

MAR 01 2013

RECEIVED



**MARIN COMMUNITY FARM STANDS & CSA**  
PO BOX 134 - SAN GERONIMO, CALIFORNIA 94963  
(415) 497-9496

2/28/2013

Garrett Toy  
Town Manager  
Town of Fairfax  
142 Bolinas Road  
Fairfax, CA 94930

Dear Garrett,

Marin Community Farm Stands & CSA is submitting our proposal for an all organic Farm Stand and CSA for Fairfax. Our proposal calls for Marin Community Farm Stands & CSA to become the new manager overseeing the operation and marketing of the Wednesday market. This proposal is a bold statement on our part to realize the true spirit of all that is highly valued in our town.

MCFS is an aggregator and creates Food Hubs throughout Marin County at its farm stands. What this means is that we represent over 31 local and regional organic producers and bring only certified organic produce to market under one farm stand. The advantages are many, but the most important ones are high quality certified organic produce from Marin growers, a small footprint in set-up and teardown, and we service communities that do not support Farmer's Markets. Fairfax can make this transition with great pride and at the same time bring only the finest local organic produce to town.

We hope you and the Fairfax community will embrace our ideas and award MCFS the contract to operate the Fairfax Organic Farm Stand & CSA at the weekly community market.

I'm looking forward to hearing from you.

Sincerely,

James J. Baum  
President MCFS  
[james@communityfarmstands.com](mailto:james@communityfarmstands.com)

AGENDA ITEM # 20

Proposal

Fairfax Organic Farm Stand & CSA



Marin Community Farm Stands & CSA

February 28, 2013

Presented to:

Garrett Toy  
Town Manager  
Town of Fairfax  
142 Bolinas Road, Fairfax, CA 94930  
Email - [gtoy@townoffairfax.org](mailto:gtoy@townoffairfax.org)  
(415) 458-2345

Presented by:

James Baum  
Marin Community Farm Stands & CSA  
PO Box 134  
San Geronimo CA 94963  
Email - [james@communityfarmstands.com](mailto:james@communityfarmstands.com)  
(415) 497-9496

February 28, 2013

## **Table Of Contents**

<b>Executive Summary .....</b>	<b>5</b>
<b>Proposal for Organic Farm Stand.....</b>	<b>7</b>
<b>Proposal for CSA .....</b>	<b>7</b>
<b>Existing business relationships with 31 local organic producers .....</b>	<b>8</b>
<b>Local Businesses, Artisans, and Musicians .....</b>	<b>9</b>
<b>Festive Community Event and Social Gathering Place on Wednesdays.....</b>	<b>9</b>
<b>Hours of Operation .....</b>	<b>9</b>
<b>Character of Fairfax and Fairbuck .....</b>	<b>10</b>
<b>Mix of Vendors and Farmers using Aggregation .....</b>	<b>11</b>
<b>Appeal to Adults and Children .....</b>	<b>12</b>
<b>Identification of Proposed Legal Structure.....</b>	<b>13</b>
<b>Existing MCFS Markets 2012 Schedule.....</b>	<b>13</b>
<b>Contracting experience with Marin County Municipalities .....</b>	<b>14</b>
<b>References .....</b>	<b>15</b>
<b>MCFS Management and Key Employees and Contractors.....</b>	<b>16</b>
<b>Integration of Previous Vendors .....</b>	<b>17</b>
<b>Process for Local Vendors to Participate .....</b>	<b>17</b>
<b>Marketing Strategy .....</b>	<b>17</b>
<b>Locations at Bolinas Park .....</b>	<b>18</b>
<b>Provide a Comprehensive Waste Management System.....</b>	<b>19</b>
<b>Assistance Required from Town of Fairfax.....</b>	<b>20</b>
<b>Local Environment and Culture.....</b>	<b>21</b>
<b>Appendix .....</b>	<b>22</b>
<b>Links to MCFS website .....</b>	<b>22</b>
<b>Profit and Loss Projections .....</b>	<b>23</b>
<b>MCFS in Marin County.....</b>	<b>24</b>

## Executive Summary

Marin Community Farm Stands & CSA (MCFS), originally established in 2003, has for the past 10 years brought the bounty of local organic produce and products to various towns, community centers, and private organizations throughout Marin County. We currently operate seasonal markets in the towns of Ross, San Anselmo, San Geronimo and Woodacre. Marin Community Farm Stands & CSA represents the cooperative efforts of over 25 Marin Organic farmers, producers and artisans from the communities of Bolinas, Point Reyes, Inverness, Nicasio, Tomales, Lagunitas and San Anselmo. The variety of their produce and products is an excellent reflection of our local micro climates and speaks of the local expertise of our family run farms.

Marin Community Farm Stands & CSA also brings the message of sustainability into the communities that it serves. We strive to offer the Marin County harvest but when certain staple products are not available in Marin, we go to the next closest farm within our bioregion, thereby weaving the growing communal web that unites local farmers and local tables.

The proposed Fairfax Organic Farm Stand and CSA will bring the aggregation model for marketing sustainable farm fresh local organic produce and products to Fairfax's Bolinas Park Certified Market. We will continue to maintain the highest standards of quality and local food production. This model allows for an extremely diverse farm stand to come to market without the impact and carbon footprint of many farmers trucking produce onto the site. The Fairfax Organic Farm Stand will aggregate produce and products from local organic farms while maintaining market pricing consistent with the agricultural industry. A seasonal marketplace under one Farm Stand will represent all the local Marin organic farms. "Many under one." MCFS will have a low impact on daily life on Bolinas Avenue because there will not be multiple farmers that require setting up, breaking down, parking and offloading of transport vehicles and trucks. MCFS is licensed through the California Department of Food and Agriculture and is regulated by Marin County Weights and Measures, the Agricultural Commissioner and Environmental Health Services.

Our Farm Stands consists of four to eight 10' x 10' canopies and up to 20 tables to offer a one stop shop for our customers. Delivery of produce, which would occur in the late morning, is always swift and only involves 1 to 2 five minute stops as we manage to carpool the produce from different farms. MCFS only needs one parking spot for our refrigerated truck.

Marin Community Farm Stands & CSA brings to Fairfax:

**1. Vision**

MCFS will transform the previous Farmers Market into the Fairfax Organic Farm Stand & CSA and aggregation food hub. Fairfax will transform into an exclusive organic local market for fresh produce.

**2. Goodwill**

MCFS has an excellent reputation in the community.

**3. Logo & Branding**

The MCFS logo is readily recognizable, unique and consistent with the vision of pure wholesome food availability. Our logo brands the concept of seasonal, local, organic.

**4. Email Marketing**

MCFS has developed a method of generating an accurate list of people who by choice want to follow the Farm Stands throughout Marin County. This method uses internet technology. People enter their own email address and information directly into an MCFS database. This process already exists at our current Organic Farm Stands and we have in place 1251 subscribers.

**5. Food Industry Expertise**

**6. All insurance and permits required under law**

**7. A CSA program to match the theme of seasonal, local, organic**

Additional information on MCFS and the aggregation business model can be found at our website at [www.communityfarmstands.com](http://www.communityfarmstands.com).

## **Proposal for Organic Farm Stand**

MCFS proposes to establish a Fairfax Organic Farm Stand at Bolinas Park. This will be no ordinary farm stand. It will feature the finest local organic produce and products, baked goods and local artisan foods. People respond positively to local. This will become another organic farm stand in MCFS group and be named Fairfax Organic Farm Stand & CSA.

The Fairfax Organic Farm Stand will offer the Fairfax community an opportunity to purchase locally grown organic produce and artisan products from producers that MCFS has business relationships with. MCFS has a 10 year business history in Marin County and over 30 business references. MCFS is an aggregator of produce from these local organic producers. This model of food distribution meets the first objective the Town Council has put forward to provide farmers, artisans and food producers an opportunity to sell their products locally.

Previous vendors and artisan producers will be required to reapply for space in the new Wednesday Night Fairfax Organic Farm Stand. Conventional farmers will not be considered. Organic producers, if accepted will have to aggregate through MCFS.

## **Proposal for CSA**

MCFS also proposes a Fairfax CSA (Community Supported Agriculture) as an alternative, locally based model of agriculture and food distribution. CSA members or subscribers pay at the onset of the growing season for a share of the anticipated harvest; once harvesting begins, they receive weekly shares of vegetables and fruit, in a vegetable box, and also sometimes herbs, cut flowers, honey, eggs, dairy products and meat as well. Shares in the CSA will be marketed to the existing MCFS email list together with new inquiries from the Bolinas Park Certified Market. MCFS currently has 1,251 email addresses from Marin County residents. These people have all shopped at one of our farm stands and agreed to receive timely email information from MCFS. Presently, the information consists of available produce and it's source. We intend to publish additional information about nutrition and recipes for all produce sold at Bolinas Park Certified Market

The CSA process calls for assembly of the shares at either an MCFS facility or Bolinas Park. Customers will pick up their paid in advance share box at Bolinas Park each Wednesday. Additional produce will be available at the Fairfax Organic Farm Stand.

## Existing business relationships with 31 local organic producers

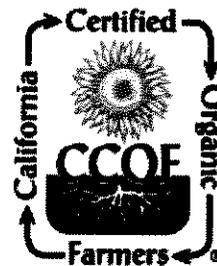
Producers and Artisan business references for MCFS.

### Local Producers & Artisans



1. Star Route Farms
2. Paradise Valley Produce
3. Gospel Flat Farm
4. Chileno Valley Ranch
5. Cow Girl Creamery
6. Nicasio Valley Cheese Co
7. Mt Barnabe Farm
8. Cow Track Ranch
9. Sartori Farms
10. Fairfax Fresh
11. La Tercera
12. Giacomini Dairy
13. Little Organic Farms
14. Worsley Farms
15. Marin Roots Farm
16. McEvoy Ranch
17. Brickmaiden Breads
18. Hog Island Oyster Co.
19. Red Hill Farms
20. County Line Harvest
21. Redwood Hill Farm
22. Lunny Family Farms
23. Drakes Bay Oyster Co
24. Big Mesa Farm
25. Cypress Grove
26. Bonnie Bee And Company

### Regional Producers



1. Full Belly Farm
2. Twin Girls Farms
3. Swanton Berry Farm
4. Hidden Star Orchards
5. Nor Cal Growers

## **Local Businesses, Artisans, and Musicians**

MCFS will welcome any local businesses, artisans and musicians into the new Bolinas Park Certified Market by having them register with MCFS and determine if the business meets acceptable community standards. A guideline will be developed which will allow for this review process. We envision making available free booth space for new approved local artisans in order for them to determine economic opportunities. This process will allow such businesses to return as a paid vendor.

## **Festive Community Event and Social Gathering Place on Wednesdays**

MCFS will promote opportunities for local musicians to plug into a Bolinas Park live sound system for offering live music, readings, story telling and other suitable performances for Bolinas Park in the evening.

## **Hours of Operation**

12:00 Noon – 8:00PM

MCFS requires hours of operation longer than 4 hours at any given farm stand. All MCFS Organic Farm Stands operate for 8 hours for a viable farm stand. Since this is an aggregation model the produce is purchased and because the margins are small all produce must be sold for a farm stand to be sustainable. It is for this reason that providing a longer market day will allow enough commerce to fulfill this requirement. Secondly MCFS recognizes the need for easier access to the farm stand for seniors and disabled community members. By allowing the Farm Stand to open at noon we ensure a viable farm stand as well as appealing to all aspects of the community's needs. For the first two and a half hours Fairfax will have a local organic farm stand with ample parking still available for food shoppers. This also allows for the necessary time to pack the CSA orders before the market officially opens at 4:00PM. At around 2:30 other vendors begin to arrive and the Community Market place evolves into our complete event opening at 4:00PM.

## Character of Fairfax and Fairbuck

MCFS is deeply involved in issues concerning sustainable, environmental and green practices. The trend and demand for local goods in the heart of our magnificent Marin County has become noteworthy and far-reaching in nearly every sphere of life. This trend develops the local economy positively, fosters responsible stewardship of our beautiful land, and instills a sense of communion with the seasons and the farmers in our communities.

MCFS complies with Ordinance No. 722 regarding use of plastic bags.

Be it ordained by the Town of Fairfax:

Section 1. Chapter 8.18 is added to the Fairfax Town Code as follows:

**"CHAPTER 8.18 REQUIRING THE USE OF COMPOSTABLE PLASTIC, RECYCLABLE PAPER AND/OR REUSABLE CHECKOUT BAGS BY ALL SHOPS, STORES, EATING PLACES AND RETAIL FOOD VENDORS LOCATED IN THE TOWN OF FAIRFAX, AND PROVIDING PENALTIES FOR VIOLATIONS**

[http://www.stopwaste.org/docs/fairfax\\_plastic\\_bag\\_ordinance.pdf](http://www.stopwaste.org/docs/fairfax_plastic_bag_ordinance.pdf)

MCFS has recently supported Drakes Bay Oyster Company in its legal dispute with Dept of Interior. We sent email to over 1200 people urging their support for the Lunny Family, wrote a blog on this issue and also submitted comments on environmental impact before the ruling. The MCFS web site provides information in blog form as well as RSS information feeds on topics concerning organic food distribution, industry news and well known health food personalities.

<http://www.communityfarmstands.com/blog.html>

<http://www.communityfarmstands.com/3/post/2012/11/november-12th-2012.html>

<http://www.communityfarmstands.com/more.html>

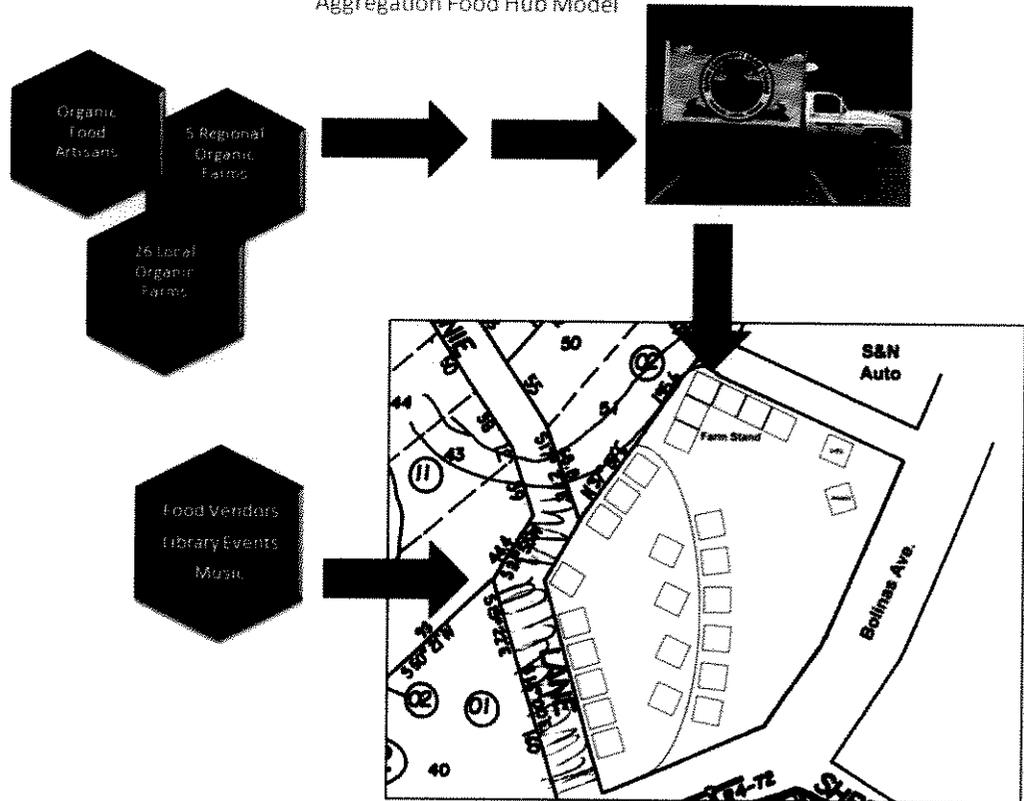
The Fairbuck is another way to integrate with the character of Fairfax. MCFS recognizes the importance of using the Fairbuck as a community currency and will accept the Fairbuck at the Fairfax Organic Farm Stand & CSA.

## Mix of Vendors and Farmers using Aggregation

MCFS will through the aggregation process combine organic produce from local and regional farms and present them under one farm stand. Produce that is not certified organic will not be offered at MCFS farm stands. Food vendors and artisans will be allowed access to the Bolinas Park Certified Market.

### Fairfax Organic Farm Stand & CSA

Aggregation Food Hub Model



## Appeal to Adults and Children

MCFS will invite the Fairfax Library to consider bringing its children's programs and certain adult programs to Bolinas Park.

### **Fairfax Library**

2097 Sir Francis Drake Blvd

Fairfax CA 94930

**Phone:** 415-453-8151

**Reference:** 415-457-5629

**Information Recording:** 415-453-8092

**Branch Manager:** Margaret Miles

Examples of Fairfax Library programs

- Restoring Partnership With Nature: The Philosophy & Principles of Indigenous Gardening in the Wild
- Mother Goose on the Loose!
- Afternoon storytime
- Saturday Morning Storytime
- The All Dr. Seuss Show
- From Earth to Mars: Towards the First Human Mission to the Red Plane
- Fairfax Book Club

MCFS will create events

- Puppet shows to return (previous vendor)
- Farmer discussion about farming practices
- Cooking demonstrations with local chefs using ingredients from the farm stand

## Identification of Proposed Legal Structure

MCFS is a sole proprietor and run by one individual where there isn't legal distinction between the owner and the business.

James J. Baum is the owner using the registered trade name "Marin Community Farm Stands & CSA" other than his legal name. Should the need for creating another business structure develop, James J. Baum will consider transforming MCFS into the required business entity to adhere to any Town Of Fairfax requirements provided a long term contract is awarded.

## Existing MCFS Markets 2012 Schedule

Fridays

11:00 AM - 7:30 PM

### **San Anselmo Organic Farm Stand**

San Anselmo Town Hall

525 San Anselmo Avenue

San Anselmo, CA 94960

Saturdays

9:00 AM - 5:00 PM

### **Woodacre Organic Farm Stand**

175 San Geronimo Valley Drive

Woodacre, CA 94973

Tuesdays

12:00 PM - 7:30 PM

### **Ross Organic Farm Stand**

Marin Art & Garden Center

30 Sir Francis Drake Blvd.

Ross CA 94957

Wednesdays

1:00 PM - 7:30 PM

### **San Geronimo Organic Farm Stand**

SGV Community Center

6350 Sir Francis Drake Blvd.

San Geronimo CA 94963

## **Contracting experience with Marin County Municipalities**

In recent years MCFS has held discussions with elected officials in the towns of Mill Valley, Tiburon, Novato and San Anselmo. In some towns we have been contacted by their Chamber of Commerce (Tiburon). In San Anselmo, we have direct contact with town officials, managers, and council members. MCFS has presented before the town councils in Ross and San Anselmo with favorable outcomes. We have successfully negotiated exemptions from a sign ordinance that prohibited A-frame signs in the right of way to be displayed to promote the Ross Organic Farm Stand at the Marin Art And Garden Center. MCFS Farm Stands are viewed as community cultural events and received permission to display such signs.

In 2006, MCFS presented before the San Anselmo town council. We were sponsored by The San Anselmo Quality of Life Commission to create the San Anselmo Organic Farm Stand every Friday on the town lawn. We presented again in 2007 and received a 1 year contract. In 2008 MCFS negotiated a three year contract and another three year contract was awarded in 2011.

## **References**

**Warren Weber**

**Star Route Farms**

95 Olema Bolinas Road, CA 94924-9710

Tel: 415-868-1658

Fax: 415-868-9530

[warrenweber@earthlink.net](mailto:warrenweber@earthlink.net)

**Stacy K. Carlsen**

**Agricultural Commissioner**

**Agriculture, Weights & Measures**

1682 Novato Blvd. Suite 150-A

Novato, CA 94947

Phone: (415) 473-6700

[scarlsen@marincounty.org](mailto:scarlsen@marincounty.org)

**Liz Daniels**

**Cow Track Ranch**

5730 Nicasio Valley Road

Nicasio, CA. 94946

Tel: (415) 662-2321

Fax: (415) 662-6945

[lizzy42@aol.com](mailto:lizzy42@aol.com)

[www.cowtrack.net](http://www.cowtrack.net)

**Joanne Kessel**

**Town of San Anselmo**

Administrative Services

(415) 258-4626 ph

(415) 459-2477 fx

[jkessel@ci.san-anselmo.ca.us](mailto:jkessel@ci.san-anselmo.ca.us)

## **MCFS Management and Key Employees and Contractors**

### ***James J. Baum - President MCFS***

James currently operates Marin Community Farm Stands & CSA; a Marin County based organic farm stand and CSA that sells the finest produce & products that are seasonal, organic & locally grown. James has been in the food industry for 10 years and brings extensive experience in food transportation, preparation, marketing, sales, production, aggregation, and redistribution through the various communities in Marin County. He has extensive experience working with the public. Recently, he has championed the preservation and continued sustainability of the local sea food industry at Drakes Bay. James specializes in using technology to bring a competitive advantage to his marketing. This approach would be invaluable in launching the Bolinas Park Certified Market. The branding of local organic produce and artisan products together with the Town of Fairfax weekly market will bring a new vitality to Fairfax.

More information about James Baum can be found at the MCFS website.  
<http://www.communityfarmstands.com/index.html>

### ***Joe Elliott - Operations Manager***

Joe has extensive farm stand experience in marketing and operating farm stands starting back in 2003. He worked on site for a period of two years and helped in all aspect of the marketplace. Joe went on to leading contracted crews and volunteers in performing habitat restoration and natural resource management for the Marin Conservation Corps North Bay. He advanced and was promoted to program coordinator in 2008 - 2011 overseeing 75 employees. Duties included managing safety programs according to CAL-OSHA occupational safety guidelines. Joe additionally implemented training modules to promote sustainable work practices. Currently Joe has a C27 contractor's license and does business as Elliott Land Management. Recent Projects for private homeowners throughout Marin County include building native gardens, fire field reduction, and storm water management.

More information about Joe Elliott can be found at the Conservation Corps North Bay website.

<http://www.conservationcorpsnorthbay.org/ccnb/getSotm.action?id=22>

## **Integration of Previous Vendors**

Previous vendors and artisan producers will be required to reapply for space in the new Wednesday Night Fairfax Organic Farm Stand. Conventional farmers will not be considered. Organic producers if accepted will have to aggregate through MCFS.

## **Process for Local Vendors to Participate**

MCFS will provide a detailed description of the process for how local vendors will be supported and given priority to participate in the Market.

## **Marketing Strategy**

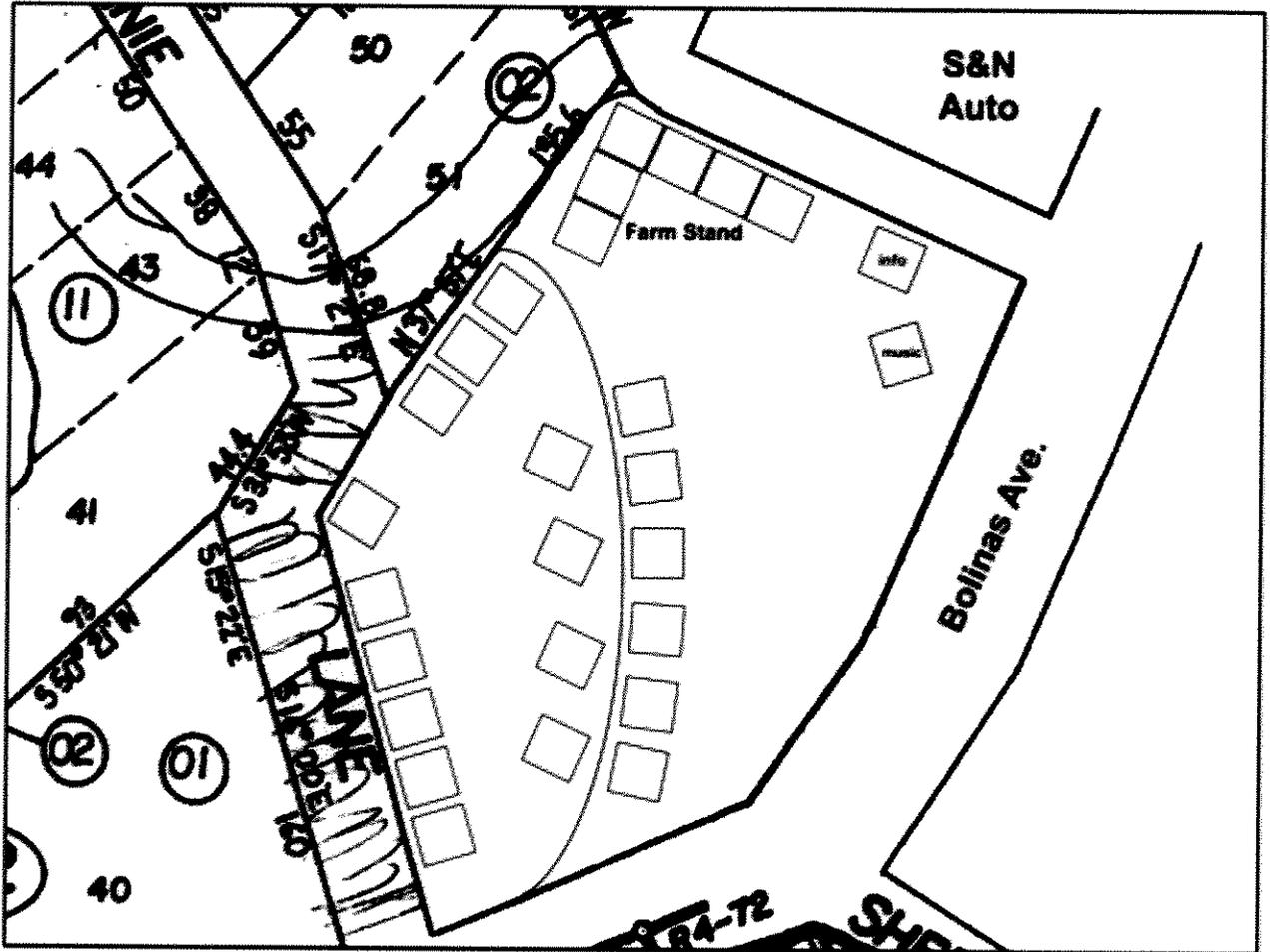
Sales and marketing is one of the most important functions of a local marketplace as it addresses the core challenge of a local organic food system—creating market access for growers while meeting market demand for consumers. MCFS has the sales and marketing experience to implement this vision. MCFS uses internet technology in marketing its own farm stands. This process includes a sign-up feature to receive news of the marketplace. MCFS publishes produce and product availability for its daily markets electronically through email and blog. This insures that only people who request such information will receive it. We do not buy or rent lists or conduct spam type email campaigns. MCFS has a comprehensive website that will be modified to include the Fairfax Organic Farm Stand & CSA.

Print media advertising will feature the Farm Stand together with the message of seasonal, local, and organic.

A-frame signs, road banners, internet and social networking are all required for a successful marketing strategy.

## Locations at Bolinas Park

The location of the Certified Market in Bolinas Park and the locations of the other proposed booths are provided in this illustration.



## **Provide a Comprehensive Waste Management System**

The Conservation Corps North Bay is a 501(c)(3) nonprofit organization located at 27 Larkspur Street San Rafael, CA 94901. They have since 1993 received environmental awards for conservation work. MCFS will provide through arrangement with CCNB clearly labeled receptacles that will indicate landfill, waste and recycle. They will be placed in strategic locations at Bolinas Park to provide a convenient method of collection and disposal. Clean recycle bins will be dropped off on market day and picked up the following day by CCNB volunteers. By inviting CCNB to participate in the green waste collection we create a sustainable market place and also support a local nonprofit which provides crucial job training for young adults in Marin County. This approach will be managed by Joe Elliott who has worked extensively with CCNB.



*A path to a better future.*

## **Assistance Required from Town of Fairfax**

In the event MCFS will not be able to meet our projections for vender dues and fees, we ask the Town of Fairfax to cover any shortfall. This will ensure stability and a successful return of the community market place on a weekly basis throughout the 2013 season. As described in our profit and loss projections, by averaging 20 booths per market we project a balanced budget. Having a market of this scale as before has proven not to be sustainable for the organization operating it. We should consider the risks of creating an event of this size.

In-kind services will also be required. Specifically, MCFS will require access to electric power for refrigeration of produce in our parked refrigerated truck and access to running water. The Town of San Anselmo agreed to install power for us behind Town Hall where our refrigerated truck is parked.

Waiver of fees for MCFS to operate at the proposed Bolinas Certified Market. MCFS intends to pay a vendor fee to operate the Fairfax Organic Farm Stand & CSA, but requests a waiver for the special use permit fee to operate the Certified Market.

We will require access to a dumpster for land fill waste and a staging area for recycling containers to be stored until pickup the day after market day.

## Local Environment and Culture

MCFS demonstrates its knowledge and understanding of the local environment and culture through various activities that the management team has participated in:

- Recognizes the importance of using the Fairbuck as a community currency and accepts the Fairbuck at all MCFS Organic Farm Stands & CSA
- Exhibited at Fairfax festival for past 10 years
- Represented local artists, selling original art works and reproductions
- Created a unique mural at 31 Bolinas Road at intersection of Mono with artist MOT  
<http://goo.gl/maps/qt7TI>
- Produced time lapse film of mural creation  
<http://www.youtube.com/watch?v=1ksGOKyWqEc>
- Posted bond with Town of Fairfax
- Exhibited local artists at many art shows at the San Geronimo Valley Community Center, San Rafael, Pt. Reyes
- Supported Drakes Bay Oyster Company with an email campaign protesting the federal government not renewing the DBOC lease at Drakes Estero  
<http://www.communityfarmstands.com/blog.html>
- Displayed biographical information about local farms MCFS represents at each farm stand
- Donated to local food banks that include St. Vincents DePaul, SGVCC Food Pantry and Fairfax Food Bank

## Appendix

### Links to MCFS website

<http://www.communityfarmstands.com>

<http://www.communityfarmstands.com/blog.html>

<http://www.communityfarmstands.com/san-anselmo.html>

<http://www.communityfarmstands.com/more.html>

## **Profit and Loss Projections**

The attached spreadsheet shows assumptions made by MCFS to manage the operation and marketing of a Wednesday Market in Bolinas Park.

In the event MCFS will not be able to meet our projections for vender dues and fees, we ask the Town of Fairfax to cover any shortfall. As described in our profit and loss projections, by averaging 20 booths per market we project a balanced budget. Having a market of this scale may not be sustainable for the organization operating it. The Town of Fairfax should consider additional ways to financially guarantee the MCFS budget projections.

Twelve-month profit and loss projection

Fairfax Organic Farm Station & CSA - 2013

	Jan-00	Feb-00	Mar-00	Apr-00	May-00	Jun-00	Jul-00	Aug-00	Sep-00	Oct-00	Nov-00	Dec-00	%	YEAR	%
<b>Revenues (Sales)</b>															
Reg Fees 25 vendors @ 100 ea				2,500	1,000	4,000	5,000	4,000	4,000	5,000	1,000		0.0	2,500	9.4
Dues 20 vendors @ 200 each				0.0	1,000	4,000	5,000	4,000	4,000	5,000	1,000		100.0	24,000	90.6
Cancellation Fees				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Town billboard ad revenue				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Category 5				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Category 6				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Category 7				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
<b>Total Revenue (Sales)</b>	0	0	0	2,500	1,000	4,000	5,000	4,000	4,000	5,000	1,000	0	100.0	26,500	100.0
<b>Cost of Sales</b>															
Waste Management				0.0	300	300	300	300	300	300	300		0.0	2,100	84.0
Stationery and business cards				100	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	100	0.4
Category 3														0	0.0
Category 4														0	0.0
Category 5														0	0.0
Category 6														0	0.0
Category 7														0	0.0
<b>Total Cost of Sales</b>	0	0	0	100	300	300	300	300	300	300	300	0	30.0	2,200	8.3
<b>Gross Profit</b>	0	0	0	2,400	700	3,700	4,700	3,700	3,700	4,700	700	0	70.0	24,300	91.7
<b>Expenses</b>															
Salary Market Manager				1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200		0.0	9,600	39.6
Salary Operations Manager				1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200		120.0	9,600	36.2
Salary Event workers (2)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Supplies bio degradable				0.0	150	150	150	150	150	150	150		15.0	1,050	4.0
Repairs and maintenance				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Advertising				500	20.0	500	500	500	500	500	500		10.0	4,000	15.1
Car, delivery and travel				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Accounting and legal				200	8.0	200	200	200	200	200	200		4.0	1,600	6.0
Rent				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Telephone				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Utilities				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Insurance				0.0	150	150	150	150	150	150	150		3.0	1,050	4.0
Taxes (real estate, etc.)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Interest				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Depreciation				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Other expenses (specify)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Other expenses (specify)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Other expenses (specify)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
Misc. (unspecified)				0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0	0.0
<b>Total Expenses</b>	0	0	0	3,100	3,400	3,400	3,400	3,400	3,400	3,400	2,200	0	44.0	20,900	78.9
<b>Net Profit</b>	0	0	0	-700	-270.0	300	7.5	1,500	1,500	1,500	50.0	0	50.0	3,400	12.8

MCFS in Marin County

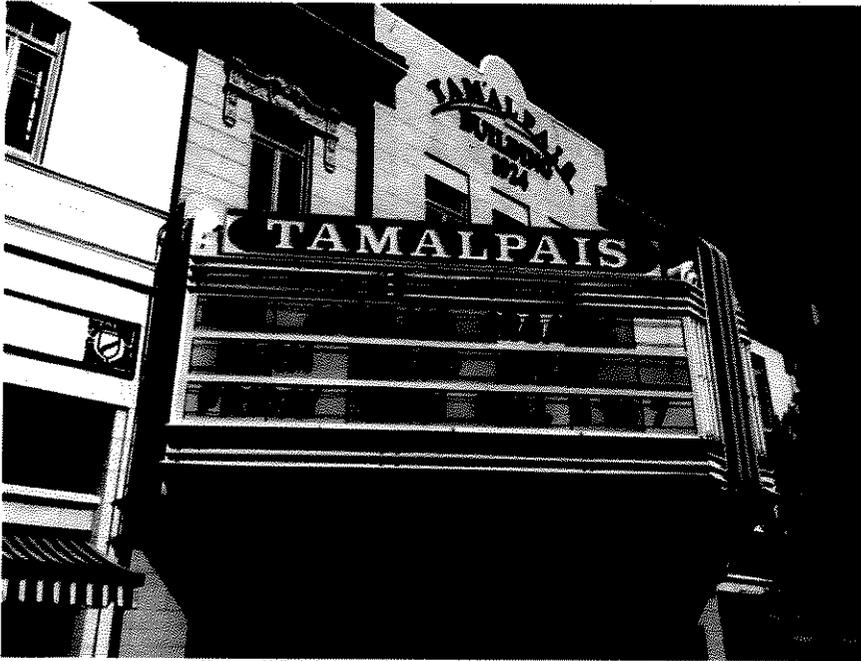


Figure 1 Tamalpais Marquis used to advertise the San Anselmo Organic Farm Stand



Figure 2 MCFS refrigerated truck is easily recognized everywhere



**Figure 3 Shoppers at the San Anselmo Organic Farm Stand**



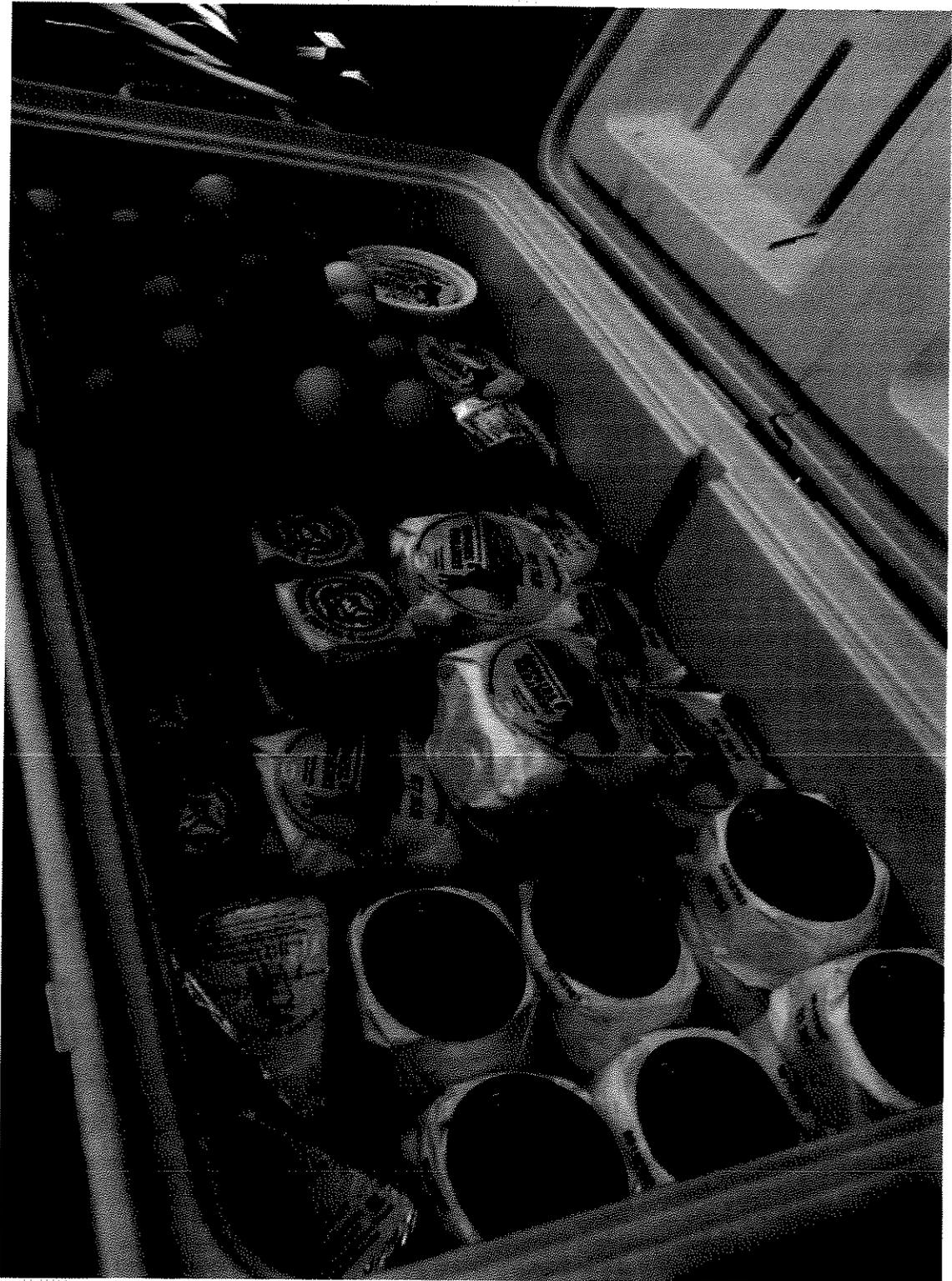
**Figure 4 First to arrive at the Ross Organic Farm Stand at Marin Art & Garden Center**



**Figure 5 Woodacre Organic Farm Stand, Saturday Mornings 9:00 a.m.**



**Figure 6 Sweet Coastal Cauliflower from Swanton Berry Farm, Santa Cruz**



**Figure 7 All organic, all local!**



Figure 8 As good as it gets!



Figure 9 One of the most popular local organic artisan cheeses!

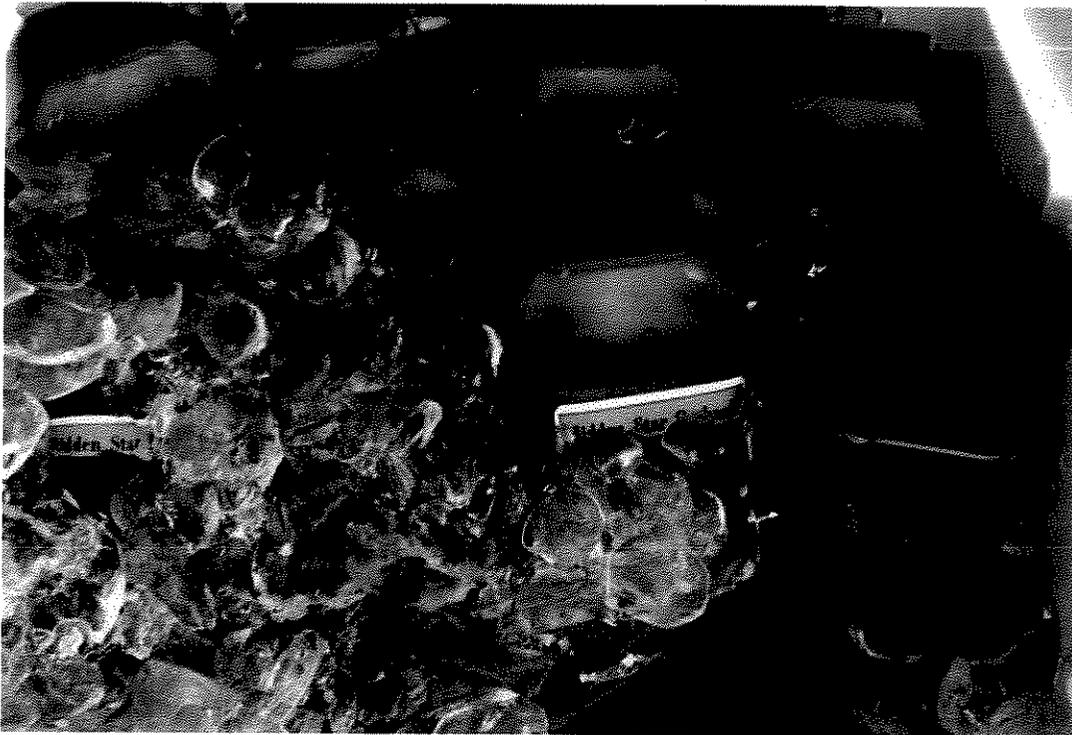


Figure 10 There is always ice available to chill and keep fresh! Raw unpasteurized pomegranate juice from Hidden Star Orchards, Clements



Figure 11 Certified by Marin Organic



**Figure 12** The sweetest corn ever grown! Nice and organic with a worm at the top from Fully Belly Farm, Guinda



Figure 13 Glorious fragrant flower arrangements from Mt Barnabe Farm, Lagunitas





**Figure 6 Pasture local organic eggs laid yesterday for TODAY from Bromwell Farms, Bolinas**



**Figure 7 Sweet Bolinas Greens from Big Mesa Farm, Bolinas**



**Figure 8 Amazing butter lettuce from Paradise Valley Produce, Bolinas**

