



July 6, 2012

Heidi Burch  
 Assistant City Administrator  
 Carmel-by-the-Sea City Hall  
 Post Office Box CC  
 Carmel-by-the-Sea, CA 93921

Dear Ms. Burch:

I am excited to learn that Carmel-by-the-Sea is creating an outdoor artisan food market, and pleased for the opportunity to apply for the position of market manager. Since moving to the Central Coast last year, I have fallen in love with Carmel. It is a beautiful and artistic place in so many ways, and I see the Carmel Market as a unique showcase for the vibrant local food that is produced and prepared in the area, in a setting that invites residents and visitors to enjoy all that Carmel and its merchants have to offer.

As a New York City native who grew up gardening with my mother, I began my education in organic and sustainable food and farming on the West Coast, beginning in California, and continuing in Washington State as a small-scale organic farmer and food cooperative board member.

Since that time, I have managed multiple businesses and projects. My work encompasses the successful development and operation of a number of retail and direct market enterprises, and acclaimed farmer education programs and publications. My most relevant job experience includes:

- Creation, expansion, and management of market operations
  - Green City Market in the Sweet Auburn Curb Market
  - Green Markets at the Avenues
  - Toco Hill Farmers' Market
  - DeKalb Farmers' Market
  - The Food Bag Cooperative
- Making connections: farmer, chef, and customer education, outreach, and advocacy
  - Field of Greens Festival
  - California FarmLink
  - Local Table*
  - Southern Sustainable Agriculture Working Group (Southern SAWG)
  - Georgia Organics
  - Slow Food

Through my projects in market settings and with a wide variety of organizations, I have been fortunate to learn from many talented people, and am honored to have been recognized as an Organic Advocate on the Ground by the Organic Farming Research Foundation last year. I would like to use my strengths and my talents for connecting, communicating, collaborating, managing, and relationship-building, to help meet the challenges of the job, and to contribute to the unique spirit of Carmel-by-the-Sea.

I look forward to meeting with you very soon to discuss the position of Market Manager.

Best wishes,

Karen S. Adler

## **KAREN S. ADLER •**

404.483.3386 (mobile) • PO Box 86, Davenport, CA 95017 • karenadler@gmail.com

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### **PROFESSIONAL PROFILE**

Twenty-nine years of event management, project directing, outreach, market development and management, public relations, advocacy, promotions, writing, and editing • More than twenty years of experience working in the organic and sustainable food and farming community • Trained in customer and community relations, communications, advertising and marketing, small business, and team building • Background in cuisine and the arts • Proven track record of developing and implementing successful projects for a variety of enterprises

### **SKILLS**

- Develops practical, workable plans
- Listens, coaches, and trains constructively
- Coordinates projects, systems, and tools to maximize resources
- Identifies and delineates effective practices
- Relates, speaks, and engages lucidly
- Connects and collaborates to bring together dynamic people, groups, and ideas
- Inspires others: recognizes and integrates talent and input

### **EXPERIENCE**

**California FarmLink; Santa Cruz, CA; April 2011 – Present**

#### ***Program and Evaluation Management Consultant***

Reviews, analyzes, and coordinates program requirements and activities; creates evaluation tools and methods for use in a variety of farmer education programs to support and promote small-scale local farmers; prepares reports and recommendations for funders and for use in program planning, improvement, development, and expansion; participates in grant-writing projects.

**Local Table; Pleasant Shade, TN; April 2009 – April 2011**

#### ***Editor***

Developed and managed editorial content and guidelines for the print magazine and online version of the quarterly guide to local food and farms in Middle Tennessee. Created and successfully implemented strategic upgrade of content and writing style and editorial protocols. Responsibilities included directing and editing the work of six to ten writers per issue; writing, editing, and researching; and working with designer through publication.

**Green City Market at the Sweet Auburn Curb Market, Atlanta, GA; January 2010 – January 2011**

#### ***Developer and Manager***

Created this “market within the market” as part of the vision to revitalize and re-localize the Sweet Auburn Curb Market, a municipal market in the heart of downtown Atlanta.

- Developed the Green City Farmstand, featuring products of local farmers and artisanal producers, creating connections with residents, restaurants, businesses, and health and government communities.
- Operated an Internet-based ordering system to match availability with demand, and link suppliers with customers.

**Field of Greens; Walnut Grove, GA; February 2006 – January 2011**

#### ***Executive Coordinator***

The Field of Greens Festival is an annual on-farm celebration of farms and food. Presented in partnership with Slow Food Atlanta, it features demonstrations from the area’s leading farm-to-table chefs and food and beverage purveyors, live music, children’s activities, an organic marketplace, and gardening, farming, and green living presentations. Proceeds benefit local organic farmers. The event is developed and implemented through a collaborative process involving a team of eighteen core coordinators, ten key coordinators, and 60-75 volunteers. Executive coordinator roles included:

- Providing leadership for all teams, including advertising, sponsorship, fundraising, marketing, communications, logistics, music, educational programs, volunteer recruitment and training, children’s programs, outreach, registration and ticketing, silent auction, vendors, exhibitors, and presenters.
- Developing and overseeing the budget.
- Guiding the development and management of deadlines, sponsorship targets, and event readiness.
- Serving as liaison and communication point for teams, volunteers, and other participants.
- Leading event review, evaluation, critique, and strategic planning.

**Green Markets at the Avenues;** Metro Atlanta area, GA; September, 2009-October 2010

***Market Development and Management***

- Created, staffed, and recruited vendors for four farmers' markets/green markets on behalf of a Southeastern shopping center group to provide fresh, locally grown, organic, sustainably produced, and artisanal food and related products to the local communities.
- Provided educational events centered on food, nutrition, and food preparation, including chef demonstrations.
- Developed rules, regulations, and quality control guidelines.
- Provided orientation and marketing training for vendors.

**Southern Sustainable Agriculture Working Group (Southern SAWG);**

October 2006 – September 2010

***Farming Systems Materials and Training Development Manager;*** October 2006-October 2009

Managed multiple organic and sustainable farming systems educational programs for farmers and agricultural professionals. Responsibilities included creation of curricula and materials; evaluation procedures; and reporting.

- Directed a multifaceted Professional Development Program funded by the USDA's Sustainable Agriculture Research and Education (SARE) program, including production of eight in-depth workshop events throughout the region, supervising production of extensive educational materials, creation of two videos and teaching guides, web-based trainings for agriculture professionals, and evaluation of all events and resources.
- Coordinated presenters, writers, and designer for the creation of comprehensive educational manuals, presentations, and evaluations for seven short courses in sustainable agriculture topics; coordinated an all-day farmers' learning community event, in partnership with the Risk Management Agency of the USDA.
- Oversaw extensive testing and in-depth evaluation of an acclaimed interactive organic farming course on CD-ROM; developed relationships and coordinated with multiple farming organizations.

***Newsletter Editor;*** April 2007-September 2010

Edited, designed, and published monthly e-newsletter that provided news, educational resources, policy information, funding opportunities, organizational updates, and event listings for farmers, community food systems advocates, agricultural professionals, and other constituents. Introduced cohesive thematic editorial and design concepts for Southern SAWG communications.

***Annual Conference Collaborator;*** 2007 through 2010

**Georgia Organics,** Atlanta, GA; September 2001–October 2009

***Farmer Education, Outreach, and Farmer-to-Farmer Mentoring Program Manager;***

September 2001-October 2009

Directed outreach, education, and innovative mentoring programs; developed and produced in-depth education and outreach sessions; managed budgets; reported on all programs. Supervised promotions for outreach, marketing, and mentoring programs; created and disseminated educational materials. Presented outreach and educational sessions on topics such as the business of farming, marketing, the GO Mentoring Program, and the Organic Farmer Network.

- Developed, implemented, evaluated, adjusted, and promoted the GO Farmer-to-Farmer Mentoring Program and Organic Farmer Network, reaching over 1,000 producers, in partnership with the Risk Management Agency (RMA) of the USDA.
- Developed and produced 6 – 20 events per year at a variety of locations.
- Consulted on the Georgia Organics Annual Conference for seven years, providing speakers, session and in-depth workshop topics, evaluation design and analysis, and printed materials.
- Created and produced the highly acclaimed *Organic Farming Toolkit* CD-ROM, the *Georgia Organics Resource Directory (GORD)*, fact sheets, and other resources.
- Consulted on development and production of three issues of the groundbreaking *Georgia Organics Local Food Guide*.

***Newsletter Editor;*** Spring 2003-Fall 2006

Developed, edited, and published Georgia Organics' acclaimed in-depth newsletter, expanding publication from 600 to 10,000 issues; led launch of new look, including full color, and new name (*The Dirt*).

**Team Agriculture Georgia (TAG);** September 2003–December 2009

***Team Member, Vice-Chairperson, Communications Committee Chair***

Provided strategic planning, development, event management, budget management, writing, editing, and policy leadership for organization comprised of representatives from government agencies, educational institutions, and non-governmental organizations. Hired and supervised presenters on a variety of topics; collaborated on grant-writing; founded, edited, and

published quarterly newsletter. TAG participates in collaborative outreach to small, limited resource, socially disadvantaged, and under-served farmers and other constituents, and produces 2-3 multifaceted workshops each year.

**Aurora Concepts, Inc.**, publisher of Aurora Rising Magazine, Atlanta, GA; 1994–2000

***Vice-President, Editor, & Publisher***

Oversaw the production of each issue of national magazine with articles, interviews, music and book reviews, and educational items. Recruited, hired, trained, supervised, and motivated diverse editorial and sales staff. Shepherded design and implementation of marketing and advertising materials and campaigns.

- Successfully engineered national launch of previously local magazine, creating more than twenty-five strategic alliances with distributors, vendors, and professional organizations.
- Developed dynamic commercial appeal while maintaining editorial philosophy and artistic integrity.
- Achieved steady increase of 5 percent to 20 percent in revenue annually.

**Auriga, Inc.**, Atlanta, GA; 1987–2001

***Workshop, Event, and Business Manager***

Produced multifaceted educational workshops and seminars.

**Stotter & Associates**, Atlanta, GA; 1984–1987

***Business Broker***

Served as business and transaction consultant to over fifteen businesses; researched, priced, and promoted the sale of businesses; brokered the leasing and sale of real property; created business plans, analyzed balance sheets and profit and loss statements.

**Toco Hill Farmers' Market**, Atlanta, GA; 1978-1982

***Manager***, 1980–1982 (and trainer for Sandy Springs store); ***Front Manager***, 1978–1980

Managed large farmers' market/natural foods store; directed store operations, including budgeting, purchasing, advertising, scheduling, customer and vendor relations, educational programs, hiring, and training.

**DeKalb Farmers' Market**, Decatur, GA; 1977–1978

***Front Manager, Trainer, and Produce Specialist***

Helped open and establish this innovative and unique market that has become a local landmark.

**The Food Bag** (natural foods co-op), Tacoma, WA; 1974 –1976

***Board Member (working board), Co-Manager, and Merchandiser***

Collaborated on creating and operating systems for purchasing, merchandising, front end, and accounting; learned about and provided strategic planning and business leadership; participated in decision-making about products and nutritional policy; assisted with communications, community outreach and events, and membership.

**Kitsap Organic Farm**, Manchester, WA; 1973 –1976

***Apprentice and Farmer***

Operated small farm with heritage apple and cherry orchard, vegetable, berry, and herb market garden, small dairy goat enterprise, and value-added products.

**The Magic Twanger**, New York, NY; 1969 – 1971

***Manager and Co-Owner***

Opened and managed guitar and amplifier repair shop in Greenwich Village.

## **Proposal for the Carmel Food Experience**

**Submitted by Karen Adler; Karen S. Adler, Inc.**

It is an exciting proposition to envision a showcase for the vibrant local food that is produced in the unique and beautiful Carmel area. Creating an event that connects and serves the community is clearly an idea whose time has come.

The need and desire for a local food experience has garnered significant interest. However, in talking with key restaurateurs and food purveyors, I have come to believe that the desire to participate in a weekly food event off-site from their premises has not taken hold. I found that there is more interest and enthusiasm from restaurateurs for a less frequent special event that incorporates appealing and exciting locales, leveraging the natural beauty of Carmel, in tandem with a weekly artisanal food market with a focus on the fresh, local, and organic bounty of the Central Coast. Based on the wisdom of successful, resourceful, creative local business people, here are some of the ideas I would like to propose, along with thoughts for development.

### Market Mix:

Organic farm products: Fresh fruits, vegetables, nuts, honey, meat, eggs, and other agricultural produce  
(direct from growers only)

Prepared foods (to be consumed onsite, or taken to be consumed)

Coffee/tea

Beer and wine (subject to appropriate regulations and licensing)

Artisanal take-home foods, such as jams and jellies, sauces, charcuterie, cheeses

Baked goods

Local art, crafts, jewelry, and other juried merchants to be added later in development

### *Organic Farmers*

There are more than 35 organic farms located within a reasonable distance of the area. Through my relationships with, and knowledge of the organic community, including California FarmLink, The Organic Farming Research Foundation, California Certified Organic Farmers (CCOF), Agriculture and Land Based Training Association (ALBA) and ALBA Organics, and Wild Farm Alliance, I am fully confident of bringing on board a full complement of farmers who provide the highest quality and range of the fresh produce, meats, eggs, and other products. All farmers will have all the appropriate certifications and licensing.

I have already enlisted the support of several key farmers located in the area:

Jamie Collins; Serendipity Farms, in Carmel Valley

Javier Zamora; JSM Organics, in Royal Oaks

Jeff & Lori Fiorovich; Crystal Bay Organic Farm, in Watsonville

Farside Fungi (mushrooms), in Moss Landing

Heirloom Organics, in Corralitos

While the majority of organic California farmers are registered through CCOF, Monterey County was the first county agency to be registered as an organic certifier with the State of California and to be accredited by the United States Department of Agriculture. I will be working closely with Monterey County Department of Agriculture to identify additional producers to include.

In addition to produce, farmers may sell any products that they make as part of the mix of enterprises on their farms, such as jams and jellies, sauces, soaps,

A small mix, not more than 15 percent, of local non-food vendors will be included in phases. These vendors will offer high-quality kitchenware, jewelry, fiber crafts (scarves, hats, other clothing items), jewelry, and other quality items, with the emphasis on locally made, hand-crafted goods that meet a high level of aesthetic standards

*Non-farm vendors:*

Priority and right of first refusal will be given to business owners in the city of Carmel to have a space in the market. If the business owner is not the actual producer, they will be required to provide no less than 20 percent of their products to be grown, produced, crafted, or otherwise sourced locally.

Shared booths, and rotations will also be coordinated to enable the greatest number of local food artisans and business owners to participate.

#### Event identity and branding

It will be important to develop an attractive and expressive logo and a full set of identity and branding materials and tools.

#### Community Support

Community support in a variety of arenas, along with volunteer teams, will be key to the success of the market both financial and aesthetic, as well as aspirational. The community will play important roles in assisting with recycling and composting, environmental education, special events, outreach, and public relations.

Outreach and insight sessions will be conducted with all possible community members, including (but not limited to):

- Local business owners, including the full range of food, beverage, and hospitality purveyors
- Performing and visual artists and venues
- Civic organizations
- Schools and other educational institutions
- The food and farmer organizational community

A strong outreach and development program for a volunteer team will be put in place.

#### Media Support

There are numerous opportunities to engage print, online, radio, and television media, via newspaper and magazine articles, blogs, public service announcements, and news coverage.

Publicity, advertising, and outreach will be coordinated with all appropriate parties, including:

Chamber of Commerce  
 City officials and staff  
 Sunset Center  
 The Pine Cone  
 The Monterey County Herald

Edible Monterey Bay

Local and regional food, farm, and tourism columnists, bloggers, etc.

I have already secured support and a commitment from the publisher of *Edible Monterey Bay* for pre-opening and ongoing coverage, as warranted by exciting chef, farmer, wine/beer, and other events. I expect that multiple media outlets will be excited to share any good stories that we generate. I have also met with the publicity director for the Sunset Center about opportunities for synergistic and advantageous collaborations.

Television coverage will be actively solicited for special chef and other events. We will also explore the possibility of developing a regular television production.

#### Culinary Events

A full schedule of chef and other food artisan events will be developed, with special events designed to generate interest for shoppers and the media.

Each week will have a themed event, such as:

- The Local Challenge
  - Three chefs meet with farmers prior to market opening, consult with farmers about seasonal offerings, and prepare a dish
  - A tasting contest, with shoppers participating as judges, will select a winner; prizes and

promotional opportunities will be awarded.

- Chefs will offer the dishes that were sampled in their restaurants that evening
- This event will be pitched to various television and other media outlets as a production opportunity
- Third Thursday Farmer Chef Meet-Up
  - Chefs and farmers sit down in a panel setting, with an audience, discuss seasonal offerings, share growing and cooking approaches, and recipes.
- Chef Demos and cooking classes— 1 – 2 times per month
  - A local chef prepares a dish using mostly local ingredients, and provides tastes and recipes.
- Wine and Beer Tasting Events/Pairings
- Kitchen Arts Demos:
  - bread baking
  - holiday pastry arts
  - jams and jellies
  - yogurt, pickles, fermented foods
- Grow Your Own – Farmers and gardeners share their knowledge
  - kitchen gardens
  - mushroom growing
  - composting
  - herbs

#### Entertainment

Weekly entertainment will be engaged, rotating with a variety of area artists.

#### *Music*

Local musicians

Tie-in with events such as Bach Festival, Monterey Jazz Festival: invite musicians to come to the market.

#### *Children's corner:*

Arts and crafts

Storytelling

Cooking lessons

#### Café

An inviting spot will be developed for resting, socializing, enjoying food and beverages, community gatherings, events such as classes, poetry readings, talks with local chefs, food personalities, celebrities, etc.

#### Advisory Team

I will develop an advisory comprised of active community members, business owners, restaurateurs, farmers, media representatives, Chamber of Commerce, local government, and other appropriate stakeholders.

Location notes: This initial proposal and budget is based on a target opening day of May 23. While I have based my ideas with the parking lot of the Sunset Center in mind, I am proposing to immediately collaborate with business and community stakeholders to research and explore opportunities for a more appealing and conducive location for the weekly event.

As in a number of business activities, three key factors for success for a successful market are location, location, and location. Getting an enterprise like this to be fully operational and with the right mix of vendors, and the strong customer base that is necessary for financial success is fraught with challenges.

Placing the market in an unattractive and somewhat oppressive space, off the beaten path from the vital activities of Carmel, puts this project in a severely disadvantaged position from the start. This approach also loses the proven ability of a market to enhance and increase sales and visibility of existing businesses. Having the market in a low-visibility spot, in a location that does not invite shoppers to visit and make purchases from other area businesses, is a recipe for missed opportunities, and an uphill climb for the momentum to really make the market happen in the way we would all like to see it. Thus, I see a real need for a location that takes advantage of all that Carmel has to offer, rather than one that is tucked away in a spot with no scenery, natural beauty, or hustle and bustle of the creative community environment.

#### Budget for start-up and ongoing operations

In order to provide the proper infrastructure and development, as well as a qualified market developer/manager and staff to be compensated for the necessary time, expertise, and hard work, I believe that this project will require significant funding from outside sources, as well as business and community support.

Please see attached preliminary budget, which attempts to anticipate most of the costs and income-generating activities.

#### *Budget notes:*

The budget does not yet include special events, such as extended evening events, ticketed events, and other opportunities that would be developed.

The annualized budgets for Year 2 and Year 3 anticipate a 52-week market, which I expect to be modified occasionally.

#### Contact information

karenadler@gmail.com; 404.483.3386  
PO Box 86, Davenport, CA 95017

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**Carmel Food Experience: Preliminary Budget--Karen Adler**

3-Month Development and Planning Period (pre-opening)			
Expenses	Advertising	\$500/Week for Six Weeks; effort will be made to secure additional advertising on a free or in-kind donation basis each week	\$3,000
	Signage	Banners, tents, signs designating event location, etc	\$3,000
	Infrastructure	Tents, tables-café area, etc.	\$1,900
	Development Fees	Outreach, market development, and collaboration with vendors, community, partners, media	\$5,000
	Legal Services	Effort will be made to find a local attorney willing to provide contract and other legal review on a pro-bono basis	\$0
	Communications	Logo/branding, design (flyers, posters, etc.), photography, social media, website development, with services and products to be secured on an in-kind donation basis where possible	\$4,000
	Expense Total		\$16,900

Months 1-3			
Expenses	Advertising	\$500/Week; effort will be made to secure additional advertising on a free or in-kind donation basis each week, local radio, public service announcements, etc.	\$6,000
	Communications	Flyers, photography, social media, website development, with all services and products to be secured on an in-kind donation basis where possible	\$3,600
	Printing	Flyers, 1-Sheets, postcards, tent cards to distribute locally and at key tourist centers	\$1,000
	Entertainment	150/week	\$1,800
	Insurance	\$100/week	\$1,200

Income			
	Organic Farmers	8 Booths, at \$35 fee/Week	\$3,360
	Prepared Foods to be Consumed On-Site	4 Booths, at \$50 fee/Week	\$2,400
	Coffee/Tea/Snacks Vendors	1 Booth, at \$50 fee/Week	\$600
	Beergarten with Local Brewers/Business Vendors	2 Each, at \$75/Week	\$1,800
	Wine Café with local Vintners/Business Vendors	2 Each, at \$75/Week	\$1,800

Trash/Composting/Recycling/Clean Up	\$400/Week. Effort will be made to partner with a school and/or civic organization to assist with recycling/composting. Vendors are responsible for removing their own trash and clean-up of their booth area.	\$4,800
Sanitary facilities with handwashing stations	\$650/Week (Pending possible agreement for the usage for facilities at the Sunset Center or another nearby location)	\$7,800
Market management and continuing development	\$1000/week	\$12,000
Expense Total		\$38,200

Artisinal Take-Home Food Vendors (Jams, Cheeses, Baked Goods, Sweets, Oil/Vinegar/Condiments, Charcuterie)	6 Booths, at \$50/Week	\$3,600
Local Artists, Crafts, Jewelers, Other Juried Merchants (Carmel-Locals Prioritized)	3 Booths, at \$75/Week	\$2,700
Cook's Corner Vendor with Kitchen Supplies and Gifts	1 Booth, at \$75/Week	\$900
Income Total		\$17,160

Month 3-6 Budget

Expenses	Advertising	\$500/Week; effort will be made to secure additional advertising on a free or in-kind donation basis each week, local radio, public service announcements	\$6,000
	Communications	Flyers, photography, social media, website development, with all services and products to be secured on an in-kind donation basis where possible	\$2,000
	Printing	Flyers, 1-Sheets, postcards to distribute at key tourist centers, tent cards	\$1,000
	Entertainment	150/week	\$1,800
	Insurance	\$100/week	\$1,200
	Trash/Composting/Recycling at Weekly Markets	\$400/Week. Effort will be made to partner with a school and/or civic organization to assist with recycling/composting. Vendors are responsible for removing their own trash and clean-up of their booth area.	\$4,800
	Sanitary Facilities with handwashing stations at Weekly markets	\$650/Week (Pending possible agreement for the usage for facilities at the Sunset Center or another nearby location)	\$7,800
	Market management and continuing development	\$1000/week	\$12,000
Expense Total			\$36,600

Income	Organic Farmers	12 Booths, at \$35 fee/Week +\$100 Annual Fee for New Farmers	\$5,440
	Prepared Foods to be Consumed On-Site	10 Booths, at \$50 fee/Week +\$150 Annual Fee for New Vendors	\$7,500
	Coffee/Tea/Snacks Vendors	2 Booths, at \$50 fee/Week +\$150 Annual Fee for New Vendors	\$1,350
	Beergarten with Local Brewers/Business Vendors	2 Each, at \$75/Week +\$150 Annual Fee for New Vendors	\$1,950
	Wine Café with local Vintners/Business Vendors	2 Each, at \$75/Week +\$150 Annual Fee for New Vendors	\$1,950
	Artisinal Take-Home Food Vendors (Jams, Cheeses, Charcuterie)	8 Booths, at \$50/Week 2 Each, at \$75/Week +\$150 Annual Fee for New Vendors	\$5,850
	Local Artists, Crafts, Jewelers, Other Juried Merchants (Carmel-Locals Prioritized)	6 Booths, at \$75/Week 2 Each, at \$75/Week +\$150 Annual Fee for New Vendors	\$5,400
	Cook's Corner Vendor with Kitchen Supplies and Gifts	1 Booth, at &75/Week +\$150 Annual Fee for New Vendors	\$900
Income Total			\$30,340

Months 6-

Expenses	Advertising	\$500/Week; effort will be made to secure additional advertising on a free or in-kind donation basis each week, local radio, public service announcements	\$12,000
	Communications	Flyers, photography, social media, website development, with all services and products to be secured on an in-kind donation basis where possible	\$2,000
	Printing	Flyers, 1-Sheets, postcards to distribute at key tourist centers, tent cards	\$1,000
	Entertainment	150/week	\$3,600
	Insurance	\$100/week	\$2,400
	Trash/Composting/Recycling at Weekly Markets	\$400/Week. Effort will be made to partner with a school and/or civic organization to assist with recycling/composting. Vendors are responsible for removing their own trash and clean-up of their booth area.	\$9,600
	Sanitary Facilities with handwashing stations at Weekly markets	\$650/Week (Pending possible agreement for the usage for facilities at the Sunset Center or another nearby location)	\$15,600
	Market management and continuing development	\$1,300/week	\$31,200
	Expense Total		\$77,400

Income	Organic Farmers	15 Booths, at \$50 fee/Week +\$100 Annual Fee for New Farmers	\$21,000
	Prepared Foods to be Consumed On-Site	12 Booths, at \$75 fee/Week +\$150 Annual Fee for New Vendors	\$21,900
	Coffee/Tea/Snacks Vendors	2 Booths, at \$50 fee/Week	\$2,400
	Beergarten with Local Brewers/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee for new Vendors	\$7,350
	Wine Café with local Vintners/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee for New Vendors	\$7,350
	Artisinal Take-Home Food Vendors (Jams, Cheeses, Charcuterie)	10 Booths, at \$75/Week+ \$150 Annual Fee for New Vendors	\$18,300
	Local Artists, Crafts, Jewelers, Other Juried Merchants (Carmel-Locals Prioritized)	6 Booths, at \$100/Week	\$14,400
	Cook's Corner Vendor with Kitchen Supplies and Gifts	1 Booth, at \$100/Week	\$2,400
	Income Total		\$95,100

Year Two--Months 12-24 (Annual)

Expenses	Advertising	\$500/Week; effort will be made to secure additional advertising on a free or in-kind donation basis each week, local radio, public service announcements	\$26,000
	Communications	Flyers, photography, social media, website development, with all services and products to be secured on an in-kind donation basis where possible	\$4,000

Income	Organic Farmers	15 Booths, at \$50 fee/Week +\$100 Annual Fee	\$40,500
	Prepared Foods to be Consumed On-Site	12 Booths, at \$75 fee/Week +\$150 Annual Fee	\$48,600

Printing	Flyers, 1-Sheets, postcards to distribute at key tourist centers, tent cards	\$10,000
Entertainment	150/week	\$7,800
Insurance	\$100/week	\$5,200
Trash/Composting/Recycling at Weekly Markets	\$400/Week. Effort will be made to partner with a school and/or civic organization to assist with recycling/composting. Vendors are responsible for removing their own trash and clean-up of their booth area.	\$20,800
Sanitary Facilities with handwashing stations at Weekly markets	\$650/Week (Pending possible agreement for the usage for facilities at the Sunset Center or another nearby location)	\$33,800
Market management and continuing development	\$1,400/week	\$72,800
Expense Total		\$180,400

Coffee/Tea/Snacks Vendors	2 Booths, at \$50 fee/Week +\$150 Annual Fee	\$5,500
Beergarten with Local Brewers/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee	\$16,050
Wine Café with local Vintners/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee	\$16,050
Artisinal Take-Home Food Vendors (Jams, Cheeses, Charcuterie)	8 Booths, at \$75/Week +\$150 Annual Fee	\$32,400
Local Artists, Crafts, Jewelers, Other Juried Merchants (Carmel-Locals Prioritized)	6 Booths, at \$100/Week +\$150 Annual Fee	\$32,100
Cook's Corner Vendor with Kitchen Supplies and Gifts	1 Booth, at &100/Week +\$150 Annual Fee	\$5,350
Income Total		\$196,550

**Year Three**

Expenses

Advertising	\$500/Week; effort will be made to secure additional advertising on a free or in-kind donation basis each week, local radio, public service announcements	\$26,000
Communications	Flyers, photography, social media, website development, with all services and products to be secured on an in-kind donation basis where possible	\$6,000
Printing	Flyers, 1-Sheets, postcards to distribute at key tourist centers, tent cards	\$10,000
Entertainment	150/week	\$7,800
Insurance	\$100/week	\$5,200
Trash/Composting/Recycling at Weekly Markets	\$400/Week	\$20,800
Sanitary Facilities with handwashing stations at Weekly markets	\$650/Week (Pending possible agreement for the usage for facilities at the Sunset Center or another nearby location)	\$33,800
Market management and continuing development	\$1,500/week	\$78,000
Expense Total		\$187,600

Income

Organic Farmers	15 Booths, at \$60 fee/Week +\$100 Annual Fee	\$48,300
Prepared Foods to be Consumed On-Site	12 Booths, at \$75 fee/Week +\$150 Annual Fee	\$48,600
Coffee/Tea/Snacks Vendors	2 Booths, at \$50 fee/Week +\$150 Annual Fee	\$5,500
Beergarten with Local Brewers/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee	\$16,050
Wine Café with local Vintners/Business Vendors	3 Each, at \$100/Week +\$150 Annual Fee	\$16,050
Artisinal Take-Home Food Vendors (Jams, Cheeses, Charcuterie)	8 Booths, at \$75/Week +\$150 Annual Fee	\$32,400
Local Artists, Crafts, Jewelers, Other Juried Merchants (Carmel-Locals Prioritized)	6 Booths, at \$100/Week +\$150 Annual Fee	\$32,100
Cook's Corner Vendor with Kitchen Supplies and Gifts	1 Booth, at &100/Week +\$150 Annual Fee	\$5,350
Income Total		\$204,350

Victoria Beach, City Council Member

Carmel-by-the-Sea City Hall

Post Office Box CC

Carmel-by-the-Sea, CA 93921

Dear Ms. Beach,

This is in regards to Karen Adler, who is applying for a position as Event Manager in Carmel-by-the-Sea. We met Karen 1 1/2 years ago on our organic farm. Karen stopped by with her family upon moving back to California, excited to connect with local organic farmers, and eager to be involved in the local organic movement. We found her to be warm, friendly, knowledgeable and enthusiastic, a breath of fresh air not bogged down by process, but inspired. Since Karen's return to California she has worked as an advocate for small organic farms, working with California FarmLink as a Program and Evaluation Management Consultant. This position has given her the opportunity to connect with and assist our local organic farmers in the Central Coast, and along the Monterey Bay Area.

Karen's employment history in market management, development and coordination of various projects makes her a fantastic candidate for this position. Please don't pass up a great opportunity for the Community of Carmel and for Karen to collaborate together, providing the community with one of the freshest, finest sustainable artisan markets on the Central Coast .

Sincerely,

Lori Fiorovich

Farmer/Chef

Crystal Bay Farm

831/724-4137

Dear City of Carmel:

Let me start by saying being from Redwood City, I have always enjoyed each and every visit I have had to Carmel. On my most recent visit my sole purpose other than fine dining and recreation was to research Carmel's interest in establishing their very own farmers market. You have probably heard the saying that timing is everything. Being an entrepreneur reaching the age of 60 this year, I have continued to pile one experience upon another. Never really reaching a finish point, but bringing us to where we are now. Facing another opportunity to once again prove that for each new opportunity all our past experiences have had a purpose.

Each new venture I undertake creates a new challenge that is not fulfilled until success has been achieved. For this undertaking I see so much more than a farmers' market. It's an event with two titles, "The Carmel Artisan Food Experience"- "A Taste of Carmel".

Life's experiences that have led me to this job opportunity include:

McDonald's- sixteen years old learning the food industry great experience, great training, led store hours, lead persons with all restaurant positions.

Lucky Stores- Produce Manager, learned every aspect of retail produce sales

Togo's- Owner/Opportunity- established salad bar and desserts for the chain.

Round Table Pizza- Family run franchisees 5 restaurants, worked wherever and whenever needed.

Sneakers Pub and Grill/Mulligan's Pub&Grill- owner/operator, full bar, 17 tvs, pizza oven, full menu

Spring Hill Jersey Cheese- Farmers Markets sales, 8 markets per week

Home Maid Ravioli- Supervisor of farmers markets, ran a crew of 17 teams, collected and inventoried.

West Coast Farmers Market Association- founder and executive director currently with five open markets. The fastest growing farmers market association in Northern California we will have 4 to 5 markets by years.

West Coast Farmers Market Association, is in its final full year of operation. To date we have opened five markets this year, making us the fastest growing farmers market chain in Northern California.

Education:

St. Francis High School Mountain View, CA

De Anza Junior College Cupertino, CA- A.A. Liberal Arts

Santa Clara University Santa Clara, CA-M.B.A. Marketing and Management

We are currently operating markets in Cupertino, Foster City, Brisbane and two in Redwood City. One on the campus of Cañada College and one at the public library in Redwood Shores near Oracle. We are currently negotiating with six or seven other locations.

Being the founder and executive director of West Coast Farmers Markets has given me a huge feeling of accomplishment as well as pride. As I build a company that is not only successful, but is truly helping everyone it comes in contact with both in the community as well as our farmer vendors who the market is really established for.

I believe I am very well positioned to manage, hire, and oversee the market in Carmel. I don't believe there is another company with experience in restaurants, market operation and produce background in the industry. I truly look forward to meeting you with the possibility of serving you in the future. Please don't hesitate to call me or email me at anytime.

More Information on request. I would love the opportunity to interview for the position and look forward to working with the city of Carmel.

Sincerely,  
R.Jerry Lami  
Executive Director  
West Coast Farmers Market Association

P.S. I was also interested in finding out if the city council would be interested in integrating wineries and micro breweries with this event? I believe the two or three or four industries could be put together to create an event in Carmel's image. The best part of Carmel.

**From:** Joe Lami <wcfma.org@gmail.com>  
**Subject:** Carmel RFP  
**Date:** November 9, 2012 10:37:23 AM PST  
**To:** V Beach <vbeach@post.harvard.edu>

Jerry Lami

West Coast Farmers Market association is entering its' second year of operation and is about to sky rocket a major player in the field. We look forward to bringing our background from produce manager at Lucky Stores, restaurant experiences at: Togo's Round Table Pizza, the owner and operator at Sneakers & Mulligan's pub and grill. Vendor experience with Home Maid Ravioli, Spring Hill Jersey Cheese, and arts and crafts. To current executive director of West Coast Farmers Market Association.

2013 looks to be a year where we will open another dozen markets. Help us make Carmel one of those. You won't be sorry.

#### Executive Summary

West Coast Farmers Market Association is honored to be in the final running for the city of Carmel's farmers market. We share your vision as to be the prestige and intrigue of Carmel and believe the ultimate goal would be uniting the residents and tourist of Carmel with the farmers and restaurants of the region.

As discussed during my interview process as a former produce manager for Lucky Stores and as a former restaurant owner and operator, I understand the view point of attempting to limit both the participants and the locality of you local farmers. However, I believe that the decisions of participation should be handled by the market and the board.

We could very easily limit access to the market to 100% organic farmers, yet we would be turning our back on most the area's most productive vendors (farmers). Please realize that organic is a process and takes time and money to achieve. Many farmers practice the guidelines while still only being certified growers.

To address the guidelines we will invite all certified organic growers from within the 3 local counties of Monterey, Santa Cruz, San Benito and while using the Department of Agriculture's published book "Certified Organic Directory and Resource Guide 2012 to invite farmers.

I have at my access if needed, a couple of chefs who I will use to help stimulate a variety of dishes and at certain times themed dishes. i.e. Thanksgiving, St. Patrick's Day etc.

Our market will have different sections, including organic fruits intergrated with organic vegetables. We will have asian vegetables as well as traditional vegetables. Remember by eliminating certified fruits and vegetables you are

cutting down the number of available vendors.

The venue is also very very important, the further away from the main stream of traffic, the less the draw will be for both participating restaurants and visitors.

I spent November 5th in beautiful Carmel and visited the Sunset Center. I then had a very productive conversation, with councilwoman Victoria Beach, and realized that as of this time minds have been made up and that this will be the venue for the first year of operation. Just from my point of view. It's exactly the opposite of what would be best for the merchants and for the event.

The even will be a redraw and it will draw people away from downtown. Enough said.

We will invite all local restaurants and chefs to meet with and discuss crops and menus at a pre-opening get together. Time and location to be determined. Upon West Coast Farmers Markets being selected.

We will also systematically by email and in person invite all local food purveyors to participate in the market. (This may be done at a local location, maybe a wine tasting room?)

We will solicit all the prepared food vendors within the city to participate by email and in person.

We will work with the local waste management company and be assured all waste will be picked up and carried away by the end of the day. Bylaws insist that all vendors are responsible for each individual booth, our market managers will police the pick up and follow through and pick up the public areas not within each vendors, area of responsibility.

Monetary consideration will consist of an yearly application fee of \$150. This fee will apply to farmers, vendors, restaurants, wine tasting rooms, microbrews, prepared food vendors and food purveyors.

Due to the location of the Sunset Cultural Center many A-Frame signs will be needed as well as flyers and newspaper advertisement to attract and notify both tourist and residents. The sunken parking lot of the cultural center also hides the visibility of the tents.

Dues will be approximately \$60 per booth per vendor per week. Each vendor space will be 10 feet by 10 feet in size. There will be reduced rate for multiple booths i.e. \$110 for two \$150 for three etc.

We will take the time to layout the entire market with each category location upon being the successful candidate.

Additional fees may be charged to the restaurants for table and chair space, but I believe a common area of seating with no charge to the restaurants may be the better way to go. Then we would increase the restaurants fees to rent tables and chairs unless the restaurants are able to provide them at no cost to West Coast Farmers Markets for the use of the market.

All West Coast Farmers Markets staff will be paid from the proceeds of the market. A couple of local people will be hired.

A revenue sharing option is very vague. We are a non profit organization.

Costs run high for health department permits, Department of Agriculture fees, insurance, signs, literature, uniforms and all other expenses.

If the city is looking for revenue sharing we would be able to build it into the proposal, but would need more information and as such fees would be forced to go up. A decision has to be made. Is this event expected to be a source of revenue for the city or a community service and added tourist attraction? It's your decision and will vary as well as participation. If the expectations of a profit center by the city are realized then this could drive away many farmers, vendors and restaurants.

As the fee's are now presented West Coast Farmers Market Association should be able to cover all costs. We reserve the right to seek sponsorships to offset some additional unforeseen costs' which always find a way of showing up unexpected. These sponsorships may be placed on signs and literature.

Proposed layout of Sunset Center will be several rows depending on vendor application with the remainder of the space to go to parking. Vendors first followed by customers.

The tentative time of 1-4 is not long enough for a project of this scale. With the vendors preparation and travel time the selling time allotted needs to be a minimum of 4 hors and preferably 5 hours. I suggest set up from 11 a.m. To 12 p.m., the event run from 12 p.m. To 5 p.m. and clean up from 5 p.m. To 6 p.m.

Marketing will be done by email, newspaper advertising, chamber of commerce solicitation, city email, flyers and in person invitations.

Add ons by West Coast Farmers Market Association will include

The introduction of Moola Money, which is an incentive handed out by downtown merchants to attract people, booth residents and tourist to the event. Moola money is a \$1.00 discount off of any purchase at the farmers market. The total redeemed will be deducted off the vendor rent at the event. This expense is placed solely on the operator and with it's success pushing sales. A formula may have to be reached with the vendors. i.e. Redeemed at 50 cents on the dollar, or an increase in vendor fees to offset it's success, due to the many tourist in the area.

The introduction of Otter/Cypress/Monarch Bucks (to be formally named later) to be handed out at the farmers market to attract people, both residents and tourist to visit the participating downtown companies brick and motar locations, after the even back in town. These will only be introduced the approval of the downtown merchants, who are participating as vendors. The merchants participating will be placed on the Buck itself. I suggest a \$3.00 value to be applied as a deduction off the total bill. Say \$20.00 or more within the place of business. This will help generate cross traffic from the market back to the downtown participating merchants.

Local wine tasting room participation and or restaurant with a wine and beer license. Who would be interested in hosting wine tastings?

As well as any micro brew companies within the 3 counties. I would want to sell both wine and beer glasses. This can be done by the chamber of commerce if they wish or by my staff.

With the cities permission we will spray barley visible two inch numbers and dots in white paint to identify our spaces for the vendors.

Lastly, I am much better at in-person interviews and bed the committee to contact me for any question or clarification. I truly look forward to working with and for the residents, community, and leadership of the beautiful town of Carmel.

Sincerely

A. Jerry Lami  
Executive Director  
West Coast Farmers Market Association  
650-290-3549  
[jerrylami16@gmail.com](mailto:jerrylami16@gmail.com)

**From:** [Mitch Bull](#)  
**To:** [Heidi Burch](#)  
**Subject:** Brisbane Farmer"s Market - Mr. Jerry Lami  
**Date:** Thursday, February 14, 2013 3:47:13 PM

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Ms. Burch,

I am writing this email to vouch for and recommend the Farmers' Market operation organized and operated by Mr. Jerry Lami. His organization has operated the weekly farmers market in Brisbane for approximately a year and our residents and officials are very pleased with the operation and Jerry's professionalism. He and his staff have been a pleasure to work with and they have been a great partner with the city staff and the Brisbane Chamber to bring the market to Brisbane.

Our residents, local business owners and city and chamber staff have been impressed and pleased with the operation of the market (even when we had windy and wet weather, which hampered their operation). Mr. Lami has been great to work with and I can recommend his operation highly.

Please contact me if you have any questions.

Best regards,

Mitch Bull  
President and CEO  
Brisbane Chamber of Commerce  
415.467.7283  
[mitch.bull@brisbanechamber.com](mailto:mitch.bull@brisbanechamber.com)

**From:** [Cheung, Caroline](#)  
**To:** [Heidi Burch](#)  
**Subject:** Recommendation for Jerry Lami of WCFMA  
**Date:** Thursday, February 14, 2013 3:26:24 PM  
**Attachments:** [image001.png](#)

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Hi Heidi,

I am writing to let you know how delighted I am to be working with Jerry Lami of West Coast Farmers Markets. His knowledge about the industry, going back to when he participated as a vendor himself, is evidenced by the weekly turnout and quality of vendors that follow him. Brisbane was only his second market, but he was able to demonstrate to the City Council and Parks and Recreation Commissioners that he had the know-how, determination, and excitement to make a market work in town. He is very personable and works hard, reaching out to the Brisbane Chamber of Commerce to run coupons in their monthly newspaper, as well as to the City for press coverage in our newsletters and on our website. Speaking of which, you can take a look at how the farmers' market looks in Brisbane by reading through some of the posts that have been written, complete with pictures to showcase the various wares of the vendors:

<http://brisbaneca.org/news/2012-07-06/brisbane-farmers-market>



I hope that you choose Jerry for being your Market Manager. It really takes someone with his personality and strong work ethic to get a successful market going and be able to sustain it year-round.

If you have any questions, please don't hesitate to contact me.

Best regards,  
*Caroline*

**Caroline Cheung**

Administrative Management Analyst  
City of Brisbane | [www.brisbaneca.org](http://www.brisbaneca.org)  
50 Park Place, Brisbane, CA 94005  
Ofc: (415) 508-2157  
Fax: (415) 467-4989  
[ccheung@ci.brisbane.ca.us](mailto:ccheung@ci.brisbane.ca.us)  
<http://strongcitiesstrongstate.com/city/brisbane>

~ Everyone's Harvest ~  
**Carmel-by-the-Sea  
Certified Farmers' Market**

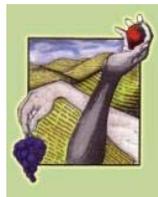


# Proposal

A project of

**Everyone's Harvest**

Bringing people & healthy food together!



Certified Farmers' Markets – Community Gardens - Edible Education Program

P.O. Box 1423 Marina CA 93933  
[www.everyonesharvest.org](http://www.everyonesharvest.org)  
(831) 384-6961

# Executive Summary

*Everyone's Harvest* is a 501 (c) 3 not-for-profit public benefit corporation, better described as a 'for-social-profit' organization. Our mission is to create vibrant healthy communities and equitable food webs. We believe everyone has the right to fresh, healthy, organic produce supplied by our local region and that free public events are necessary to strengthen a community.

Given the opportunity by the City of Carmel, *Everyone's Harvest* will excel at running the *Carmel-by-the-Sea Certified Farmers' Market*. Our organization will work with the City of Carmel and the Steering Committee to make this weekly event unique to the City of Carmel. A renewed shopping experience where members of the community, local restaurants and organic small-scale farmers will come together to strength the whole of the City of Carmel. Fresh organic fruits and vegetables, flowers, and delicious artisans foods will be available at *Carmel-by-the-Sea Certified Farmers' Market*.

Customers will experience; live music, entertainment, a children's activity table and a community information booth at the market. Seating will offer folks a chance to network. Compost bins and recycling with trash containers will be part of the market info structure. Interactive cooking workshops and demonstrations can be hosted by local restaurants. In addition, if the City desires other nonprofits, community groups and school clubs can outreach and fundraise at the market with a free booth space provided by *Everyone's Harvest*.

The City of Carmel has approximately 3,938 people ([www.ci.carmel.ca.us](http://www.ci.carmel.ca.us)). The city is nestled right on the Pacific Coast with sandy beaches, authentic restaurants, and a diversity of unique local restaurants including over 95 galleries and antique shops. It is located between the cities of Pacific Grove and Big Sur. Carmel is a 40 minute drive from Salinas Valley, one of the largest agriculture areas in the nation.

*Everyone's Harvest* envision collaborations with local organizations to support and promote sustainable agriculture and local economics through the *Carmel-by-the-Sea Certified Farmers' Market*. Residents will have the opportunity to be involved in the establishment and operation of the market. Advertisement and promotions will consist of surveys, ads, articles, signs, posters, postcard, email announcements, and free weekly drawings.

The Management Leader would be Iris Diana Peppard, co-founder and Executive Director of *Everyone's Harvest*. Ms. Peppard received her Bachelor's of Arts in Integrated Studies Department with a focus on Community Organizing at California State University Monterey Bay (CSUMB). Peppard is experienced in the management of the Marina, Pacific Grove, Alisal and Natividad Certified Farmers' Markets, nonprofit financing, banking, event coordinating, community organizing and organic farming.

*Carmel-by-the-Sea Certified Farmers' Market* would start with at least 10 organic farmers and 5 food artisans paying for at least two 10x10 booth spaces and (if the City desires) 5 non-paying participants (local nonprofits, community groups and/or school clubs). The market would grow in response to customer demand and location size. Vendors will pay on average of \$65 for one market. Start-up expenses include advertisements, permits, insurance, supplies, equipment, and staff time to organize a fundraiser and the market. When the market is revenue generating funds will go towards items such as wages, advertisements, a children's activity table, a community information table, and hosting interactive cooking workshops and demonstrations.

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# Market Concept for *Carmel-by-the-Sea Certified Farmers' Market*

*Everyone's Harvest* vision for the *Carmel-by-the-Sea Certified Farmers' Market* is to have a new shopping experience for the City of Carmel. Community members will have the opportunity to move away from the large impersonal supermarket experience to a lively outdoor social marketplace supporting organic small-scale farmers and locally-owned restaurants.

The market will:

- ❖ Create an outdoor marketplace for the local community
- ❖ Increase business for organic small-scale farmers and local restaurants
- ❖ Attract additional tourists to the City of Carmel
- ❖ Bring people from diverse backgrounds together
- ❖ Support farmer/consumer relationships
- ❖ Create a platform for Carmel-by-the-Sea restaurants and local groups to reach out to the public
- ❖ Establish free booth space for local nonprofits, community groups and school clubs.
- ❖ Allow students to participate in the production of the market
- ❖ Provide a venue for musicians and entertainers to perform

The primary development strategy is to create a market where all of the produce available is organic and provide a social event where people come together. Organic produce will be showcased by ensuring all of the certified producers (farmers) at the market are growing their produce organically. The market as a social event will be provided through seating, free live music, entertainment, a children's activity table and a community information booth. Locals can transform their grocery shopping experience, from an individual task, to a fun public weekly gathering. The market will be a place where the community can come together.

Products sold to customers by vendors will be:

- ❖ Fresh and organic fruits and vegetables
- ❖ Delicious prepared foods
- ❖ Artisan foods

Services provided by the organization will be:

- ❖ Event Coordination
- ❖ Extensive advertising
- ❖ A system of redemption for EBT/WIC
- ❖ Community outreach
- ❖ Children's activity table
- ❖ Community information booth
- ❖ Organizing interactive cooking workshops and demonstrations
- ❖ Comfortable seating
- ❖ Recycle and trash cans
- ❖ Compost bins
- ❖ Volunteers to assist in advertising the market, organizing special events at the market and help with vendor set up and break down

The key to success will be to connect organic small-scale farmers with Carmel-by-the-Sea authentic restaurants and involve local residents in the creation and operation of the market. *Everyone's Harvest* aim is to provide only fresh organic produce from small-scale farmers, a unique marketplace reflecting the Carmel-by-the-Sea community, and feature food artisans.

## Brief History of Farmers' Markets

Today, there are approximately 500 communities in California benefiting from certified farmers' market ([www.cafarmersmarkets.com](http://www.cafarmersmarkets.com)). A certified farmers' market is a specific area where all the produce, flowers and plants sold come from the actually farmers growing the produce, flowers and/or plants. A certified farmers' market goal is to create a directly link between the customers and the farmer. Many times a community event with prepared foods and arts are in conjunction with certified farmers' markets to create a larger event drawing people to the market and giving local restaurants additional economic opportunities. Yet, farmers' markets are usually small enough to embrace a family and community atmosphere while providing the above mentioned assets. In Monterey County the following communities host one or more certified farmers' market; Monterey, Pacific Grove, Carmel, Marina, Salinas, Greenfield, and Soledad.

Before the 1930's, small outdoor marketplaces in the United States were the norm in society. In the 1940's "super" markets emerged and decreased the niche for these outdoor marketplaces. To one's surprise, in the 1960's small outdoor marketplaces were actually illegal. In the 1970's through the Civil Rights Movement there was renewed interest in outdoor marketplaces. The 1st farmers' market created in California to renew the concept of outdoor marketplaces was started by the Interfaith Hunger Coalition. In 1978, the California Certified Farmers' Market Association created standards and a support system for farmers' markets; and in turn, to support small-scale farmers to sell their crops directly to the public. To this day, the Association strives to support the link between farmers and customers.

Today, farmers' markets are a great outlet for organic produce. A major reason why people shop at farmers' markets is because of the availability of organic produce. Americans are becoming away of the dangers of pesticides and the benefits of organic. Organic farming is producing crops naturally by using organic fertilizer and natural pest control instead of using commercial inorganic fertilizers and synthetic pesticides. Retail sales in organic foods in 2011 were approximately \$3.53 billion ([www.businessweek.com](http://www.businessweek.com)). Organic farmers are increasing by 12% per year (USDA). In 2006 Monterey County organic producers cultivated 17,357 acres with a total production value of \$226 million (Monterey County Agriculture Department). Today, Americans are buying organic produce.

A major trend in farmers' markets today is to create a stable weekly event unique to the local area. This means different things depending on the community. One example is the Ferry Plaza Farmers' Market in San Francisco. This market focuses on fresh gourmet foods because their customers look for quality taste found in the wide variety of restaurants in the area. The way the Ferry Plaza Farmers' Market taps into this gourmet niche is by having vendors sell gourmet items and by providing free cooking demonstrations from local restaurant chefs to the public. *Everyone's Harvest* observes a niche of diverse authentic restaurants in Carmel and envisions these restaurants playing a part in the *Carmel-by-the-Sea Certified Farmers' Market* by hosting interactive cooking workshops and demonstrations at the market.

## Strategy of *Everyone's Harvest*

The *Carmel-by-the-Sea Certified Farmers' Market* would focus on connecting organic small-scale farmers with Carmel's restaurants because Carmel is home to a diverse array of unique locally owned authentic restaurants focused on providing the freshest produce available. *Everyone's Harvest* will do this by recruiting Carmel restaurants to participant at the market through interactive cooking workshops and demonstrations. Interactive cooking workshops are where *Everyone's Harvest* step-up an outdoor kitchen where the public comes into the kitchen

and prepared a dish along-side a chef. A cooking demonstration is where a chef from an outdoor kitchen shows the public how to prepare a dish.

Carmel-by-the-Sea restaurants conducting the workshops or demos will receive:

- ❖ Restaurant promotion through the workshop/demo
- ❖ A new venue to connect to new customers and tourists
- ❖ A platform to educate the public about local, fresh, organic produce

In addition, *Everyone's Harvest* will assist in the coordination of farmers' organic produce sales to restaurants and other businesses such as grocery stores and nursing homes.

*Everyone's Harvest* also envisions community groups hosting educational workshops at the market. *Everyone's Harvest* would reach out to collaborate with local community organizations to enhance the market. *Everyone's Harvest* other Certified Farmers' Markets have had success collaborating with local entities in workshop endeavors. A list of entities that have hosted educational workshops at *Everyone's Harvest Certified Farmers' Markets* is available upon request.

*Everyone's Harvest* "big picture" market development strategy is to involve the whole community of Carmel in one form or another to establish and operate *Carmel-by-the-Sea Certified Farmers' Market*. Our target is the 3,938 residents living in Carmel and all of the tourists in the Monterey Bay area. We realize this vision may be challenging yet we know *Everyone's Harvest* could definitely get a wide range of Carmel restaurants and community members involved in the market as vendors, customers, presenters, musicians, entertainers and/or volunteers.

Working to involve the whole of Carmel, *Everyone's Harvest* will:

- ❖ Review minutes from past meetings pertaining to the Carmel Artisan Food Experience
- ❖ Survey the Carmel restaurants and community members for more input if needed
- ❖ Enlist a majority of organic small-scale farmers and Carmel restaurants to sell at the market
- ❖ Look for nonprofits, community groups and school clubs that want to outreach and fundraise about their charitable cause
- ❖ Coordinate with Carmel restaurants to host interactive cooking workshops and demos to the public
- ❖ Invite community members to play live music, entertain, and volunteer at the market

*Everyone's Harvest* will provide the following marketplace attractions:

- ❖ Children's activity table
- ❖ Community information booth
- ❖ Free booth space to nonprofits, community groups and school clubs to outreach and fundraise
- ❖ Free space for Carmel restaurants to provide interactive cooking workshops and demos to the public
- ❖ Composting facilities
- ❖ Trash recycling
- ❖ Seating

The Agriculture Food and Rural Development surveyed customers at farmers' markets and asked them why they shop at farmers' markets.

The survey reported customers look for:

- ❖ Fresh produce
- ❖ Organic produce

- ❖ Quality produce
- ❖ Local farmer support
- ❖ Community support
- ❖ Social atmosphere
- ❖ Price savings
- ❖ Specialty items.
- ❖ Ethnic products.

*Carmel-by-the-Sea Certified Farmers' Market* will focus on these factors after evaluating the data above by:

- ❖ Recruiting organic small-scale farmers offering fresh quality organic produce
- ❖ Enlist restaurants that provide specialty products
- ❖ Guaranteeing public seating and have often live music and entertainment to create a social atmosphere
- ❖ Give to the local community by providing a children's activity table, a community information booth and supporting workshops and demos at the market

Additional customer attractions will be:

- ❖ Accessible location
- ❖ Easy parking

The location, parking, day of the week and time would depend on an agreement between the City of Carmel and *Everyone's Harvest* with consideration of Carmel-by-the-Sea restaurants and residents.

Conversations with farmers' market vendors have shown they participate in markets offering the following:

- ❖ High customer volume
- ❖ Are easy to set up and break down
- ❖ Market manager's availability
- ❖ Sufficient trash containers

## Competition

Traditionally, competitors of farmers' markets are grocery stores and supermarkets.

The strengths of grocery stores/supermarkets are:

- ❖ Low prices
- ❖ A wide diversity of produce
- ❖ Stable location and time

The weaknesses of grocery stores/supermarket are:

- ❖ Lack of a social atmosphere
- ❖ Lack of local produce
- ❖ Long lines

I have spoken with Jane Amick, past farmers' market manager who started the Old Monterey Market Place. She stated originally the majority of the local restaurants in Monterey on Alvarado Street were not in favor of the concept of having a farmers' market near their business. Yet, that same group changed their opinion after seeing their sales increase during market days.

August of 2006, the Marina Market moved from the Marina Monterey-Salinas Transit Station to the Marina Village Shopping Center. The Grocery Outlet is located in the Shopping Center. Grocery Outlet cashiers reported an increase of customers on market day after the farmers' market relocated to the Shopping Center. Whole Foods supermarket host farmers' markets in Austin and Central Boston every week ([www.austin360.com/restaurants/content/food\\_drink/stories/2006/09/20foodmatters.html](http://www.austin360.com/restaurants/content/food_drink/stories/2006/09/20foodmatters.html)). It is evident from these examples there is a need for both supermarkets and a farmers' market's in a community. They can actually benefit from each other even if they are in close proximity to each other.

## Background of *Everyone's Harvest*

In 2002, Everyone's Harvest started when five women noticed there was little access to local, fresh, organic produce in Marina and felt there was a lack of community events in their neighborhood. Together, they decided to start *Everyone's Harvest* and the Marina Certified Farmers' Market to combat these issues. The project was fueled by Iris Peppard's CSUMB senior capstone project. The Marina Market opened in June of 2003.

From 2003 to 2011, the Marina Market grew from 10 vendors to 20 vendors (500 customers). In response to this growth, in 2008 *Everyone's Harvest* opened a Market in the City of Pacific Grove (population 15,041) with 30 vendors (800 customers). In 2011, to assist the Women's, Infants and Children Nutrition Program (WIC), *Everyone's Harvest* took over the *Alisal Market* with five farmers (350 customers) in the City of Salinas (population 150,441). In 2012, *Everyone's Harvest* secured a contract with the County of Monterey to run another Certified Farmers' Market in Salinas at the Natividad Medical Center with 12 vendors (300 customers).

In addition to Certified Farmers' Markets, *Everyone's Harvest* runs a nutrition education program called Edible Education started in 2011. *Everyone's Harvest* Edible Education Program empowers youth and their families to make healthy choices by teaching them about nutrition, fresh produce and small-scale farmers. Program activities include:

- ❖ Healthy interactive cooking workshops that engage family members to cook alongside professional chefs to prepare healthy dishes
- ❖ Farmers' market scavenger hunts helping youth discover the bounty of fresh nutritious food
- ❖ Interactive nutrition presentations at after-school clubs and other venues informing youth about the importance of healthy eating, active living and where to get fresh healthy food

*Everyone's Harvest* is also a partner in the Salinas-Marina Community Food Project (SMCFP). The Project is collaboration between Goodwill Industries, Sun Street Centers, Housing Authority of Monterey County, Service Learning Institute of CSUMB, and *Everyone's Harvest*. The Project works with marginalized populations to improve their access to fresh local organic produce by creating and maintaining three community gardens. The project serves two distinct underserved and marginalized populations in Monterey County, the Chinatown neighborhood in Salinas and Fort Ord identified by the U.S. Department of Agriculture has a *food desert* – an area that lacks nutritious, affordable, and high quality food (U.S. Department of Agriculture Food Desert number is FIPS: 060-530-14102). For the SMCFP, *Everyone's Harvest* supports a Composting Enterprise by transporting and selling worm casting (quality natural fertilizer) to *Everyone's Harvest* Markets produced at the Chinatown Community Garden, conducts Edible Ed activities at the Pueblo Del Mar Garden, and raises funds for planting activities at the Shoreline Garden.

## ***Everyone's Harvest* prides ourselves on the fact:**

- ❖ *Everyone's Harvest Certified Farmers' Market* consists of ethnically diverse small-scale farmers who sell fresh organic produce
- ❖ Our organization's ability to provide to our markets every week a free children's activity table and community information booth to the public
- ❖ We have coordinated many workshops through local business, resident, and student volunteers. Since 2003, *Everyone's Harvest* has hosted over 100+ workshops. These activities have given local restaurants, community groups, governmental entities, and City Council member's free promotion and a platform to interact with local residents.
- ❖ We are committed to the community by offering free booth space to nonprofit, community groups, and school clubs for public outreach and fundraising. Since 2003, over 75+ organizations have taken advantage of this opportunity.
- ❖ We continue the effort and ability to provide access to quality produce to: low-income families on Temporary Aid to Needy Families (TANF) and Women, Infants and Children (WIC) programs by creating and maintaining a system of outreach and redemption of Electrical Benefit Transfer (EBT) cards and WIC coupons.
- ❖ Our organization has a close relationship with CSUMB. Departments including the;
  - Service Learning Institute where *Everyone's Harvest* is a Community Partner guiding an average of 15+ students serving (volunteering, learning and reflecting) at least 30 hours per semester. The time students spend with *Everyone's Harvest* is a requirement to finish their Service Learning course focusing on social justice. This relationship is a win-win for the university and *Everyone's Harvest*. Students receive a first-hand experience working with and many times understanding the importance of small-scale farmers and local economics. *Everyone's Harvest* receives an average of 600+ student volunteer hours a semester and makes a direct connection with the university population. Many times, during and after the student's service the student is a customer and a personally recruiter for the market encouraging their friends and family to attend the event.
  - AmeriCorps VIP Program through CSUMB where *Everyone's Harvest* is an AmeriCorps VIP partner where a paid intern works to recruit volunteers and establish a volunteer info structure for *Everyone's Harvest*. Currently, we have one dedicated AmeriCorps VIP intern.
  - The Watershed Institute home of the Monterey County Farm to School Partnership transfer to the California Alliance for Family Farmers where *Everyone's Harvest* has collaborated with to promote fresh fruits and vegetables and very often receives support.

## **Everyone's Harvest Team**

### *Everyone's Harvest* Board of Directors:

- ❖ **Kathryn Spencer, President** is the Farm-to-School Central Coast Program Coordinator for the Community Alliance with Family Farmers (CAFF). This program brings fresh, locally-grown, and unprocessed fruits and vegetables into school cafeterias across California. In the past, Ms. Spencer led the Monterey County Farm-to-School Partnership. This partnership spearheaded the California State University Monterey Bay (CSUMB) Farm to College program with campus Dining Services (run by Sodexo USA) in 2004. Since then, the collaboration between the Farm to School Partnership, students, CSUMB dining services, the Environmental Senator, staff and faculty has been so successful that they are looked at as a model for sustainable food service operations. [www.caff.org](http://www.caff.org)

- ❖ **Dan Shapiro, Vice President** is an Associate Professor in the Department of Science and Environmental Policy at California State University, Monterey Bay. He teaches undergraduate courses on ethics and environmental policy, social and ecological justice, and community service-learning. He is particularly interested in the relationships between social and environmental issues and how understanding these relationships can generate and motivate community-based educational, economic, and policy approaches to empowering economically and politically marginalized communities, promoting social equity, and creating and maintaining healthy environments needed for the flourishing of all human and non-human communities.
- ❖ **Bruce Delgado, Treasurer** is the Mayor of Marina, former Marina City Council Member (00-04), and Fort Ord Bureau of Land Management (BLM) botanist. Bruce's passion is to contribute to the environmental, economic, and social health of the planet and to encourage others to find connections. He serves on the board of directors for the California Native Plant Society, Monterey Bay Youth Camp and the Chuck Haugen Conservation Fund. [www.chuckhaugenconservationfund.org](http://www.chuckhaugenconservationfund.org).
- ❖ **Vicki Pearse, Secretary** is a marine biologist, author and editor of books and other publications in biology; wife, mother, grandmother; nature lover. Favorite activity: walking in forests. She is a long-time supporter of the farmers' market in Pacific Grove, where she lives, and a fan of farmers' markets everywhere: they feed her love of cooking and eating. Choosing local food sources is one piece of treading gently on our planet. A founding member of Sustainable PG, she aims for a full, fun, durable life-style. [www.sustainablepg.org](http://www.sustainablepg.org)

*Everyone's Harvest Staff:*

- ❖ **Iris Peppard, Executive Director** and the co-founder of Everyone's Harvest. In 2002, Iris along with four other women started Everyone's Harvest because they saw a need in Marina for reasonably priced fresh organic produce and a weekly community gathering place. Everyone's Harvest was fueled by Ms. Peppard's CSUMB senior capstone project through her degree in Integrated Studies with an emphasis on Community Organizing. Now, as Executive Director for Everyone's Harvest Iris oversees the organization's activities including Certified Farmers' Markets, Edible Education for Healthy Youth, and other special projects. She works closely with public outreach, marketing, and finances and provides overall support to staff. In addition, Iris is the Salinas-Marina Community Food Project Manager for the Service Learning Institute of CSUMB establishing community gardens in Salinas and Marina. One garden is the Chinatown Community Garden, which provides a free public green space to the City of Salinas where local community members can grow fresh produce. The Garden is part of the renewal efforts of Chinatown.
- ❖ **Dia Beltran, Office Administrator** ensures that all of Everyone's Harvest's office activities run smoothly. She takes care of everything from answering the phone to paying the bills. Dia in the past was the Youth Coordinator for County Caminos Program, focusing on helping at-risk youth in east Salinas. Through this position, she inspired 250+ people to volunteer in Salinas and built networks within Monterey County.
- ❖ **Hugo Perez, Market Manager** is responsible for the operations of Everyone's Harvest Certified Farmers' Markets. He is always on-site making sure everything at the markets runs smoothly from addressing vendor and customer questions to managing the markets' booths. He is fluent in Spanish and English and started at Everyone's Harvest as a dedicated volunteer. In addition, Hugo is the Principal founder of CHP Custom Design specializing in residential design for more than six years. He is a student member of the American Society of Interior Designers. He enjoys creating from concept to creation custom houses, major additions, and remodels. Mr. Perez has designed custom housing

for private owners in Monterey County and worked on projects for the City of Salinas as an Independent Contractor Designer. Now Hugo, along with being the Market Manager for Everyone's Harvest, is focusing on interior design at Monterey Peninsula College and looks forward to finishing his degree in structural engineering at San Jose State University.

- ❖ **Emily McDearmon, Edible Education Manager and CSUMB Farm Stand Manager.** Emily joined Everyone's Harvest in 2011 as an AmeriCorps VIP, developing and implementing a new volunteer program to improve the markets, Edible Education, and increase services Everyone's Harvest provides to the local community. She now coordinates Everyone's Harvest's Edible Education for Healthy Youth program, teaching community members, youth and their families about the healthful bounty that can be found at our farmers' markets. Beginning this fall, she will also be managing Everyone's Harvest's farm stand at CSUMB. Emily is a California native and a Registered Dietitian. She received her Bachelor's Degree in Clinical Nutrition from the University of California, Davis and completed her Dietetic Internship with the University of Connecticut School of Allied Health. Emily fell in love with Farmers' Markets while living in Davis, where the bi-weekly Farmers' Market is a central community event. Ever since, she has been an avid supporter of local, seasonal and organic produce.
- ❖ **Chris Loecher, Natividad Market Outreach Coordinator** grew up in the Midwest, Chris became interested in sustainable farming at an early age spending hours in his Grandpa's garden and learning canning techniques from his Grandma. In 1998, after studying at the University of Minnesota, Chris moved to California and began working with organic produce at a Co-op. After becoming a manager and helping with the Co-op sponsored Farmers' Market, he was instrumental in the member owned Co-op purchasing a new building and increasing memberships in the community. While working at the Co-op, Chris also interned at an organic farm and helped coordinate outreach programs in the local schools. He furthered his experience in helping to make healthy, local produce accessible to people by working for a CSA that made home deliveries.

## Market Plan for *Carmel-by-the-Sea Certified Farmers' Market*

For the Carmel-by-the-Sea Market to achieve a competitive edge. *Everyone's Harvest* would intensively focus on advertising consisting of:

- ❖ Surveys in the local community
- ❖ Media Alerts
- ❖ Posters and postcards
- ❖ Signs
- ❖ Email announcements

### Sales Projections

Revenue will be mainly from vendor fees. The proposed fee structure is listed below:

#### 1 MARKET PAID WEEKLY:

- ❑ 5x5-foot space = \$30.00
- ❑ 10x10-foot space = \$45.00
- ❑ 20x10-foot space = \$65.00
- ❑ 30x10-foot space = \$80.00

#### 4 MARKETS PAID MONTHLY:

- ❑ 5x5-foot space = \$110.00
- ❑ 10x10-foot space = \$170.00
- ❑ 20x10-foot space = \$250.00
- ❑ 30x10-foot space = \$310.00

The goal will be to start the market with 15 paid vendors each renting a 10x20 space and 5 non-paid vendors (nonprofits, community groups or school clubs). This attendance would gross the market \$2,550 a month. All vendors would also pay an annual membership fee of \$100 grossing the market an additional \$1,500 a year.

## Operations

### **Executive Director provides for the Certified Farmers' Market:**

- ❖ Coordinate market logistics with the City of Carmel
- ❖ Mentor and supervise all other staff
- ❖ Manage market's income and expenses

### **Market Manager provides for Certified Farmers' Market:**

- ❖ Coordinate all Market set-up and take-down activities
- ❖ Enforcement of all *Everyone's Harvest* Rules and Regulations and governmental rules and regulations (including but not limited to; California State Agricultural Commissioner and Monterey County Health Department rules and regulations)
- ❖ Facilitate all current vendors' documents (collect and file): Participants' Applications, Rule-Sign-off, Holdharmlesses, and current permits
- ❖ Distribute and collect vendors' Certified Producer Load Lists
- ❖ Collect all fees and receipts from Market vendors
- ❖ Purchase all Market supplies
- ❖ Determine all vendors' role and if any, limitations to the Market to ensure produce variety and Market success
- ❖ Organize vendors' space at the Market
- ❖ Keep in communication with Market vendors and participants

### **Outreach Coordinator provides for the Certified Farmers' Market:**

- ❖ Conduct surveys and interviews with residents and local businesses
- ❖ Conduct outreach and advertising for the Market including coordinating advertisements, distributing market posters and postcards and networking within Monterey County Health
- ❖ Assist the Edible Education Manager with cooking workshops/demos

### **Edible Education Coordinator provides for the Certified Farmers' Market:**

- ❖ Organize and promote cooking workshops/demos conducted by a professional chef.

## **Management Leader Background: Iris Diana Peppard**

Iris Diana Peppard received her Bachelor's of Arts in Integrated Studies with a focus on Community Organizing from CSUMB in 2003. She is the Founder and Executive Director of *Everyone's Harvest*. In 2007, Ms. Peppard was honor as one of Monterey County's Women of the Year from the Monterey County Commission on the Status. Ms. Peppard has the following experience:

- ❖ Establishing and running *Everyone's Harvest* (10 years)
- ❖ Writing grant proposals, creating budgets, and organizing fundraisers (16 years)
- ❖ Composing news releases and story pitches for varies organizations (15 years)
- ❖ Fostering relationships between organizations, faculty and students at CSUMB (12 years)
- ❖ Assisting in coordinating Health Show Expos: drawing 1000-2000 people to a two-day event (1 year)
- ❖ Growing organic produce at James Creek Organic Farm (2 years)
- ❖ Selling organic produce to gourmet restaurants for local organic farmers (2 years)

- ❖ Reconciling farm reports for Serendipity Farms (1 year)
- ❖ Assisting in teaching Multicultural Education through the Service Learning Institute (3 years)

Over 10 years, *Everyone's Harvest* has received support from Nancy Buck Ransom Foundation, Project 17, Community Foundation of Monterey County, Monterey County GIVES, California Nutrition Network, United Way, the Service Learning Institute of California State University Monterey Bay, Heald, United States Department of Agricultural Farmers Market Promotion Program, Agricultural Land Base Association, Roots of Change, and individual donors.

## Timeline

### First Steps:

- ❖ The City of Carmel, Steering Committee, and *Everyone's Harvest* meet, discuss, and agree upon market logistics
- ❖ Document market logistics agreed upon through a City use permit process
- ❖ Determine market grand opening date
- ❖ Determine staffs' new roles and responsibilities
- ❖ Organize fundraiser to buy market supplies

### Three Months before the market grand opening:

- ❖ Circulate, collect, and evaluate surveys
- ❖ Build support for the market
- ❖ Recruit vendors; farmers, local restaurants, and food artisans
- ❖ Collaborate nonprofits, community groups and school clubs to support and be a part of the market
- ❖ Present market opening information to the local community

### Two Months before the market grand opening:

- ❖ Organize live music, entertainment and workshops/demos for the market
- ❖ Host fundraiser
- ❖ Buy market supplies
- ❖ Coordinate farmers pre-sales of organic produce to restaurants

### One Month before the market grand opening:

- ❖ Obtain insurance to cover market
- ❖ Pay fees and obtain permits to run the market
- ❖ Launch advertising for the market's grand opening
- ❖ Gain publicity through local media

### Grand Opening and future:

- ❖ Have a market grand opening
- ❖ Evaluate market logistics
- ❖ Make market adjustments
- ❖ Maintain the ongoing market event

# Legal Issues pertaining to the *Carmel-by-the-Sea Certified Farmers' Market*

The legal issues surrounding the Carmel-by-the-Sea Market are:

Federal:

- ❖ **Federal:** *Everyone's Harvest* is a 501 (c) 3 nonprofit charitable organization. Our tax identification number is 48-1290990
- ❖ **State:** In November of 2002 *Everyone's Harvest* was recognized by the California Secretary of State as a California corporation and *Everyone's Harvest* holds a California Seller's Permit to sell market bags.
- ❖ **County:** All *Everyone's Harvest* farmers' markets are certified by the United States Department of Agricultural under the County Agriculture Commissioner and all farmers in the certified area of the market are certified producers under the county where their farm land resides. *Everyone's Harvest* markets hold a Monterey County Health Permit to run the market and a Temporary Food Facility Permit to run the cooking workshops/demos. All prepared food vendors and artisans must obtain their own Health Permit from the County of Monterey.
- ❖ **City:** *Everyone's Harvest* would encourage the City of Carmel to go through the use permit process with the market organizer to ensure for both parties that the vision and market logistics are agreed upon, understood, and confirmed. *Everyone's Harvest* would also encourage the City to arrange an umbrella business license system for the market. This allows the City to generate tax revenue along with giving the City and organizer a legal pathway to remove vendors from the market if necessary.

## Insurance

All vendors are required to have their own insurance coverage and/or sign a Hold Harmless Agreement stating they will not sue the City of Carmel or *Everyone's Harvest*. We have general liability insurance in the amount of one million dollars with an aggregate in the amount of two million dollars for *Everyone's Harvest Certified Farmers' Markets*.

## Finances for *Carmel-by-the-Sea Certified Farmers' Market*

See Attachment: Carmel-by-the-Sea Certified Farmers' Market (CCFM) Annual Budget: 2013

**Carmel-by-the-Sea Certified Farmers' Market (CCFM) Annual Budget: 2013**

Budget includes a fundraiser, one-time start-up costs, and the first year of market operation = 14 wks (Feb. 1st to May 22nd) planning, preparation, and hosting fundraiser, 31 wks (May 23rd to Dec. 19th) market operation in conjunction with inter-active cooking workshops, and 2 wks (Dec. 20th to Jan. 1st) wrapping up market details and planning for 2014.

<b>Income</b>	<b>Vendor Fees and Dues and Everyone's Harvest Contributions</b>	<b>Fundraiser</b>	<b>Total</b>
Everyone's Harvest contribution from general funds	\$3,556		\$3,556
Estimated Vendor Fees: 15 vendors (10 farmers + 5 prepared or artisans food) x \$250 per vendor for a 10x20 booth space per month x 8 months	\$30,000		\$30,000
Estimated Annual Approved Vendor Dues: 15 vendors (10 farmers + 5 prepared food) x \$100 per vendor	\$1,500		\$1,500
Fundraiser		\$19,415	\$19,415
<b>Total Income</b>	<b>\$35,056</b>	<b>\$19,415</b>	<b>\$54,471</b>
<b>Expenses</b>	<b>Vendor Fees and Dues and Everyone's Harvest Contributions</b>	<b>Fundraiser</b>	<b>Total</b>
<b>Personal</b>			
Executive Director: \$20/hr x 5hrs a wk x 47 wks = \$4,700 + payroll taxes (\$4,700 x 30%) = \$1,410 + worker's compensation (\$4,700 x \$1.39/100) = \$65	\$6,175		\$6,175
Market Manager: \$18/hr x 12hrs a wk x 40 wks = \$8,640 + payroll taxes (\$8,640 x 30%) = \$2,592 + worker's compensation (\$8,640 x \$12.63/100) = \$1,068	\$12,300		\$12,300
Outreach Coordinator: \$15/hr x 10hrs a wk x 45 wks = \$6,750 + payroll taxes (\$6,750 x 30%) = \$2,025 + worker's compensation (\$6,750 x \$12.63/100) = \$853	\$9,628		\$9,628
Edible Ed Manager to coordinate cooking workshops: \$12/hr x 10hrs a wk x 35 wks = \$4,200 + payroll taxes (\$4,200 x 30%) = \$1,260 + worker's compensation (\$4,200 x \$12.63/100) = \$530		\$5,990	\$5,990
<b>Operations</b>			
General liability insurance	\$150		\$150
Monterey County health permit	\$560		\$560
Agricultural Commissioner Certified Farmers' Market fees	\$715		\$715
City of Carmel Umbrella Business License	\$150		\$150
Travel (one trip per wk x 12.7 miles round trip x 31 wks x .55%)	\$217		\$217
<b>Advertising and Promotions</b>			
Design art work for promotions	\$150		\$150
Pole banners \$300 per banner x 4		\$1,200	\$1,200
Postcards 0.25 each x 3,000		\$750	\$750
Posters \$1.35 each x 250	\$338		\$338
Produce purchased for free weekly drawing - winner received a market bag full of produce (\$25 worth of produce x 31 markets) *Produce donated by farmers	In-kind		\$0
<b>Market Supplies - All approved by the Steering Committee</b>			
Shade structures		\$9,000	\$9,000
Market signs (2 signs x 15 vendors x \$50 per sign)		\$1,500	\$1,500
Receptacles: trash, recycling, and compost (\$130 per container x 3 containers)		\$390	\$390
Burlap table cloths (5ft for \$6.50 x 6 per vendor x 15 vendors)		\$585	\$585
Produce wicker baskets *provided by vendors	In-kind		\$0
<b>Administrative Expenses</b>			
Everyone's Harvest Admin 10% including office supplies, printing and postage, and telecommunications	\$4,673		\$4,673
<b>Total Expenses</b>	<b>\$35,056</b>	<b>\$19,415</b>	<b>\$54,471</b>
<b>Net Income</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>