

TOWN OF FAIRFAX

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NEXT. GENERATION. EVENTS.

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

February 28, 2013

Dear Mr. Toy,

Next Generation Events (NGE) is very pleased to submit the enclosed proposal to the Town of Fairfax, with the intent to be awarded the contract to operate the Fairfax Farmers Market on behalf of the Town. We are highly qualified to take over the more than decade old, established Fairfax Farmers Market and provide a seamless transition to a new operator.

Our goal is to carry on the tradition of a community focused seasonal certified farmers' market, while continuing to promote sustainability and the viability of local farms, food and businesses. NGE intends to meet and exceed the Town of Fairfax's desires for the Wednesday 4:00 pm - 8:00 pm evening market, by working in partnership with the town council, members of the community, farmers, food purveyors, artisans, musicians and local businesses.

Enclosed in this proposal are several sections which address in detail the requirements defined in the Town of Fairfax's Request for Proposals (RFP). NGE has shared our vision for the market and our qualifications to operate a successful certified farmers market event. We believe that our goals and vision align with that of the Town of Fairfax. Both partners of NGE - a local women-owned partnership - are excited to begin immediately to complete the project schedule outlined in the proposal.

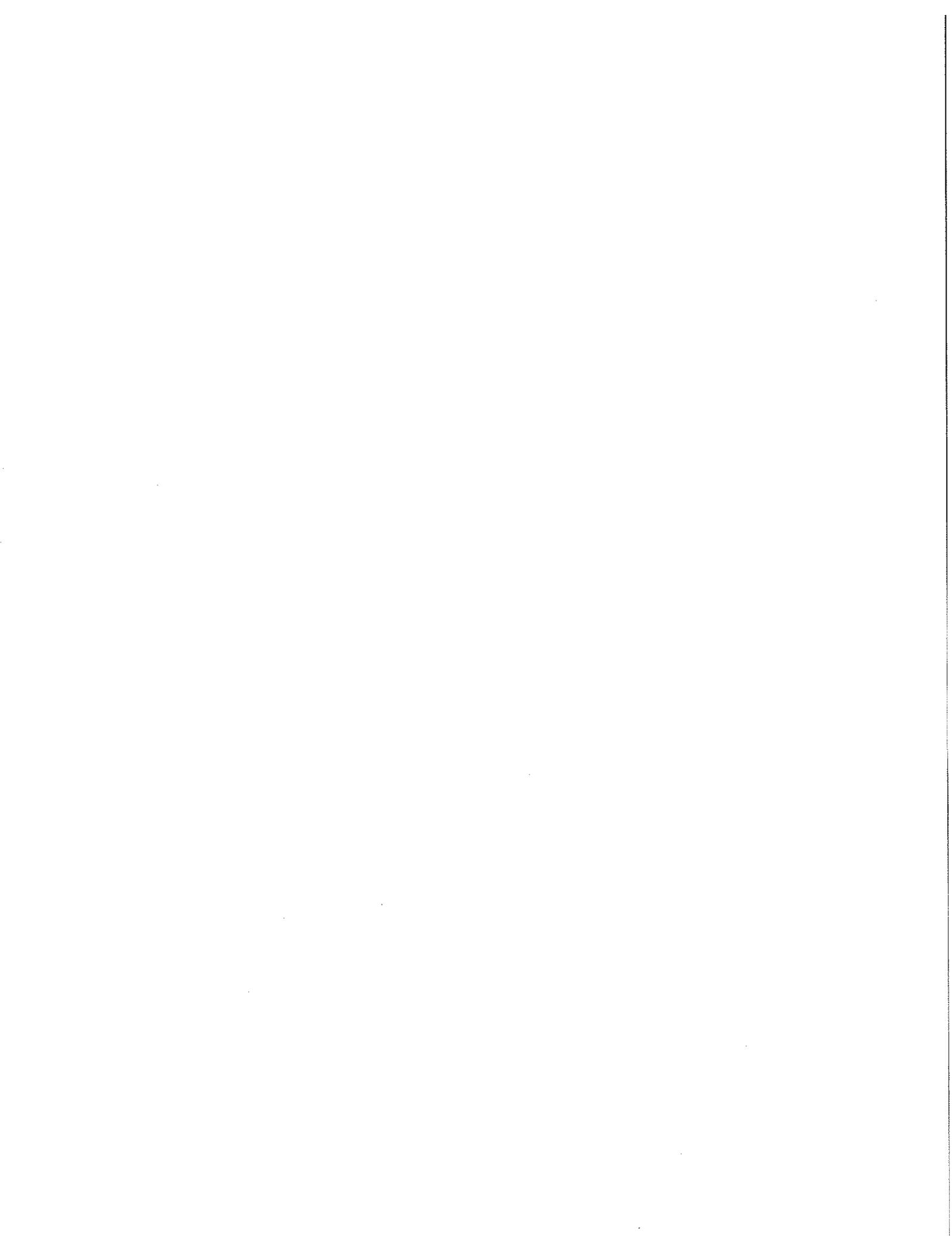
NGE partners have a great appreciation for the unique character of the Town of Fairfax and welcome the opportunity to engage with the Fairfax Town Council, and a proposed Fairfax Farmers Market Advisory Committee, to create a fun, safe, positive and environmentally responsible community-focussed certified farmers market.

NGE is uniquely poised, given our extensive certified farmers market experience, to begin vendor communications and recruitment immediately. We have already engaged in some initial pre-market preparation, given that the 2013 Fairfax Farmers Market season is upon us.

We appreciate the opportunity to submit our proposal and welcome any questions you may have.

Sincerely,

Monique Anderson





Executive Summary

Next Generation Events is submitting the following proposal with the intent to successfully operate the Fairfax Farmers Market on behalf of the Town of Fairfax.

Next Generation Events (NGE), a Limited Liability Company (LLC) is a small local women-owned company operated by two Marin residents, Monique Anderson and Shayla Moran, who are committed to working in partnership with the Town of Fairfax. With a combined 12 years of experience and great affinity for the character and values of the Town of Fairfax, the partners of NGE are dedicated to ensuring the tradition of the Fairfax Farmers Market continues with community spirit and dedication to local and sustainable food and farms.

NGE proposes to operate the Fairfax Farmers Market seasonally, from May through September on Wednesday evenings from 4:00pm to 8:00pm, with a desire to explore the possibility of an extension through October. Under NGE's proposed leadership and management, the Fairfax Farmers Market will have approximately 30 local farmers, food purveyors, and artisans participate on a weekly basis. The market's emphasis will be on local farms, local businesses and sustainability.

The primary objectives of the Wednesday night Fairfax Certified Farmers Market are to: Offer the community an opportunity to purchase locally grown produce, prepared foods and artisan goods; Provide local and regional certified farmers an opportunity to sell locally; Provide local businesses, artisans, and musicians an opportunity to participate; Create a festive community gathering place on Wednesdays; Highlight the unique character of the Town of Fairfax with emphasis on sustainable, environmental and green practices; and provide a variety of vendors and farmers that will appeal to adults and children of all ages.

NGE event's proposal includes our approach to operating a successful, organized and community-focused farmers' market. Through thoughtful planning, communication with customers, farmers, vendors, the town council and community of businesses; effective marketing; skillful operations and administrative practices; and a focus on sustainability, NGE promises to deliver a high quality seasonal certified farmers market for which the Town of Fairfax will be proud.

I. Qualifications of the Applicant

Next Generation Events' partners, Monique Anderson and Shayla Moran, have a combined history of 12 years of successfully managing certified farmers' markets in Marin County. For the last the 10 years, including this year, Monique Anderson has been the contractor for the City of San Rafael, managing the Downtown San

Rafael Farmers Market Festival. The Downtown San Rafael Farmers Market is a very well attended and popular 24 year old seasonal certified farmers market, which operates April through September.

Previously, for two years, Shayla Moran assisted with the management of the award-winning Marin Civic Center Farmers Market, in addition to designing marketing materials and doing promotion for all of Agricultural Institute of Marin's (AIM) certified farmers markets. She also filled in as a market manager for nearly all of AIM's farmers markets, including AIM's Fairfax and Novato's farmers markets. In addition to doing marketing for AIM, Shayla has done promotion and has organized events in other jobs. More details about the qualifications of NGE partners are provided in the proposal in section VI.

Both sole NGE partners are very qualified and experienced market managers. We will organize, manage, promote, and conduct the logistics of the Fairfax Farmers Market. Shayla will take the lead on developing marketing and promotional materials, while Monique will take the lead with market planning and partner relations. Both partners are skilled with communicating with multiple stakeholders, business management, promotion, marketing, product design and placement, and with farmers' market management.

One thing that may differentiate NGE's from other proposals is that at least one market manager will be at every market. We do not send volunteers nor have farmers be in charge for the day. One or both of us will be at each market from market set up until the completion of the market being taken down. Should we hire additional staff to help, we will immediately introduce them to city officials.

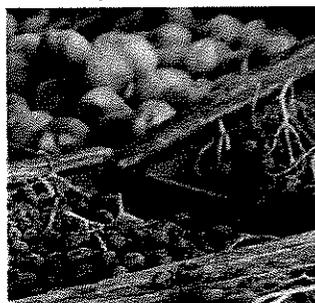
With our combined experience, and great affinity for the character and values of the Town of Fairfax, Next Generation Events is dedicated to ensuring the tradition of the Fairfax Farmers Market continues with great spirit and dedication to local and sustainable food and community.

Explanation of Legal Structure

Next Generation Events (NGE), a Limited Liability Company (LLC), is a small local women-owned company operated by two Marin residents who are committed to working in partnership with the Town of Fairfax. We propose that the Town of Fairfax contract with NGE to manage the Fairfax Farmers Market. The structure of the relationship, like the relationship between NGE and the City of San Rafael, is that of contractor and employer.

II. Project Objectives

Next Generation Events (NGE) aims to provide an outstanding, well-managed and successfully promoted weekly, seasonal certified farmers' market that meets and exceeds the needs and desires of the Fairfax community and its neighbors, who have the tradition of coming together May through September on Wednesday evenings for a celebratory and food centered farmers market event. Featuring local farmers, food, music and fun, NGE will be responsive to the Town's values and character while supporting the regional farmers, small food businesses and local musicians at the Fairfax Farmers Market.



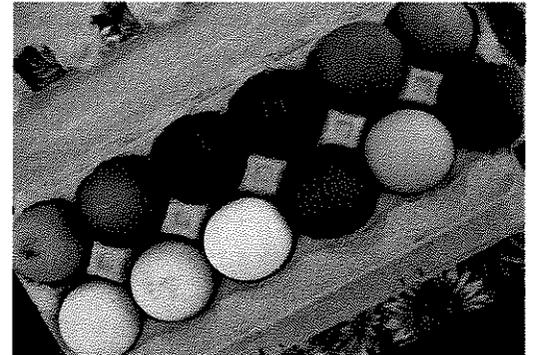
The primary objectives of the Wednesday night Fairfax Certified Farmers' Market are to:

1. Offer members of the community an opportunity to purchase locally grown fresh fruits and vegetables, prepared foods and other artisan goods;
2. Provide local and regional certified farmers an opportunity to sell their

products locally;

3. Provide local businesses, artisans, and musicians an opportunity to participate in the weekly certified farmers market;
4. Create a festive community event and social gathering place on Wednesdays for the Town of Fairfax and its neighbors and friends;
5. Highlight the unique character of the Town of Fairfax with emphasis on sustainable, environmental and green practices; and
6. Provide a variety of vendors and farmers that will reach all aspects of the local marketplace and appeal to adults and children of all ages.

NGE shares the Town of Fairfax and its community's values of community and supporting local farmers and businesses. Therefore, we will actively recruit farmers and food businesses, as well as artisans and musicians from as local as possible. This includes from Marin, Sonoma, Alameda, Contra Costa, San Francisco, and other close neighboring counties, with a priority for Marin County when possible.



III. Project Approach

Next Generation Events (NGE) partners have worked closely with the City of San Rafael and the County of Marin to successfully plan and manage two very well-known and successful certified farmers' markets. Working collaboratively with the Town of Fairfax to offer a farmers market that reflects the character and values of the community is the goal of NGE. Our approach to operating the Fairfax Farmers Market includes the following:

Fairfax Farmers Market Advisory Committee

To accomplish the goal of offering a unique Fairfax Farmers' Market, we propose establishing a Fairfax Farmers' Market committee, similar to the community-based committee associated with the Downtown San Rafael Farmers Market, with community representatives. We propose that the committee be made up of a town council member, a local business owner, an at-large community member together with the partners of NGE. The committee would meet prior to the start of the market season, mid season and post season to facilitate healthy, open and constructive communication about how to make the market meet the community's needs.

Market Character

Our goal for market operation is to provide the Fairfax community with a market that celebrates the unique aspects of life in Fairfax. We are happy to promote and include local businesses as a part of the Fairfax Farmers Market. We will forge a close working relationship with affected city services such a police and public works. Our goal is to make this market reflect the character of Fairfax. While we hope to be the operators of the market the true ownership rests with the community.

Market Composition and Vendor Recruitment

NGE's approach for developing the mix of farmers and vendors for the market would be to first reach out to the vendors who participated last season and invite their participation and application for this year's farmers market. Outreach would involve phone calls, a letter of introduction, and a market application to participate in the 2013 market season.

To honor their past involvement in the Fairfax Farmers Market, we would give returning vendors the first right of refusal. At that point, we would ask the town council if they would like for us to involve other local businesses. Finally, if space remains, we would go out and invite new farmers and food vendors to see if they would like to participate. NGE will use last year's market map as a basis for planning this year's market - **See Attachment 3**. It is our commitment to honor the desire for this market to keep the vendors as local as possible.

Market Development and Operations

Successful certified farmers' market management includes focus and attention on key areas of layout/design, development, management, operations, communications, vendor relations and promotion. Given NGE partner's combined experience in managing and promoting certified farmers markets, we are confident that we can successfully carry out the following Scope of Work. NGE will operate the market with a focus on excellence in all key areas of development and operations, which include the following:

Market Planning: Identify market composition based on community demand and character, create a thorough market participation application, conceptualize marketing approach to promote the farmers' market, develop recycling and waste diversion plan, plan all logistical components of the market including porto-poties, parking of vendors, signage, and set-up/take down



Vendor Relations: Introduce NGE as the new market operator, communicate with and build new or maintain existing relationships with farmers, food vendors, artisans and musicians, promote the market to them and recruit the involvement of vendors that are desirable in Fairfax insure complete application and required paperwork is on file for each farmer and vendor

Market Design/Lay Out: Review previous market maps, walk through the park to get an on the ground feel of the space, attend to the details and requirements of using the park; electronically produce a draft map of the market; after recruiting participating vendors, finalize the actual market map

Market Management and Operations: Work as a team to manage the market, including set-up, directing vendor placement, checking of Certified

Producer Certificates and Organic Certification, customer relations, promotion of recycling and waste diversion at the market.

Community Relations: Introduce NGE to all local businesses in Fairfax, ask for their partnership in promoting the market by placing a poster in their business window, invite local businesses to participate at the market (as desirable); promote "Bring Your Own Bag," invite the involvement of Sustainable Fairfax, have a Fairfax Farmers Market Advisory Committee, stay in close communication with the Town Council.

Market Promotion and Merchandise

NGE will design and support a website for the Fairfax Farmers Market, similar to the Downtown San Rafael Farmers Market (www.sanrafaelmarket.org/), where the market, local businesses and vendors will be promoted; seasonal produce shared, and stories and images of the market displayed.

NGE will also create new Fairfax Farmers Market merchandise, unique to the Fairfax market, to be sold during each market event. Shayla has already been brain-storming ideas and graphics for the design. One possible design would be two street signs crossing that say Bolinas Park on one and Town of Fairfax on the other. (Please see first draft logo above). On the front it would say “Fairfax Farmers’ Market” and on the back “Only in Fairfax”. We would use a “Made in the USA” t-shirt vendor, likely American Apparel, which also offers a sustainable t-shirt line.

Additionally, we will use the following media for promotion of the market: A large banner, which we hope the Town of Fairfax will hang across Sir Francis Drake as an in-kind contribution of support for the market; A-Frames on the day of the market and posters distributed throughout the Town. Finally, we will announce the market season through a press release to local newspapers and publications.

Waste Diversion and Recycling Program

NGE plans to implement a comprehensive green waste management program at the Fairfax Farmers Market. In addition to utilizing the current Bolinas Park permanent recycling bins, managed by Conservation Corps North Bay (CCNB), NGE will work to procure additional mobile recycling bins to place in strategic locations at the market, and make arrangements for the recyclable materials to be recycled - either with CCNB or through another means. It is our desire to work out an arrangement with CCNB for pick up of the additional recyclables. NGE has already reached out to CCNB to establish a relationship with them.

NGE will also research the feasibility of an organized composting program at the market. There are two options we plan to explore: 1) Work with CCNB to start a composting program at the Fairfax Farmers Market 2) Work with Marin Sanitary to utilize the Green Waste bins used for residential use in Fairfax for the market as well. NGE will work towards implementing these additional programs if we are awarded the contract. Additionally, NGE will promote that market customers bring their own bags and containers (BYOB) and will invite the market’s partnership with Sustainable Fairfax to continue.



Agreement on Town of Fairfax Market Requirements

NGE will comply with the requirements and restriction of the Town of Fairfax set forth in the Fairfax Farmers Market Request for Proposals (RFP). Where applicable, we have noted a few requested or necessary adjustments. Next Generation Events (NGE), while operating the Fairfax Farmers Market, agrees to the following restrictions and requirements listed below:

- Operate the certified farmers market at Bolinas Park on Wednesday evenings from 4:00pm to 8:00pm.
- Be open on May 1st and close September 25th, with the option to extend the market through October. In past years, according to Agricultural Institute of Marin, there have been requests for the market to continue through October. NGE requests the option to extend the season and would consult with the community and Town Council prior to making this determination.

- Have approximately 30 local farmers, food purveyors, and artisans participate on a weekly basis.
- Utilize Bolinas Park as the area provided for the Farmer's Market. We will maintain access for Fairfax Police and Public Works vehicles on Winnie Lane at all times. Vendors will park, as in years past, in the Red Zone along Bolinas Road, as well as along Winnie Lane and Elsie Lane in designated locations. NGE appreciates the assistance of the Town of Fairfax to ask employees of the Town to move their vehicles prior to the event.
- All "no parking" signs will be posted by 2:30pm on Tuesday prior to the Wednesday Market.
- Provide and maintain a portable restroom for the duration of the event.
- Comply with all applicable California Codes, Regulations, Certified Farmers Market rules, and Town Code including the Plastic Reduction Ordinance which would require the Market to be plastic bag free.
- Obtain a Town special event permit, maintain a valid Town business license and meet the insurance requirements of the Town.
- Provide additional trash and recycling receptacles for the market. NGE recognizes that the Town agrees to empty the permanent receptacles prior to the Market each week, and NGE will empty the receptacles at the end of each evening. NGE will use the Public Works dumpsters at the end of each evening to dispose of food and paper trash.
- NGE will make an effort to keep generators for the Market as far away from Town Hall as possible to minimize noise impacts.
- Vendors and entertainers will be located in a similar configuration as in years' past, with special sensitivity and care to the turf areas. Booths will also be set up in the Redwood Grove with at least two feet of non-turf frontage.
- At each and every market, for the duration, a Market Manager will be on site when the Market is in operation and will provide Town staff with a cell number by which we can be reached.
- Vendors will not be permitted to use hot kettles or other devices that leave scorch or burn marks or otherwise would destroy the turf. Fire hazards will be avoided.
- NGE will be open to discussing compensating the Town for repairs or other damage to the Park or adjacent right of way, should an issue occur.
- NGE will provide its own signage (A-frame signs).

IV. Project Schedule

The project schedule, which includes planning and operation of the Fairfax Farmers Market, is comprised of the following key activities and corresponding timeline:

- ❖ Recruitment and communications with vendors: March (as soon as contract awarded)
- ❖ Market applications sent out: March 15
- ❖ Market applications due date: April 15
- ❖ Market lay-out completed for start of the market: April 20
- ❖ Pre-opening Marketing and promotion: April
- ❖ Meeting with Fairfax Farmers Market Advisory Committee: April
- ❖ Market Opening Day: May 1
- ❖ Weekly Markets: May - Sept, Wed from 4-8 pm (possible October extension)
- ❖ Meeting with Fairfax Farmers Market Advisory Committee: June/July
- ❖ Market Closing Day: Sept 25 or October 30 depending on councils decision
- ❖ Meeting with Fairfax Farmers Market Advisory Committee: October/November

Throughout the market season, NGE will communicate with participating farmers and vendors, local businesses, police, town manager and the town Council. We will insure participating vendors have (as applicable) certified producer certificates, organic certification, insurance, health department permits, in accordance with state and county regulations.

V. Estimate of Revenues & Expenditures

NGE has developed a first year budget for operating the Fairfax Farmers Market.

		Fairfax
		2013
Income		
	Stall Fees	\$25,000.00
Total Income		\$25,000.00
Gross Profit		\$25,000.00
Expense		
	Salaries and Wages	
	Market Manager	\$13,700.00
	Asst. Market Manager	\$4,400.00
	Office Manager/Book keeping	\$2,200.00
	Sanitation	\$500.00
	Dues and Memberships	\$75.00
	Entertainment	\$1,300.00
	Outreach/Education/equipment	\$1,125.00
	Supplies-Market	\$200.00
	Tax, License & Permits	\$1,500.00
Total Expense		\$25,000.00
Net Income*		\$0.00

*Note: This being the first year of the market operations, we project that we will break even and cover the costs to operate the market.

NGE will cover all but a couple of costs that we are requesting to be provided in-kind. NGE requests the hanging of the Fairfax Farmers Market promotional banner over Sir Francis Drake Blvd. NGE also requests that the park rental fee be waived. NGE and the vendors of the market will be responsible for cleaning up the park each and every market event.

This budget assumes that the in-kind support requested has been agreed to.

VI. Documentation of Proposer’s qualification to complete the Scope of Work

This section includes a more complete description of the qualifications of the partners involved in Next Generation Events (NGE). Included here is a summary of each of the partners’ related experience.

Monique Anderson, Market Manager:

Monique has organized and managed the Downtown San Rafael Farmer's Market Festival for 10 years and has worked part time at Agricultural Institute of Marin for 4 years. Monique's mom, Brigitte Moran, who is currently the Executive Director for Agricultural Institute of Marin, started the Downtown San Rafael Farmers' Market Festival 24 years ago and the Fairfax Farmers Market more than a decade years ago. Monique grew up not only attending these two markets weekly, but also parading in a carrot costume to attract people to the markets. Farmer's markets are an integral part of her life, having been raised at them. This is why she chose the name Next Generation Events for her company.

The Downtown San Rafael Farmers' Market Festival has roughly 80 vendors weekly and three stages for entertainment. The make-up usually breaks down to the following: 15 Farmers, 20 BID members (BID is the Business Improvement District and they are the stores on Fourth street that rent spaces outside of their shops to participate in the market), 25 Food Purveyors (cooked on site food, bakers, jams, salsa etc), 7 hand-made arts and crafts vendors, and the last 13 are imported goods. Please note that NGE will cater to the market the Town of Fairfax wants. Although the Downtown San Rafael has a market that allows for imported goods and we are aware that this would not be something allowed at the Fairfax Market. We would tailor the market to meet the needs of each specific city. I have confirmed with AIM that I would be able to reach out to the existing vendors from the Fairfax market and give them the first opportunity to participate again this year.

For the last ten years Monique has been a contract employee of the City of San Rafael. She works very closely with the City Manager Nancy Mackle and City Council Representative Damon Connolly to ensure they are happy with the market. Together, Monique and these city representatives meet once prior to the season, once mid season, and once post season to keep the communication flowing. Monique has a very strong relationship with the Council, the Police Department and the City Event Coordinator. The City of San Rafael typically renew the contract annually although next year we are set to have a three year contract. With our contract we take on all the risks. The contract is typically on the consent calendar and we just are present for the vote. If there is a rain out it comes out of our budget. We have our own insurance and payroll company. The City of San Rafael provides an in kind donation of the time of the City's event producer, who takes care of the street closures. Since the Fairfax Farmers Market is in a park, this is something we do not need to address.

Monique's mom started the Downtown San Rafael Market when she was just ten years old. After graduating from college Monique was offered a job working with her to manage the Downtown Market and has been doing that for the last ten years. She has learned from the best. Monique has very good problem solving and interpersonal skills, the primary skills needs to be a market manager. She enjoys forging relationships with the community, local businesses and the people involved in making the market a success. She is a people person. In the office, she does all the bookkeeping and is proficient in Quickbooks and Excel. As far as her management style goes, she follow the rules and expect the vendors to do the same.

Additionally, she has managed events for The City of San Rafael (The Farmers Market 2003-present) and The Parade of Lights and Snow Sledding 2003-2008), Pixar Animation Studios, Congressman Jared Huffman, and events for Sol Hernandez of Sol Food. She is very organized and detail-oriented and is confident that NGE will be able to produce a Farmers' Market the Town of Fairfax can be proud of.

Shayla Moran, Market Manager:

While working with Agricultural Institute of Marin, Shayla was a market manager at the Sunday and Thursday Farmers Markets. She also worked at the Fairfax and Novato Farmers Markets on occasion. She was responsible for advertising and marketing collateral such as the reading material, brochures, merchandise, posters. In addition, she and helped layout newspaper and magazine designs for print in local publications. In addition, she worked with the web design artist on layout and overall look and feel of the organization's

website. Shayla is efficient in using InDesign, Photoshop and Illustrator, along Microsoft Office programs: Word, Excel, Power Point and Outlook.

Shayla has work experience in a number of other professional environments such as a two year career with Restoration Hardware and one year at Fred Myers. She is passionate about the local food movement and is eager to get involved once again with Farmers' Markets.

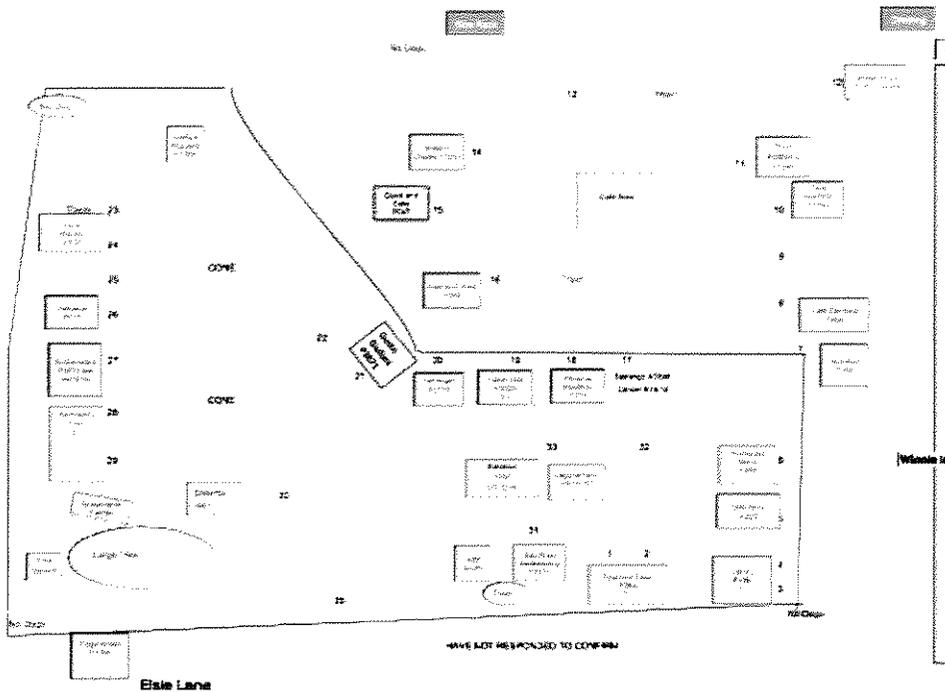
VII. Other Requested Materials

Attachment 1: Letter on Company Letterhead

Attachment 2: One Page Executive Summary

Attachment 3: Market Map (draft, for preliminary lay-out purposes)

Attachment 4: Professional References



Attachment 3: Market Map

Attachment 4: Professional References

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