2022 FARMERS MARKET “BOOT CAMP”
for MANAGERS & BOARD MEMBERS

These Roots
Run Deep

FIND IT AT THE
Farmers Market

Washington State Farmers Market Association
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www.wafarmersmarkets.org
FARMERS MARKET “BOOT CAMP” for MANAGERS & BOARD MEMBERS

Colleen Donovan, February 2022

Resources for new and returning farmers market managers, staff, volunteers, and board members who want to learn the core basics of running a farmers market.

Farmers markets are far more complex than most people realize. Often it is only after experiencing a market season that the full scope of what it takes is truly appreciated. Those charged with running a farmers market for the first time or launching a new farmers market face a steep learning curve. The purpose of the WSFMA’s “Boot Camp” is to give farmers market managers the essential tools, tips, and context to run a farmers market.

Since 2014, the WSFMA “Boot Camp” has been collaboratively developed by leaders in our farmers market community including Karen Kinney and Ivy Fox. Their commitment to professionalizing farmers markets and dedication to sharing and creating vital resources is the backbone of this workbook.

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Washington State Farmers Market Association

Founded in 1979, the WSFMA is a 501c3 nonprofit with three staff and an eleven-member board of directors. The WSFMA’s 115 member farmers markets represent over $55 million in annual vendor sales that directly support family incomes. The WSFMA publishes an online and print directory of farmers markets, creates regional promotions, organizes online forums, reports on industry trends, and hosts an annual farmers market conference. In partnership with the DSHS and DOH, WSFMA and its team of “Regional Leads” work with local farmers markets to foster healthy communities by enabling low-income shoppers to purchase fresh produce from local farmers using programs such as the SNAP and the Farmers Market Nutrition Program as well as matching programs. Our vision is for strong, resilient farmers markets where vendors are successful and farm sales continue to grow and provide the public with access to fresh, healthy food and the opportunity to meet the farmers who grow it; where Washington State’s small family farms are valued, and this is reflected in local and state policy.

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What is a Farmers Market?

- What makes a “farmers market” a farmers market?
- What kinds of farmers market organizations are there in Washington State?

There are events that call themselves a “farmers market” with nary a farmer in sight, events full of farmers that call themselves a “Sunday Market” or other general name, and the occasional business or brand with neither farmers nor markets that uses “farmers market” on its signage.

So, what makes something a farmers market?

In a word, farmers! And the institutionalized priority given to farmers and Washington agriculture in the market’s organization, operations, and marketplace. Washington State does not have a codified definition of “farmers market.” The closest we get is the RCW around “qualifying farmers markets” for selling and sampling alcohol and the Department of Health language about eligible farmers markets for participating in FMNP. These definitions were based on the WSFMA’s Roots Guidelines.

The WSFMA’s “Roots Guidelines” have established the foundational definition of a farmers market used by its member farmers markets:

- First, there must be an average of at least five farmers per market day.
- Second, the farmers market must meet the “WSFMA Gross Sales Formulas”

\[
\text{Total Farmers Sales} > (>) \text{Processor + Resellers gross sales combined.}
\]
\[
\text{and}
\]
\[
\text{All Farmers + Processor + Resellers sales} > (>) \text{Artisan/Crafter + Prepared Food.}
\]

The goal here is always to ensure that farmers markets are truly about and for farmers. This is tricky in today’s marketplace as shoppers have come to expect many different – and sometimes competing – experiences, vendors, and products from their farmers market. In recent years, farmers markets in Seattle have been working together with the City of Seattle to further define a farmers market.

When we count farmers markets for research purposes, we count each unique farmers market location as a farmers market. So, a farmers market that operates one day a week in a location counts as one market. Likewise a farmers market operating more than one day a week in the same location counts as one market, such as the Olympia Farmers Market that operates four days a week in its permanent location during part of the year.

In Washington, over 95% of farmers markets operate one day a week. Over a third (36%) of these markets operate on Saturday. The second most frequent day is now Thursday (19%); it used to be Wednesday (WSFMA, 2019 Member Report).
When thinking about farmers markets, we tend to refer to them by size. But how do we measure a farmers market’s size? Sales? Operating budget? Number of Vendors? Number of shoppers? Size of market site? Days open per year? Number of staff or volunteers? All of these are important. For the purposes of comparison, size is measured by the “Average number of vendors on a typical market day in the summer, excluding community or non-profit service booths.”

Among WSFMA member markets, over 50% are categorized as small or very small markets. Markets of every size can be successful. The question is what is the ideal size for your mission and community? Smaller markets can face challenges raising operating funds because they have a smaller vendor pool to collect fees from every week. Larger markets can demand more staffing and management sophistication. A 2007 report by Oregon State University does a great job of describing the link between market size and management organization. Figure 1 shows that there is a critical transition as markets move from small to medium in terms of the increasing management complexity they need (Source: Stephenson et al. 2007, “Understanding the Link Between Farmers’ Market Size and Management Organization” OSU).

In Washington, most (75%) farmers market organizations operate one farmers market. The remaining 25% operate between 2 and 7 farmers markets, we call these “multi-market organizations.” Organizationally, there are pros and cons to how many markets your organization can and should manage, depending on its mission, how it is incorporated, local context, and capacity. A positive trend in Washington is that more and more markets are working collaboratively including:

- Skagit Valley Farmers Market Coalition
- Inland Northwest Farmers Market Association
- Kitsap County Farmers Markets
- Seattle Farmers Markets
- King County Farmers Markets Quarterly Meetings, supported by the County Ag Program
- Gorge Grown Food Network.

How many vendors are on your market roster? How many are farmers?

What size is your farmers market? (Has this changed over time? Do you have a goal of what size the market should ideally be?)

BONUS: Does your market organization have the needed management structure and complexity for its size? (And how do you know?)
Are all farmers markets nonprofits?
While most (87%) farmers markets are incorporated as nonprofits, there are also farmers markets run by Cities, Park and Rec Departments, or other local government agencies as well as a small number that are for-profit organizations. Some of the nonprofit farmers market are projects of other nonprofits such as a local Tilth organization, Chamber of Commerce, Downtown Foundation, and some are part of the Main Street Program.

In Washington, all of these are valid ways to organize farmers markets. It does, however, impact how your market may be staffed, funded, where it can be located, its mission, policies, and its governance structure.

Whether your farmers market is a nonprofit organization or not, having an established “mission” is critical to your success. A mission statement is the “north star” of your work and aligns everyone involved so that you’re moving in the same direction. A mission may change and evolve over time – that’s healthy! The critical thing is that your mission is front and center in all your decision making and how you prioritize scarce resources, including your time. This is where you are headed: Build in time to reflect and make changes, so you can make sure you are staying on your path!

Typical FARMERS MARKET MISSIONS

- To provide a marketplace for local farms and/or artisans to connect directly with shoppers.
- To help build community, support small businesses and/or downtown.
- To improve health and/or food justice through improving access to produce.

What is your farmers market’s mission?

BONUS: When was the last time your market’s mission was reviewed?
The “Who” of a Farmers Market: The full team and what is your role?

- Who is part of the farmers market team and community?
- What is a manager’s key roles and responsibilities? What does the board do?

No farmers market operates as an island. (Metaphorically that is, Vashon, Whidbey and the San Juans have great farmers markets on islands). Indeed, farmers markets are like their own small towns embedded within a larger landscape. Their purpose, challenges and opportunities follow familiar contours. There is a mix of community members, visitors, local officials, and “worker bees”; each farmers market has external and internal rules to follow; local habits of “how things are done”; as well as a unique geography and identity. And to the casual visitor they may seem like they “just happen.” But like any town, there is a whole lot going on behind the scenes.

Agency & Organizational Partners
Regardless of the farmers market size, how it is organized, and where it is located, farmers markets intersect with a variety of agencies and entities that establish the “rules of the road.” There are certain agencies and organizational partners every farmers market must work with in order to comply with the law, food safety regulations, insurance requirements, and lease agreements. There are others that market managers must be familiar with as they directly pertain to vendors and what is being sold or marketed to shoppers. The exact mix depends on where you are located as Cities and Counties may have their own requirements. City-run markets are going to have different requirements than nonprofits. Some agencies and partners may be optional, but many are simply a standard part of doing business.
Stakeholders, Allies & Advocates
In addition to the agency and organizational partners that farmers markets need to work with to be allowed to operate and be in legal compliance, there are a range of stakeholders, allies and advocates in your community. Think about who wants your farmers market to be successful and can help it be successful. Take time to hear what they think and develop relationships with them so they can help you.

- Neighboring Businesses
- Sponsors, like: __________________
- Downtown Associations/Main Street
- Economic Development groups
- Ports
- Civic clubs, like: ________________
- Food Banks and Pantries
- Food Access Coalitions
- Conservation District
- WSU Extension
- Visitor or Tourist Center
- Chamber of Commerce
- Schools, like: ____________________
- Churches
- Senior Centers
- Chefs or restaurants
- Health stores and Nutrition Centers
- Chiropractors, Acupuncture, Health Centers
- Special event organizers
- City and/or County officials
- Zero Waste groups

Who Are Your Best Market Partners?
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Who Are Some Potential Market Partners?
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BONUS: Any why are they the best or potential?

Who is a Farmers Market’s Customer?
In the farmers market world, we love to talk about shoppers! And 99% of the time we’re thinking about the vendors’ shoppers (and how to get more of them). What happens when we put the farmers market organization’s hat on? Who are your customers? Who is paying you for a good or service?

The vast majority of what a farmers market does is a service. Not just in the value-driven, time-honored way, but also by the bare bones business school definition. What are all the services a farmers markets offers?

Vendors are at the heart of any market and the farmers market’s most important customer. In return, vendors should:
- Honestly represent themselves, their farm and products to all market organizers and shoppers
- Have all required City, County and State licenses and permits
- Understand/follow market rules, policies and culture
- Communicate in good faith with public, market, other vendors
- Strive for the highest quality products and sales
- Only wear corn hats if they are selling corn.

Customers are the individuals and businesses that purchase good services from another business.
Pinched from the Internet (https://www.investopedia.com)
Farmers Market Services – Big Buckets

<table>
<thead>
<tr>
<th>Who is the Paying Customer?</th>
<th>Who Also Benefits?</th>
</tr>
</thead>
</table>
| Creating an affordable, weekly retail space for vendors  
- includes finding/securing site, ensuring safety and compliance with insurance and food safety, curating the right product and vendor mix, designing layout, staffing information booth, managing multiple currencies | Vendors – booth fees, membership | Shoppers, other businesses, community partners, site host, people with puppies |
| Bringing shoppers into the market  
- includes print materials, newsletters, banners, visual logos, website, social media, promotional partnerships | Vendors – booth fees, membership  
Funders supporting market promotions | Sponsors |
| Managing food access programs, including FMNP, SNAP EBT, matching programs, credit/debit cards, and market currencies | Funders supporting food access programs | Vendors  
Shoppers |
| Providing safe, family friendly entertainment  
- includes buskers, music, chefs demos, special events, etc. | ? | Vendors  
Shoppers  
Host community |
| Creating curated food court  
So people can substitute meal time for market time. | Vendors | Hungry shoppers |
| Promotions for businesses, events or other causes  
- online, at info booth, on SWAG, these are all marketing opportunities that have value. | Sponsors | ? |
| What else? | Who else? | Missing anyone? |

Direct Customers, Indirect Beneficiaries:
In the case of City and public-run markets, local taxpayers are also a kind of customer as they are paying into City operations. If a nonprofit has donors, they too may be paying into the farmers market. In both these cases, things get a little trickier in that they are a type of paying customers, but do not receive direct services from the farmers markets. Instead, they are different type of stakeholder to think about and cultivate.

Given who is paying for your services, who are your farmers market customers?

Bonus: Who gives the most income to your market? Who gets the most service?
Roles & Responsibilities of the Market Manager

Behind the magic of every farmers market is a hardworking team charged with orchestrating a complex event every week. Meet your “town mayor” – the market manager! Responsibilities vary depending on market organization, market size, age, location, and funds. Some market managers are full-time staff, though more typically they are seasonal. Some are contractors, others are employees, and some are volunteers.

Market Manager Duties typically include:

<table>
<thead>
<tr>
<th>What other duties do you have?</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Selecting vendors that fit market policies, vision</td>
</tr>
<tr>
<td>▪ Creating a site plan</td>
</tr>
<tr>
<td>▪ Opening and closing the market</td>
</tr>
<tr>
<td>▪ Maintaining order and cleanliness</td>
</tr>
<tr>
<td>▪ Enforcing market rules; compliance with health codes</td>
</tr>
<tr>
<td>▪ Collecting vendor fees</td>
</tr>
<tr>
<td>▪ Promoting market and ensuring shoppers come</td>
</tr>
<tr>
<td>▪ Planning special events</td>
</tr>
<tr>
<td>▪ Managing complaints</td>
</tr>
<tr>
<td>▪ Running info booth and tokens; managing cash box and multiple currencies; financial reporting</td>
</tr>
<tr>
<td>▪ Recruiting and managing volunteers</td>
</tr>
<tr>
<td>▪ Representing market with partners, to the public – and WSFMA</td>
</tr>
</tbody>
</table>

As many farmers markets have “working boards” that are directly involved in some aspect of the market operations in addition to their governance responsibilities, it can be tricky to know who makes what decision sometimes. Also, if a board member is working as a market volunteer, then they are wearing a different hat and are under the Manager’s direction at that time.

<table>
<thead>
<tr>
<th>The Big Buckets</th>
<th>Market Manager (Director)</th>
<th>Board of Directors (or Advisors)</th>
<th>Shared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff and Volunteers</td>
<td>Hire, manage, fire</td>
<td>Provide guidance; Note feedback for annual review.</td>
<td>Develop fair process. Measure skills, key accomplishments. Capture lessons learned.</td>
</tr>
<tr>
<td>Market Operations</td>
<td>Develop, help fund, implement plans. Evaluate and suggest improvements.</td>
<td>Monitor how plans are going; provide support; and acknowledge challenges and successes.</td>
<td>Work together to make sure board is getting the info it needs (and isn’t too onerous to collect).</td>
</tr>
<tr>
<td>Budget and Financial Management</td>
<td>Know budget inside and out; track expenses and revenue. Work with bookkeeper.</td>
<td>Create clear budget process; maintain fiscal integrity and support fundraising.</td>
<td>Communicate clearly about all budget assumptions and monitor together.</td>
</tr>
<tr>
<td>Board Building</td>
<td>Help identify prospects. Educate about operations.</td>
<td>Be accountable for all responsibilities; ensure all members have what they need to be successful.</td>
<td>Define skills, expertise, attributes to help market succeed. Develop leadership pipeline.</td>
</tr>
</tbody>
</table>

Food Access Programs at a Glance
Helping low income families to use their public food assistance program at farmers markets is very important to market managers, vendors, and all shoppers. The two primary programs are SNAP and FMNP. In addition, many farmers markets offer “matching” programs, mostly for SNAP. The Washington State Department of Health started a new statewide program called SNAP Market Match in 2020.

<table>
<thead>
<tr>
<th>Program Features</th>
<th>Supplemental Nutrition Assistance Program (SNAP)</th>
<th>Farmers Market Nutrition Program (FMNP) for WIC and Senior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logos</td>
<td><img src="image1" alt="SNAP Logo" /> <img src="image2" alt="FMNP Logo" /></td>
<td></td>
</tr>
</tbody>
</table>
| Year program started in Washington State | 1939 | WIC FMNP – 1992  
               Senior FMNP – 2001 |
| Who is eligible to receive benefits? | Low-income individuals or households that meet poverty guidelines and other criteria. | • WIC FMNP: Low-income women and children participating in the WIC program.  
               • Senior FMNP: Low-income adults over 60. |
| When are benefits available? | Year-round | June to October |
| How are benefits distributed? | EBT card (Quest card) | Paper checks worth $4.00 each |
| How much are the benefits worth? | The average monthly benefit per person in Washington is $117 (2014). | • WIC provides $20 per participant per season*  
               • Senior provides $40 per participant per season |
| Where can benefits be used? | Any authorized SNAP EBT retailer. | At authorized farm vendor booths, farmers markets or farm stands. |
| What can benefits be used to buy? | Any food for home consumption (i.e., breads and cereals, fruits, vegetables, meat, fish, poultry, dairy), plants that produce food. | Washington State fresh fruits, vegetables and cut herbs. Senior FMNP checks can also be used to buy honey. |

* There is Washington State legislation in 2020 to increase this to $28.00.
Table partially from: “Accepted Here! Food Access Programs at Washington State Farmers Markets” (2017): http://pubs.cahnrs.wsu.edu/publications/pubs/tb44e/
Farmers Market Insurance

Unfortunately, regular farmers markets activities include risks to customers and property. General commercial liability insurance protects you against claims of physical injury to people or damage to property arising from your daily operations.

- WSFMA member markets are required to have liability insurance and name WSFMA as an Additional Insured.
- The WSFMA requires that underwriters have an Insurer Credit Rating of A.
- The WSFMA recommends insurance coverage that is admitted. “Admitted” means that the insurance company “has been formally admitted or licensed to operate by the state insurance agency where the company operates.” This means that it must abide by all Washington State insurance laws and regulations. It also means that “in the event the insurance company fails, the state will step in as necessary to make claim payments. With a non-admitted insurance carrier, there is no such protection” (Investopedia, 1/6/2020).

Coverage Limits
Farmers markets’ insurance limits vary with the amount of risk they are exposed and should consider the number of vendors, shoppers, market days, and other factors.

Typical limits for farmers markets are:

<table>
<thead>
<tr>
<th>Each Occurrence:</th>
<th>$ 1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage to Rented Premises (Each occurrence):</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Medical Expense Limit (Any one person):</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Personal and Advertising Injury:</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td>General Aggregate:</td>
<td>$ 2,000,000</td>
</tr>
<tr>
<td>Products – Completed Operations Aggregate:</td>
<td>$ 2,000,000</td>
</tr>
</tbody>
</table>

Please check with your insurance agent to make sure you have the right insurance products for your farmers market. Additional coverage you may consider includes:

- **Host Liquor Liability.** This covers the market if licensed/permitted vendors or outside contractors are serving and collecting money for alcohol sales on behalf of the market (including wine and beer sampling).
- **Retail Liquor Liability.** This coverage is necessary when the market itself is dispensing or collecting money directly for alcohol sold (e.g., at a fundraising event).
- **Special Event Insurance.** The basic market insurance policy is designed to cover incidents arising out of regular market activities. If the market holds special events such as an annual auction, fundraising dinner or BBQ Cook-Off, these events can be covered by Special Event Insurance. It tends to be very affordable if you add it to the policy at enrollment time. If you purchase it later in the year or when you have an event, it may be much more expensive.
- **Directors and Officers Liability Insurance.** This insurance is typically a separate policy and covers liability for the board of directors.

Campbell Risk Management
Campbell Risk Management has worked nationally to develop insurance policies for farmers markets and for vendors. They offer insurance through the Hanover Insurance Group that is admitted and A-rated. They have an online application for markets and vendors and have partnered with the Farmers Market Coalition. General Liability Insurance premiums are based on estimated annual gross market revenue. This is revenue the market receives from “space rental,” including vendor stall fees, membership fees and direct sales of market promotional items (and excluding grants, sponsorships or donations). Premiums start at $275 for markets with gross revenues of $0 to $50,000 and $525 for those with $50,001 to $100,000. In May 2019, Campbell Risk Management started requiring farmers markets to require that their vendors maintain a commercial general liability policy.
The Farmers Market Year: Pre, During, and Post-Season

Pre-Season: Before Your Opening Day
If you want to raise the hackles of a farmers market manager, just ask what they do with all their “free time” in the off season. The “pre-season” before your opening day is a critical time for planning, thinking about any changes, training staff, planning promotions, and recruiting sponsors, volunteers, and partners. The good news is that there’s usually no need to reinvent the wheel. Loads of resources have been shared, vetted and made available by WSFMA, the Farmers Market Coalition, and other partners.

A few tools deserve a shout out:

- **Farmers Market Policies and Rules**: This is one of your strongest tools and codifies the social contract between the farmers market and the vendors. It is an where you can voice expectations and spell out how to hold each other accountable.

- Be sure to review the WSFMA “Roots Guidelines” which has set the standards for Washington Farmers Markets. They include definitions of vendor categories and are critical to shopper trust in our markets. Available online: [http://wafarmersmarkets.org/wsfma-rootsmemberguidelines/](http://wafarmersmarkets.org/wsfma-rootsmemberguidelines/).

- **Vendor Roster**: What is the best way to organize your list of vendors? Trackability? This is a key tool for informing your market layout and keeping track of vendor attendance throughout the season. The vendor roster helps you know how many vendors for each market day. It also helps you evaluate the diversity of product categories and products so that you can adjust your vendor base.

ORGANIZATIONAL TOOLS

- Mission & Bylaws
- Budget
- Annual and Strategic Plans
- Market Policies & Rules, Roots Guidelines
- Legal & Financial Compliance
- Human Resources/training
- Governing Body

OPERATIONAL TOOLS

- Market Rules
- Vendor Applications & Roster
- Market Calendar, including events
- Market Site Plan
- Communications – internally
- Development Plan and Budget, including partners
- Marketing Plan and Budget, including website, social media, and newsletters
- Volunteer Plan
- Safety Plan
- Food Safety Plan
- FMNP, SNAP, Matching Programs
- Data collection plan, forms, and good files

- **Market Work Plan**: A key tool during the pre-season is the “Farmers Market Work Plan.” It helps you organize what can be an overwhelming job and make it manageable. This way you don’t have to keep it all in your head, so you stay true to your mission, help you stay focused, and help you be able to say NO. This is a document that takes the bigger picture and breaks it up into manageable pieces. Think of all your
essential tasks and list them by month in which they need to be completed. Add in any key dates or contact information. Also include who is responsible for making sure the task is completed. We've included a sample from the Columbia City Farmers Market in Seattle which is run by the Neighborhood Farmers Market.

Make it manageable and identify role expectations!

<table>
<thead>
<tr>
<th>Market Work Plan: Opening, Week Before Closing &amp; Closing Columbia City Farmers Market</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>February</strong></td>
</tr>
<tr>
<td><strong>Permitting</strong></td>
</tr>
<tr>
<td>1. Apply for Columbia Park Permit (provide Janet with a market map) (Janet)</td>
</tr>
<tr>
<td>2. Check on Permit status (fire, park use, street closure, ld, gas tank, etc)? (Janet)</td>
</tr>
<tr>
<td>3. Send Street Closure Authorization forms to adjacent properties with deadline (TDS, Southside Commons) – give to Janet for permit application (MM)</td>
</tr>
<tr>
<td>4. Check application status for FMNP/WIC? (Janet)</td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>1. Check in with office staff about staffing, poster re-printing, merch. events (MM)</td>
</tr>
<tr>
<td>2. Do merchandise inventory and place order for whatever merchandise we need (MM)</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
</tr>
<tr>
<td>1. Determine needs for signage (parking, exits, bathrooms,...) - order from Tina, Ballard Outdoor or National Barricade. (MM to CL)</td>
</tr>
<tr>
<td>2. Check in with Kids Tent coordinator <a href="mailto:rachelleharrison@gmail.com">rachelleharrison@gmail.com</a> about season regarding interest and to update forms (MM)</td>
</tr>
<tr>
<td><strong>Vendors</strong></td>
</tr>
<tr>
<td>1. Finalize market schedule and permits to sell (MM)</td>
</tr>
<tr>
<td><strong>Special Circumstances</strong></td>
</tr>
<tr>
<td>1. Meeting with PCC re: CCFM Redevelopment</td>
</tr>
<tr>
<td>2. Meeting with School re: CCFM/school garden plan</td>
</tr>
<tr>
<td><strong>March</strong></td>
</tr>
<tr>
<td><strong>Permitting</strong></td>
</tr>
<tr>
<td>1. Order 450 3-up flyers from Janet (MM)</td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td>1. Coordinate the putting up of Rainier Ave Banners (14) w/George (679-2945) – split billing with CCBA (MM)</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
</tr>
<tr>
<td>1. Send Gleaning Agreements to all three food banks – confirm dates (Janet)</td>
</tr>
<tr>
<td>2. Send Utilities Agreement to South Side Commons (MM)</td>
</tr>
<tr>
<td>3. Contact businesses for Parking Sponsorships (MM)</td>
</tr>
<tr>
<td>4. Set up Santican: United Site Services 832-3023 acct# PNW-04733: Ask to &quot;chain to utility pole between park and alley.&quot; End service in Fall. (MM)</td>
</tr>
<tr>
<td>5. Set up Garbage, Recycling bags and pick up: Waste Management 762-3000</td>
</tr>
<tr>
<td>6. Set up Compost Bin and pick up: Cedar Grove Compost</td>
</tr>
<tr>
<td>Casey Funke</td>
</tr>
<tr>
<td><strong>Vendors</strong></td>
</tr>
<tr>
<td>1. Send out Permits to Sell- March 1st</td>
</tr>
<tr>
<td>2. Remind vendors to apply for FMNP/WIC by April 1st</td>
</tr>
<tr>
<td><strong>Special Circumstances</strong></td>
</tr>
</tbody>
</table>
Market Season Success: Opening to Closing Day

There are some key tools to help you stay in touch with what is really happening at the market during the season. Information collected by these tools inform your decision-making in a concrete and clearly defined way.

- **Vendor Relations and Expectations.**
  This document shows you are actively working to create a safe, accessible marketplace. It is also a way of holding everyone to the same standards which is greatly appreciated by staff and vendors. Spell it out, be honest and consistent, and a new precedent is set!

- **Weekly Report and Data Collection**
  Quantitative market vitals and qualitative documentation of what went on at the market is essential to knowing and reporting on your market trends.

  Collecting Sales Data relies on Trust and Thoughtful Information Management Systems

  - Set expectations early about what data you will be collecting and why.
  - Explain (repeatedly) why it is important.
  - Think through how you collect sales data.
  - Be rigorous about protecting vendor privacy. Maintain strict confidentiality.
  - Report back and share what you learn!

- **Daily Market Sales Sheet**

  Important market tool to collect information needed for not just fees but also performance, advocacy, and improving operations by informing decision making.

---

**Daily Market Sales Sheet**

Instructions: Please complete the top, Gross Sales and Inventory Bases portion of this form. Sign it at the end of the day, then place it with your payment(s) in the envelope (do not separate within yellow envelope). Turn the envelope into MBM staff. MBM staff will verify, then give you the yellow copy.

Farm/Business Name: ____________________________

Circle One: CHFM CFFM LCFM MFM PFM UDFM WSFM

Date: ____________________________

Today’s Date: ____________________________

Vendors: Detail Your Gross Sales Here

<table>
<thead>
<tr>
<th>Cash Sales</th>
<th>Credit Card Sales</th>
<th>Tokens</th>
<th>Fresh Bucks, Market Bucks, etc.</th>
<th>WIC &amp; Senior Vouchers</th>
<th>TOTAL GROSS SALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>$_________</td>
<td>$_________</td>
<td>$_________</td>
<td>$_________</td>
<td>$_________</td>
<td>$_________</td>
</tr>
</tbody>
</table>

Of your total sales reported above, please tell us how much of it was:

Wholesale & Restaurant Sales $_________

CSAs sold today $_________

Other (explain): $_________

Gray Section to be Completed By Market Staff:

- Total Stall Fee $_________
- User Fee if applicable $_________
- Additional Fees if applicable (e.g., parking, electrical, equipment rental, fees) $_________
- **AMOUNT OWED** $_________
- Less EBT Tokens (red ‘X’) $_________
- Less Tokens (no ‘X’) $_________
- Less Fresh Bucks, Market Bucks $_________
- Less Other $_________

TOTAL CASH/CHECK PAID $_________

Inventory Notes (e.g., sell-out time; sales on particular products like eggs, cider; most vs. cheese; flowers vs. produce, etc.)

I hereby declare that this produce and/or feed product is grown and/or produced by the seller and is brought to this market in accordance with the rules of this market, and all other pertinent regulations. I also declare that all information and gross sales written here accurately reflect my sales for this market day.

Signature: ____________________________

Print Name: ____________________________

---

**Downtown Farmers Market**

**Market Receipt**

Date: ____________________________

Vendors Name: ____________________________

Vendor Type: __________

- [ ] Farmer/Processor
- [ ] Jr. Vendor
- [ ] Artist/Crafter
- [ ] Non-Profit
- [ ] Prepared Foods
- [ ] Other
- [ ] Daily Market Sales

**MEMBER**

<table>
<thead>
<tr>
<th>Item</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Market Row</td>
<td>$200</td>
</tr>
<tr>
<td>General Market Corner</td>
<td>$150</td>
</tr>
<tr>
<td>Pavillion &amp; Premium</td>
<td>$600</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>$500</td>
</tr>
<tr>
<td>Junior</td>
<td>$50</td>
</tr>
</tbody>
</table>

**NON-MEMBER**

<table>
<thead>
<tr>
<th>Item</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Market Row</td>
<td>$300</td>
</tr>
<tr>
<td>General Market Corner</td>
<td>$175</td>
</tr>
<tr>
<td>Non-Member Pavilion</td>
<td>$650</td>
</tr>
<tr>
<td>(if available)</td>
<td></td>
</tr>
</tbody>
</table>

**SPACE FEE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Space Fee</th>
</tr>
</thead>
</table>
| Cash       | $_________
| Check      | $_________

**TOTAL**

<table>
<thead>
<tr>
<th>Item</th>
<th>Total Fee</th>
</tr>
</thead>
</table>
| Gross Sales      | $_________
| Non-Profit       | $_________
| Total            | $_________

**MARKET CURRENCY**

<table>
<thead>
<tr>
<th>Item</th>
<th>Currency</th>
</tr>
</thead>
</table>
| Produce    | $_________
| Plants     | $_________
| Prepared Foods | $_________
| Artisan/Craft | $_________
| Service    | $_________
| Net-Profit  | $_________
| TOTAL      | $_________

**TOTAL (Your gross sales for the day)**

This information is confidential for Downtown Farmer’s Market use only.

Please repackage and submit the box for next week, or return to:

Contact: 89008-1234567

Thank You

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Vendor Reconciliation Form

Vendor Sales Summary
You can use the Vendor Sales Summary for all sorts of reporting and analysis, including aggregating market sales for various crops.

XY Farmers Market 2019

<table>
<thead>
<tr>
<th>Tuesdays 10am-2pm</th>
<th>6/10</th>
<th>6/17</th>
<th>6/24</th>
<th>7/1</th>
<th>Total</th>
<th>Average</th>
<th>Highest Sales</th>
<th>Lowest Sale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berries</td>
<td>986</td>
<td>1173</td>
<td>1664</td>
<td>2126</td>
<td>$5,949</td>
<td>$1,487</td>
<td>$2,126</td>
<td>$986</td>
</tr>
<tr>
<td>Row Crops</td>
<td>958</td>
<td>1375</td>
<td>1981</td>
<td>2038</td>
<td>$6,352</td>
<td>$1,588</td>
<td>$2,038</td>
<td>$958</td>
</tr>
<tr>
<td>Row Crops</td>
<td>1022</td>
<td>1080</td>
<td>1239</td>
<td>1957</td>
<td>$5,298</td>
<td>$1,325</td>
<td>$1,957</td>
<td>$1,022</td>
</tr>
<tr>
<td>Berries</td>
<td>848</td>
<td>1114</td>
<td>1278</td>
<td>1924</td>
<td>$5,164</td>
<td>$1,291</td>
<td>$1,924</td>
<td>$848</td>
</tr>
<tr>
<td>Orchard</td>
<td>552</td>
<td>389</td>
<td>1397</td>
<td>1575</td>
<td>$3,913</td>
<td>$978</td>
<td>$1,575</td>
<td>$389</td>
</tr>
<tr>
<td>Specialty Farm</td>
<td>891</td>
<td>961</td>
<td>1139</td>
<td>1556</td>
<td>$4,547</td>
<td>$1,137</td>
<td>$1,556</td>
<td>$891</td>
</tr>
<tr>
<td>Orchard</td>
<td>1517</td>
<td>999</td>
<td>915</td>
<td>1134</td>
<td>$4,565</td>
<td>$1,141</td>
<td>$1,517</td>
<td>$915</td>
</tr>
<tr>
<td>East Side Farm</td>
<td>871</td>
<td>921</td>
<td>851</td>
<td>1316</td>
<td>$3,959</td>
<td>$990</td>
<td>$1,316</td>
<td>$851</td>
</tr>
<tr>
<td>Flowers</td>
<td>1100</td>
<td>1002</td>
<td>880</td>
<td>1080</td>
<td>$4,062</td>
<td>$1,016</td>
<td>$1,100</td>
<td>$880</td>
</tr>
</tbody>
</table>

Supporting your need and impact in grant applications
- Compare similar vendors
- Track effect of a market special event
- Make decisions about vendor schedules
- Measure impact of new vendor, competition
- Help vendors separate perception from reality
- Track specialty sales (example, Mother’s Day flowers)
- Measure success of marketing or grant-funded projects
- Recruit new vendors by predicting potential sales (average by vendor of average of certain type of vendor)
Market Profile

Creating a “Market Profile” for vendors, volunteers, and new staff is a great way to spell out important details without having to repeat everything to everyone.

SAMPLE MARKET PROFILE

WEDNESDAYS – Columbia City Farmers Market, CCFM

Location: S. Edmunds St between 35th Ave S and 37th Ave S at Columbia Park, 98118
Between Martin Luther King Way and Rainier Ave S
Market dates: May 8 – October 9, 2019  Market Hours: 3pm – 7pm
Market Manager Phone Number: 206-641-2374  Market Manager: Jonica Strongman

MARKET PROFILE

The Columbia City Farmers Market has been open since 1998, and has grown with the diverse and cohesive community around it. The market averages over 2,500 shoppers a day, with many families using the park to gather and picnic on market day. There are an average of 50 vendors occupying S. Edmunds, and Columbia Park.

Full Market Profile in attachments.

Market Day Success

Farmers Market Coordinator Check List (Health Department)

Market Checklist-Set Up/Staff Tasks
Templet to work for your needs. Includes the necessarily tasks for each day so you don’t forget anything that is essential to success. It is also a good risk management strategy. If something happens to you, how will the market continue to function? And key function of this checklist is to inventory what you need to bring to the market each week. Some markets are able to keep materials on site in a shed or storage area.
Note: vast majority of markets do not have more than one staff.

**Market Concern Forms/Market Incident Forms**

It is important to have Concern Forms and Incident Forms available at the market’s Information Booth. They be needed for legal reasons, and it is a good practice to always document situations where someone got hurt, something happened that may have repercussions. See examples in the attachments and the in the Farmers Market Legal Toolkit.
Multiple Currency Money Sheet
In today’s farmers markets there are typically a number of different “currencies” circulating. It can be very tricky to remember who gets what and what each is allowed to be used to purchase. Making a “cheat sheet” is will help make your job easier, especially when you are busy.

<table>
<thead>
<tr>
<th>Downtown Farmers Market Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tokens</strong></td>
</tr>
<tr>
<td>Market Products $5</td>
</tr>
<tr>
<td>All vendors can accept these...same as Cash. Change can be given.</td>
</tr>
<tr>
<td><strong>Special Tokens</strong></td>
</tr>
<tr>
<td>Market Products $5</td>
</tr>
<tr>
<td>All vendors can accept these...same as Cash. Change can be given.</td>
</tr>
<tr>
<td><strong>Checks</strong></td>
</tr>
<tr>
<td><em>You must be an authorized grower to accept these checks!</em></td>
</tr>
<tr>
<td><strong>FMNP (WIC) - 2016 Pink</strong></td>
</tr>
<tr>
<td><img src="image" alt="FMNP (WIC) - 2016 Pink" /></td>
</tr>
<tr>
<td><strong>FMNP (Seniors) - 2016 Blue</strong></td>
</tr>
<tr>
<td><img src="image" alt="FMNP (Seniors) - 2016 Blue" /></td>
</tr>
<tr>
<td><strong>EBT $1</strong></td>
</tr>
<tr>
<td>Only accepted by vendors which sell breads &amp; cereals; fruits &amp; veggies; meats, fish &amp; poultry and dairy products. Also can be used to purchase seeds and plants which produce food. No flowers. No change is given.</td>
</tr>
<tr>
<td><strong>Coupons</strong></td>
</tr>
<tr>
<td>Fresh Bucks</td>
</tr>
<tr>
<td>A supplement to EBT.</td>
</tr>
<tr>
<td>Only good for fresh fruit, mushrooms, herbs, veggies, veggie plant starts.</td>
</tr>
</tbody>
</table>

What currencies are accepted at your market?
- Credit and/or debit cards?
- FMNP
- SNAP EBT
- Matching program
- Market Bucks

Layout Design & Vendor Mix
Layout to maximize sales opportunities and creating energy in the market.
- Visualizing the market both inside and from the street!
- Signage that truly communicates in a very busy visual field.
- Frontage and square footage
- Pile it high and watch it fly!
- Designing with intention
- Unintended consequences of neighbors
Example of Seattle’s Columbia City Farmers Market layout that we use to design markets to maximize vendor sales and customer experience.

What tools are built into your space? How can you make the layout work best for you AND the vendors? Zoom in and out to see the full picture!

Season: Evaluating Your Farmers Market Season

There is VALUE in taking time to evaluate and debrief your market season. Try to involve as many key stakeholders as possible to get their perspective and involve them in any solutions. Tie back to how you define success for your market. It is also important to report out to your partners so they stay engaged and supportive.

Key Questions:
€ What have you learned? Summarize the data!
€ What stakeholders were missing?
€ Is the organizational structure able to adapt to the changing needs of your stakeholders?
€ How are market policies/procedures being enforced?
€ Control versus Adaptability—What needs to change/stay the same?

And don’t forget to give thanks! It takes a village and we don’t acknowledge each other enough.
Recommended Resources

British Columbia Association of Farmers Markets Conference
Farmers Market Pros Conference and Podcasts
WSFMA Farmers Market Conference
WSFMA Market Managers Only listserv: wsfmamgrs@googlegroups.com
Market managers and key staff are automatically added to this list with their annual membership renewal.
WSFMA website: wafarmersmarkets.org

Washington Farmers Market Management Toolkit: www.wafarmersmarkettoolkit.org

“Farmers Market Legal Toolkit: Legal resources for building resilient and accessible markets”
Vermont Law School in partnership with the Farmers Market Coalition: https://farmersmarketlegaltoolkit.org/

Oregon State University Farmers Market Special Reports: https://catalog.extension.oregonstate.edu/

Farmers Market Coalition: www.farmersmarketcoalition.org

Farm King County: https://www.farmkingcounty.org/

WSDA’s “Handbook for Small and Direct Marketing Farms” (2019): Contact smallfarms@agr.wa.gov

“Starting a Nonprofit in Washington State” (2019):
Washington State Secretary of State: https://www.sos.wa.gov/_assets/charities/training/starting-a-nonprofit-pdf.pdf

Washington Nonprofits: https://washingtonnonprofits.org