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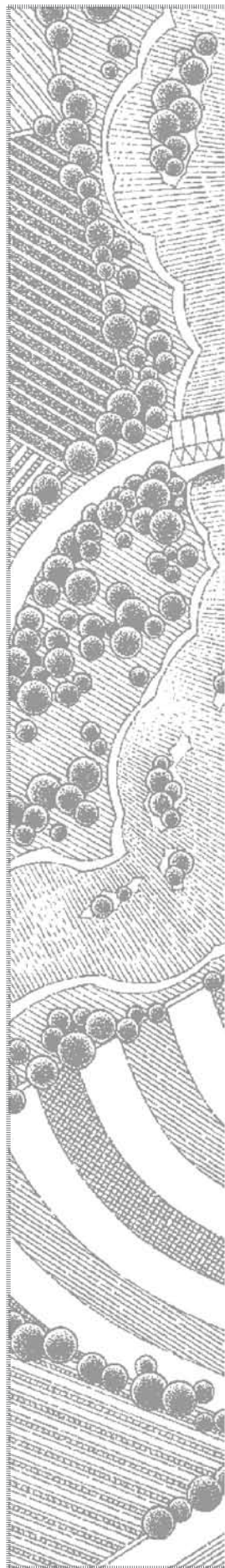
## Conclusion

**I**n this volume we have discussed the skills needed to be effective as a market manager, as well as the stakeholder relationships that occupy the manager's time and energy. As you gain experience, grow your market, and face new challenges, it is likely you will revisit these chapters and find new points to be useful and relevant. One farmer described his learning as a spiral:

*You kind of experiment a little bit and you say, 'Okay, yeah, I have gotten here to the next level' ... experiment a little bit ... 'Okay, I am up to the next level.' So you are always going up. It just feels like you are going in circles sometimes."*

As you proceed through the seasons of the market and cycles of learning and experiment, this book is designed to accompany you and provide information and tips to consider when you need them.

In the introduction to this book, we encouraged you to find peers and possibly a mentor to share or guide your skill development. Experience and the support of colleagues are two of the most powerful sources of learning and growth. While some task-oriented managers may perceive time spent with colleagues to be unproductive, in fact the time it takes to reflect on your experiences and share lessons with colleagues is well spent. By sharing experiences and perspectives, you can develop new ways of looking at familiar situations and learn more than you might on your own. This pays off in skills and in your ability to lead your market to success, which leads to positive results for all your stakeholders. The information in this volume, including tips from experienced market managers, can be a part of your road map to success as a manager.







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## The Farmers Market Management Series

Several years ago, having observed trends in the evolution of food marketing, I decided it would be a good idea to professionalize management of farmers markets by, among other things, developing and making available a Farmers Market Management professional development curriculum. I approached the U.S. Department of Agriculture's Agricultural Marketing Service (USDA AMS) for seed money to launch the project, and the agency was supportive in helping the UC Small Farm Center get the project off the ground.



The project has proceeded deliberately since its inception with support from the Small Farm Center.

Happily, the center has now produced three primary volumes as a foundation for the curriculum: *Starting a New Farmers Market*, *Farmers Market Management Skills*, and *Growing Your Farmers Market*.

I wish to acknowledge the early support of this project by Errol Bragg of USDA AMS and, more recently, by USDA's Risk Management Agency. Also, farmers market managers throughout the country were extremely cooperative in sharing their experiences and insights regarding the many aspects of their work.

The UC Small Farm Program and Small Farm Center were early advocates of farmers markets and facilitated education in this regard. This series is part of the Small Farm Program's contribution to the 21st Century's evolution of farmers markets. Please read also our companion farmers market publications, *Managing Risks and Liability at California Certified Farmers Markets* and *Food Safety at Farmers Markets and Agritourism Venues*.

Desmond Jolly  
*Project Director and Editor*

### UC Small Farm Center

One Shields Avenue

Davis, CA 95616

916.752.8136

[www.sfc.ucdavis.edu](http://www.sfc.ucdavis.edu)

