2016 economic impact study of the Market. The tremendous economic and social value identified by that study further concludes that the current operational and cost structure of the Market is inadequate to maintain its current model. The lack of a sustainable operational model jeopardizes the character and viability of the Market as it does not efficiently allocate City resources nor does it equitably allocate costs to those who rely upon the Market. The City and Commission desire to maintain the Market as an important community institution.

Goals:

- To increase the efficiency of operating the Market taking into account all competing needs.
- To increase the reliability of the operational and cost structure for the Market to ensure the economic and social benefits for the community.
- To increase the effectiveness and understanding of the Market financial needs and stakeholder commitments.
- To increase the understanding and planning for revenue for the Market.
- To maintain or increase the viability and vibrancy of the Market.
- To increase the level of annual data-driven, targeted budgeting and fund allocation.

Objectives:

- To reduce inefficiencies in use of resources.
- To increase knowledge of the basis and justification for vendor fees.
- To increase the understanding and basis for the fee structure based on Market costs and services provided.

Actions/Strategies:

- Conduct an analysis of the use of resources and revenues associated with the Market by January 2017.
 - Services provided
 - Backstage work to provide services
 - Reporting required by AmeriCorps and grants
 - Operational Overviews data
 - Service needs not being met.
 - Staff health and safety
 - Determine overhead costs associated directly and indirectly with Market
- Determine an allocation model to capture a fair representation of the economic and social value of the Market to include City support and vendor fees by January 2017.
- Conduct an analysis of alternative organizational structures for management of the Market by February 2017.
- Adjust and implement fee changes as directed.

Staff Performance Measurements & Deliverables:

- Research and submit a report on historical and current resources and revenues associated with the Market by January 2017.
- Research and submit an allocation model to capture and represent stakeholders for both economic and social value by January 2017.
- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017.
- Develop a multi-year plan and approach to fee recommendations by July 2017.

Major Challenge Area

The Market Faces Immediate and Severe Infrastructure Needs

The Market faces severe and immediate infrastructure needs. Needs include vehicle and bike parking, power throughout, improved access, storage, power, lighting, restrooms, drinking water fountains, gray water disposal, Wi-Fi, shade, etc. Unintended use of the Fountain also creates significant concerns in regards to the ability to provide cooling in a safe and intended manner for Market patrons. Without these infrastructure improvements, retention of current vendors and attraction of new vendors is increasingly difficult. These infrastructure needs negatively impact the number of visitors to the Market and its value to the community.

**See City of Moscow Strategic Plan—Aging Downtown Infrastructure in the Center of Community Social and Cultural Activity*

Goals:

- To increase the understanding of infrastructure needs in the downtown corridor in regard to Market activities.
- To increase the safety and access to the Market.
- To increase the overall economic, social and commercial activity the Market generates in downtown Moscow.
- To increase the amount of commerce being transacted as a function of the Market in the downtown area.
- To increase the number of citizens and businesses that consider the downtown an inviting venue for commerce, recreation and community activities.

Objectives:

- To right-size the number of vendor spaces with appropriate infrastructure needs in line with Market product mix determinations.
- To decrease the number of safety issues due to infrastructure.
- To increase the amenities sought by Market patrons (cooling, shade, benches, linger longer areas, education programs, etc.).
- To reduce the percentage of Market-related fixtures (benches, light fixtures, planters and signage) that are deficient, outdated, and non-compliant with current infrastructure standards.
- To increase the efficiency of waste management in the downtown core.

Actions/Strategies:

- Develop a plan to address waste audit findings, including compost program for the Market by May 2017.
- Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot by December 2017.
- Develop a model of future needs based on estimated or desired growth as determined through Market product mix, layout considerations, etc. by December 2018.
- Develop a needs assessment of patron amenities sought by Market visitors by December 2017.

Staff Performance Measures & Deliverables:

- Research and submit a report of infrastructure needs by December 2017.
- Research and submit a report of potential future needs by December 2017.
- Research and submit a report of patron amenities desires by December 2017.
- Research and submit a plan to address waste audit finding and potential compost program by May 2017.

Major Challenge Area

Market Layout is Unsafe, Restrictive and Limits Growth Decisions

The current configuration of the Market creates challenges for necessary and required ADA access and compliance. It is necessary to identify and remedy access limitation issues in order to allow meaningful Market participation for all stakeholders and members of the public. The current layout also creates confusion of space allocation among vendors and patrons, which results in occasions of animosity and a perception of unfair treatment and a lack of planning and organization. Additionally, the current configuration can be perceived as a barrier for downtown patrons between the Market and brick and mortar businesses on Main Street, limiting what could be a more enhanced and engaging experience for all stakeholders.

The Market is a public event held on public right of way and the City has a duty to maintain a fair and equitable use of that public space for as many citizens as possible, including hosting the Market. The Market has evolved since 1977. Visitors to the Market were estimated to be 164,892 during 2013, up from 84,084 in 2003. This cumulative increase of 96% is 4.4 times the population of Latah County (37,244) in 2003 or 6.7 times the population of Moscow (25,060). It's important to note the Market moved from the Jackson Street lot parking lot to Main Street in 2012 increasing available vendor spaces from 42 to 99. Total vendors during that time has increased from 116 to 125. Without layout improvements designed to address these issues, potential growth and enhancement of the Market from both a visitor and a vendor perspective will be limited.

Goals:

- To increase awareness of the basis and understanding for preferred Market growth patterns to include vendor mix, type, and size and layout of the overall Market.

Objectives:

- To decrease by the number of complaints each season for:
 - Market layout being too long.
 - Wayfinding for patrons and vendors can be difficult.
 - Shade and other layout factors are impeding business or shopping.
 - Brick and mortar businesses feel “left out”.
- To increase the information to better understand the implications of potential growth opportunities for the Market.

Actions/Strategies:

- Conduct a needs assessment to capture the issues associated with Market layout by May 2018.
 - Market layout being too long.
 - Finding vendors is difficult.
 - Shade and other layout factors are impeding business or shopping.
 - Brick and mortar businesses feel “left out”.
 - Safety concerns in closing and opening streets.
 - Handicap parking requirements and ability to maintain.
 - Traffic patterns and effect on surrounding streets (e.g. traffic lines on Washington, blocking PD parking area while waiting to load and unload).
 - Desire to promote a “linger longer” atmosphere.
- Collect regular data on the items identified in the needs assessment beginning May 2018.
- Participate in planning discussions with City of Moscow stakeholder departments to provide input to the needs of the Market as relates to downtown infrastructure and Market layout needs, ongoing.
- Conduct a needs assessment on potential and desirable growth patterns for the Market by December 2018.
- Conduct an analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks prior by May 2018.

Staff Performance Measurements & Deliverables:

- Research and submit a needs assessment on Market layout needs by May 2018.
- Be available as a resource for planning discussions as needed.
- Research and submit a report for potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market by December 2018.
- Report to the Commission the results of the analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks prior by May 2018.

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Summary of Staff Performance Measures & Deliverables

The following performance measurements and deliverables are a summary of the items that will be undertaken and delivered to address the MCAs in order to achieve progress towards the long-term goals and objectives in the next one to two years. As with all significant activities, these initiatives encompass a range of sub-actions and strategies that staff will undertake in order to deliver the necessary information to the Commission for its long-term planning efforts. As these tasks are completed and provide the information necessary to impact the goals and objectives, the Commission and staff will then have the ability to look toward the next iteration of strategies/actions to continue to make additional progress in future years.

January 2017	- Research and submit a report on historical and current resources and revenues associated with the Market by January 2017. - Research and submit an allocation model to capture and represent stakeholders for both economic and social value by January 2017.
February 2017	- Develop and present fee proposal for Commission recommendation and City Council consideration by February 2017. - Vendor guidelines and updated policy documents developed for Commission consideration by February 2017.
March 2017	- Strategic Planning reporting process established by March 2017. - Policy communication and education plan for annual policy update by March 2017. - Annual Commission training held by March 2017.
May 2017	- Staff recommendation regarding organizational structure to Commission by May 2017. - Research and submit a plan to address waste audit finding and potential compost program by May 2017.
July 2017	Develop a multi-year plan and approach to fee recommendations by July 2017.
December 2017	- Volunteer procedures handbook proposed by December 2017. - Research and submit a report on Market product mix consideration by December 2017. - Research and submit a report of infrastructure needs by December 2017. - Research and submit a report of potential future needs by December 2017. - Research and submit a report of patron amenities desires by December 2017.
March 2018	Refine jury process based upon determined vision of Commission regarding Market product mix by March 2018.
May 2018	- Research and submit a needs assessment on Market layout needs by May 2018. - Report to the Commission the results of the analysis of day sheets to determine and prioritize safety risks and develop a plan for mitigating the top three risks prior by May 2018.
December 2018	- Research and submit a report on Market boundaries and options by December 2018. - Research and submit a report for potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market by December 2018.

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References

- Rapid Market Assessments [RMA]** – authored by Larry Lev and John Potter (2003) and authored by Cinda Williams, University of Idaho Extension, Moscow, ID (2009, 2011)
- Five-Year Strategic Plan** – authored by Aaron Zaretsky, Public Market Development, Waterville, NC; February 4, 2013
- Annual Vendor Questionnaires** – developed and implemented by City of Moscow Arts department staff via applications and managemymarket.com
- Sticky Economy Evaluation Device [SEED]** – developed by marketumbrella.org, New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
- Neighborhood Exchange Evaluation Device [NEED]** – developed by marketumbrella.org, New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator, Shopper Exit Interview survey, Resident Interview survey (implemented at downtown businesses on Market day), Vendor survey
- Food Environment Evaluation Device [FEED]** – developed by marketumbrella.org, New Orleans, LA; coordinated and compiled by Amanda Argona, AmeriCorps Volunteer Coordinator
- 2016 Report on the Economic Impacts of the Market** – authored by Steven Peterson, Research Economist and Clinical Assistant Professor, Economics & Stephen Pool, Research Economist; College of Business and Economics – University of Idaho
- Uncovering the Moscow Mystique** – authored by BHW1, LLC; Spokane, WA; a joint project between the Moscow Chamber of Commerce, University of Idaho and City of Moscow