CFMA SCOPE OF SERVICES

The California Farmers Markets Association has successfully operated the Los Gatos Certified Farmers' Market every Sunday since 2016.

I.Farmers Market Operational Time

A. Farmers Market operates every Sunday at the permitted site excluding Easter Sunday. CFMA adequately markets Easter Sunday closure to the entire town, customer list and downtown businesses.

II.Market Site

A. Location and Set up/Take Down

- 1. CFMA has expanded the Market Site plan to include the stretch of sidewalk area along Plaza Park bordered by S. Santa Cruz Avenue to maintain vendor's capacity affected by the City's expansion of parklets.
- 2. Set up begins at 6:00AM by monitoring traffic flow and implementing Town-approved Road Closure Traffic Control Plan. See Attached Plan. At the direction of the Town, CFMA also added a vehicle blockade to the Santa Cruz Ave. entrance to the market.
- 3. Farmers' Market take down begins promptly at 1:00pm and all vendor vehicles, trash and equipment are cleared from the market site by 2:00pm.

B. Organizational Structure and Management

- 1. Maintain the City, County, and Local Government permits and licenses including Town Business License.
- 2. Maintain the County Agricultural Commissioner and County Department of Environmental Health permits. CFMA adheres to all County Agricultural and County Environmental Health Guidelines and participates in numerous inspections throughout the market season.
- 3. As necessary, CFMA will acquire special event permits and the Town's permission for its numerous CFMA promotional events held in the Plaza Park and comply with any park rules and regulations established by the Town Manager pursuant to Section 19. I 0.025(17) of the Town Code, including those rules set forth in Attachment 5, Town of Los Gatos Park Rules and Regulations.
- 4. Develop and modify Market Rules and Regulations as necessary to reflect the specific needs of the Los Gatos Certified Farmers' Market.



5. Market Manager staffs the market site from set up to take down and employs a CFMA Market Manager Assistant every Sunday. Supporting the Market Manager is a robust marketing team, Operations Manager overseeing all CFMA markets, an accountant for billing, and an administration team.

III.Operations and Management

A. Scope of Operations

- 1. Obtain, maintain and supervise management of the Certified Farmers' Market that will effectively assure safety and satisfaction of the market visitors.
- 2. Assure adherence and enforce State and Local Agricultural and Health Regulations and all applicable state and local laws.
- 3. Adhere to CFMA market rules and regulations, product quality, set-up and clean-up procedures. Perform and monitor site clean up including sidewalks and streets within the market area. Obtain feedback to assure adherence to guidelines of the Market and the Town of Los Gatos.

B. Market Day Systems and Management

- 1. Perform Road Closure Traffic Control Plan as outlined in attachment 9. Post signage, direct grower placement to predetermined market stalls and maintain a safe traffic flow within the Farmers' Market project area until market opening and during closure/takedown. Provide access to restroom facilities for farmers and vendors to a porta potty with handwashing facility inside the Town's rear parking lot adjacent to the Post Office.
- 2. Farmers' Market provides a staffed Information Booth for both customers and vendors. The information booth is easily located with its banners and market aisle flag. The Information booth is a place to query Market Management, request EBT Snap Program, disperse town informational pamphlets, pick up recipes, find community group information, and purchase Los Gatos Certified Farmers' Market tote bags and aprons.

C. Cleanliness/Trash

1. The Farmers' Market leaves the site cleaner than when Market staff first enters every Sunday. Town trash and recycling cans are covered with tarps before the market begins sales. Farmers' Market provides 4 large trash bins and 3 large recycling bins, placed strategically next to the existing Town trash bins. If any trash has accumulated near a Town bin during the market hours, Market staff will transfer that trash to the Market's bin. All market bins are stored at the back end



- of the town parking lot across from the Post Office. Trash pick-up occurs mid-week.
- 2. Vendors are required by CFMA Rules and Regulations to remove their own trash and any rinse water accumulated from hand and utensil wash stations. In the event any trash is left behind, it is disposed of in the Market's trash bins. In the rare event a bucket of liquid is found at the end of the day, it is drained into the Market's porta potty.

D. American Disabilities Act Requirements

1. ADA access points can be found at several entrances to the market which include the park entrance at the corner of Broadway and Montebello, Main Street and Montebello and West Santa Cruz Ave. and Broadway. Three handicap parking spaces are reserved by cones/placard along the first three parking spaces adjacent to the Post Office nearest Broadway.

E. Marketing and Promotions

1. CFMA's Marketing Department develops an annual marketing plan for the Los Gatos Farmers' Market that includes direct mail, social media, print advertising, digital advertising and on-site events. An integrated marketing strategy allows CFMA to reach customers through multiple touchpoints. The market's promotions are based on a seasonal calendar that celebrates the bounty of the harvest. Family friendly events enhance the market's place as a community epicenter in Downtown Los Gatos on Sundays.

F. Agriculture and Health Regulations

1. The Los Gatos Certified Farmers' Market operates within rules and regulations overseen by both State and County Departments of Agriculture and the California Health Code which is enforced by the Santa Clara County Environmental Health Department. Issuance of permits to operate a Certified Farmers' Market requires CFMA to be in good standing by adhering to these associated agencies' rules and regulations. The Los Gatos Certified Farmers' Market undergoes multiple annual inspections by both the Agriculture and Health Departments. Reports are generated by these inspections and the market responds by correcting any infractions noted. In the previous 8 years the Los Gatos Certified Farmers' Market has never received a serious violation. Minor violations are rare and are mostly administrative in nature and easily corrected by the vendors.



CFMA rules and regulations support and help enforce these laws, allowing the Market Manager to quickly cure minor issues.

G. Vendor and Product Selection

1. The Los Gatos Farmers' Market is currently filled to capacity during the peak agricultural season, May through October. A wide variety of seasonal California crops are sold in 65% - 70% of the market's available stall space. A majority of the market's growers are registered organic producers. The remaining stall spaces are populated with "non-agricultural" producers, many from areas local and near to Los Gatos or inside the San Francisco Bay Area. This section of the market features fresh fish, grass-fed beef, poultry, pork, fresh-baked artisan breads, hummus, gourmet foods, jams, Indian cuisine, etc. Hot food prepared on site is a huge hit with the folks in Los Gatos, sitting down in the park to enjoy crepes, tamales, vegan delicacies and foods from South America.

H. Market Set-up and Take Down

1. CFMA sets up and takes down its markets in a methodical and clear-cut fashion. Standard operating procedures are in place in case an emergency arises. Such procedures ensure safety and uniformity of set-up. Farmers arrive first, some download from large trucks and quickly vacate, parking in the rear town parking lot. Other downloaders are directed to move quickly and efficiently as room to maneuver on Montebello Way is limited. The town parking lot to the rear of the market is critical to this downloading procedure as half of the markets' vendors use the space to store their vehicles during the market hours of operation. A strict closure time of 1:00 pm clears customers from the scene, allowing vehicles to safely exit the area. This strict closure time, when all sales stop, is critical to maintaining a safe and quick exit of vendors at the end of the day by vacating customers. Because of this organized, controlled shut-down strategy, the market site is basically vacated by 2pm.

The heroics of the Market Manager and her assistant should not go unmentioned. The set-up of this market takes 3.5 man-hours to complete. Garbage bins are hauled out, town bins are covered, seating areas are placed, information booths and musician tents are securely set up. Signs are strategically placed about, directing customers to the market while the Town's street closures signs are put in place. A market van with 100 pieces of equipment is utilized to set-up the market. While this is all happening, the Market Manager is overseeing the vendor stall set-up to ensure safety and that stall merchandising meets the standards of the Town of Los Gatos. Then



the market officially opens at 9am. The staff monitors customer traffic flow and ensures all rules and regulations are followed. By 1pm, take-down is in reverse order of set-up, all done quickly and safely. This is truly an amazing process of procedures. To really appreciate our managers, take the time to visit this market in full swing at 10:30am and then return at 2:15pm to see a cleared, clean street, as if nothing was happening earlier in the day.



CFMA EXPERIENCE & EXPERTISE

Introduction

The California Farmers' Markets Association (CFMA), a non-profit association of certified farmers' markets, hosts certified farmers' markets throughout the San Francisco Bay Area for the benefit of the community and farmers. CFMA assists the farmers' market industry locally, nationally and internationally with marketing, policy implementation, operations, maximizing participation, and promotional programs.

History

Today, there are over 800 certified farmers' markets in California with about half of them being held weekly in public spaces. Most receive use of facility services ranging from providing restrooms, security staff, consumer parking, waste disposal, etc. Most of these certified farmers' markets use the space on the weekend when it is otherwise idle. Markets provide significant economic spin-off benefits because they are held at or near a business district. Being part of the "greening" effort is a significant benefit to communities by providing the opportunity to obtain the food less traveled, which reduces the fossil fuel burden. The shortened channel allows for produce to use less fuel and packing supplies.

Awards, Press & Recognition

California Farmers' Markets Association has been nationally recognized for our organization's ability to build and operate thriving and beloved farmers' markets in the San Francisco Bay Area for over 30 years. All CFMA Farmers' Markets, including the Los Gatos Farmers' Market were voted Top 20 Favorite Farmers' Markets in the State of California. The Los Gatos Farmers' Market has been voted by readers of the San Jose Mercury news as one of the "Best in Silicon Valley" in the Farmers' Market Category. The market was honored to win Best Farmers' Market in Los Gatan's Best of



Los Gatos 2022 contest! CFMA's Diablo Valley Farmers' Market in Walnut Creek was voted #1 Favorite Farmers' Market in the State of California in the American Farmland Trust's annual Favorite Farmers' Market contest in 2023.



Local press coverage for the market includes articles in the Los Gatan, Edible Silicon Valley, Mercury News and Los Gatos Patch. The Los Gatan's recent article, "A Day at the Los Gatos Farmers' Market", published August 2024 was a wonderful piece highlighting the market. CFMA's marketing department also generates press releases that are distributed to a network of media outlets and receive positive press coverage in the local community.



Customer Acknowledgement

The Los Gatos Farmers' Market is a beloved community event. Below are samples of real feedback provided by market customers. The market currently holds a 4.6/5 star Google Business rating!

"I like this farmers market! The location is awesome, and there is plenty of free parking. They have a nice mix of produce vendors, along with meat, fish and poultry vendors. It's near a bunch of different shops so you can always walk around and explore a lil before or after. I like the vibe here. One of the better farmers markets in the area." -Google Review, 2021

"I love this farmer's market. Full of happy people and dogs sitting around in the park next to it. It's right next to the post office so I make it a package drop and fruit/veggie stop on Sundays. Come early. They open at 9am and parking is relatively easy until about 10am. I recommend trying P&K strawberries. If you see a line, that's most likely it. There's also a corn stall which is really good. Sorry, I don't know the name, but it was next to P&K. They sold out by 12pm. There's also a booth that sold spring rolls for \$4. I was expecting the standard sausage size spring rolls but it was like a giant burrito. Such great value. The people here are so nice. Almost every time I drop off packages, people offer to help open the door or even the package drop door. When I'm waiting for strawberries, people like to strike up conversations." Google Review, 2019

"A Cozy Sunday treat in Downtown Los Gatos. This small, cozy spot makes our Sundays feel great with its excellent variety of seasonal produce. The rotisserie chicken is the best we've ever had! The atmosphere is warm and inviting, with lots of friendly people, all set against the beautiful backdrop of Downtown Los Gatos." Google Review, 2024



Farmers' Market System

Our database of certified growers assists CFMA in supplying the market. The product mix is assigned in the annual reservation system. It is important to offer access to pastured-raised chicken and grass-fed beef free from hormones and antibiotics.

The size of the Los Gatos Farmers' Market and its number of growers and food purveyors ranges from 40-45 depending on the season.

Rules & Regulation

Every member of CFMA must operate according to the market rules and regulations. Non-compliance of the rules and regulations may result in suspension from the market. In any



case, all farmers are given the opportunity to cure their problem before they are considered for disciplinary action. Any non-compliance receives due process and each infraction has the opportunity to be heard. The CFMA market rules and regulations are included herein.

Marketing of the Market

CFMA's Marketing Department is unparalleled in the industry with a dedicated team of specialists. Over the last 8 years, CFMA has devoted significant resources into developing a beloved brand for the Los Gatos Farmers' Market that is well-known and associated with successful family-driven events with produce of the very highest quality. Using an integrated marketing strategy, our team ensures that every touchpoint (whether it's a social media ad, email, or event) reinforces the same message, tone, and branding elements, which ultimately deepens the value that Los Gatos community members have in the market. This value informs shopping decisions and builds loyalty and connection between the farmers and their customers.

CFMA's multi-pronged marketing approach includes, direct mail, print advertising, social media, digital newsletter, website, paid social advertising and a robust on-site seasonal events program!

Market Branding

To create a new unique logo for the Los Gatos Farmers' Market, CFMA hosted a competition with a college-level art class. CFMA sells tote bags with market logos. The tote bag sales at the Los Gatos Farmers' Market outpace all other markets. When CFMA added the word "California" below the market logo, tote bag sales doubled as they became popular with the Los Gatos community who purchase it for gifts. Customers from out of town purchase the Los Gatos Farmers' Market tote bag as a souvenir.





Events & Promotions

The CFMA on-site Promotions Team, under the Marketing Department, has the main objective of executing impactful and memorable on-site events at the farmers' market that enhance community awareness, increase attendance, and educate customers about seasonal crops, healthy food choices, cooking/preserving

market produce, and the benefits of shopping local to support family farms.

Over the last 8 years, CFMA has held over 50 on-site events at the Los Gatos Farmers' Market. The events are professionally planned by our team months in advance and coordination with the town is included in the planning process. The market's annual promotional calendar is a critical component of the Market's success and is packed with exciting fun and educational events.



Here are a few examples of on-site promotions held at the Los Gatos Farmers' Market:

- APRIL Earth Day: Celebrating farming is the original Earth Day. The Market presents agriculture as the best way to promote a sustainable Earth.
- MAY Derby Day Races: The market supplied inflatable derby hobby horses to the children for a fast race around our track inside the park's grassy area. The adult category was also represented and prizes for the best Derby Hats were awarded.
- JUNE Zucchini Car Races: This year's races featured over 120 entrants as kids made cars at home and at the market in the Official Zucchini Race Pit Stop Zone. Winners for best design and fastest cars won cash prizes. Like all the special events, the race track was set up inside the park within the Town's guidelines and permission.
- JULY Kid's Day: Hundreds of children participated in Kid's Day, enjoying the puppet show, special kid's craft activities and a demonstration that taught 200 kids how to make a watermelon salad.
- AUGUST Watermelon Festival: How much watermelon can a 10-year-old consume in 90 seconds? 25 kids tried their best and a 10-year-old girl from Los Gatos took the cash prize. Bigger folks also competed in the adult category as 25 adults were challenged with a huge quarter slice. This was entertaining to say the least.
- SEPTEMBER Fall is when grapes come bursting at the seams with flavor. Customers participate in "The Grape Escape" by voting for the Most Beautiful Bunch of grapes from our grape growers and then try to win \$ by guessing the number of grapes in a huge, hanging bunch of grapes. (Hint, over 500 grapes). This effort builds the market's mailing list.
- OCTOBER Guess the Weight of the Giant Pumpkin and Win! For 3 weeks before Halloween a huge pumpkin is brought into the market for folks to try to guess it's weight. This is a seasonal favorite and everyone tries to win the \$50 prize. (over 120 lbs., do not try to pick it up!)
- HALLOWEEN HARVEST FESTIVAL The annual Halloween Festival Parade commences mid-market as nearly 100 costumed kids parade through the market and over 200 mini-pumpkins are decorated with googly eyes, feathers, curly hair, etc. at the Mini-Pumpkin Decorating stalls.
- DECEMBER Storytime with Mrs. Clause. Multiple sessions of storytelling times are held inside the market by our famous Mrs. Clause in her authentic Christmas Claus costume. The setting is inside multiple tents with lighting and fun Christmas fanfare. Children sit on mats and are held spellbound while Mrs. Clause spins her stories.



SCAN THIS QR CODE TO VIEW A SLIDESHOW RECAP OF 2024 EVENTS AT THE LOS GATOS FARMERS' MARKET



The market's location in the Downtown area plays a huge role in the impact of the on-site promotions. Over the years, the customers have enjoyed connecting with their neighbors and friends in the center of town during events. It turns the market from a shopping location into a community hub and an epicenter of the Downtown experience that makes Downtown Los Gatos a destination on Sundays. CFMA mailing list data indicates that 46% of weekly market goers actually come from outside of the Town of Los Gatos.

Direct Mail & Mailing List

A core element of CFMA's marketing efforts is the organically generated customer mailing list. What differentiates our mailing list from a purchased mailing list is that every customer has actively made the decision to opt-in to communication from the market. This means that CFMA's direct mail efforts are hugely responsive and accurately targeted.



Started by CFMA in 2016, the Los Gatos Farmers' Market mailing list currently has over 2,200 loyal Los Gatos residents. The mailing list is generated through market activations geared towards building the list. On average, CFMA sends out 5 direct mail campaigns per year that promote and educate Los Gatos customers on the upcoming activities and incoming crop harvest.

At least 2 times per year, a Saturation direct mail postcard campaign hits every single resident of the Town of Los Gatos. Since 2016, nearly 200,000

pieces of direct mail promoting the Los Gatos Farmers' Market have been sent to the community.

Digital Marketing

Since assuming operation of the Los Gatos Farmers' Market, CFMA has made huge strides in the digital presence of the market. Social media accounts were established by the Marketing Department and have become a key component in communicating with customers to spread awareness. The Los Gatos Farmers' Market Instagram page has 4,317 followers and 2,400 on Facebook. Market Manager, Susan Campbell, generates and posts 1 or 2 pieces of original content each week.

A weekly email newsletter was also established with 2,300 recipients on the email list. CFMA sees an unprecedented open rate average of 47% on email newsletters, compared to an industry





average of 28%. These numbers indicate customers find great value in maintaining a weekly dialogue with the farmers' market.

In 2023, CFMA launched a paid social media advertising strategy, specifically focusing on boosting Instagram reels to promote events and promotions. This program has had overwhelming success, reaching up to 34,000 unique viewers per campaign and had direct correlation with increased attendance at market events! This approach has allowed CFMA to take a data driven approach to our methods of customer communication.

CFMA also developed a webpage for the Los Gatos Farmers' Market. The website is a primary tool to educate local residents about the day, time, and location of the farmers' markets. Farmers' market events are posted on the website as well as seasonal recipes & email list sign up.

Community at the Market

CFMA is proud to host the Merchant at the Market Program at the Los Gatos Farmers' Market. This provides a dedicated space every Sunday that is specifically assigned for local merchants. In order to qualify for the program, Merchants must be members of the Los Gatos Chamber of Commerce and must operate a brick and mortar business within the town. Merchants can use this space a maximum of 4 times per year to promote their business to the farmers' market community. An online application for the program can be easily accessed via the CFMA website. The Merchant at the Market stall is used nearly every week by a local business.

CFMA reserves a weekly space at market for non-profit organizations to table at the market. Non-profit organizations are not permitted to fundraise, campaign, or promote any paid service. These guidelines are in place to ensure that the space is used specifically for educational outreach to the Los Gatos community. The non-profit application is also easily accessible online.

CFMA enjoys participating in seasonal community initiatives like the Los Gatos Loyal Program and donates a \$200 Market Basket filled with fresh produce from the farmers' market for the raffle prize.



Farmers' Market Economics

Economic benefits are gained while providing a weekly wholesome community gathering. Keeping local dollars in the community keeps the local area strong economically. The Los Gatos Farmers' Market Economic Analysis states that \$15.4 Million dollars is the annual potential spin-off for nearby businesses while the local government collects an estimated \$154,000 annually in local tax form those spin-off dollars. Further information is available upon request.



Farmers' Market Budget

The certified farmers' market operates self-sufficiently. Since the local government receives spin-off dollars, the fees paid by farmers are used specifically to operate the market and generate visits to the downtown so the spin-off may occur. Farmers pay a stall fee to cover the cost to operate the market including expenses for insurance, health permits, compliance fees and marketing.

Each year, over 25% of the incoming stall fees are dedicated to the marketing efforts for effective awareness campaigns to generate the visits to maintain a viable outlet for farmers who travel with their perishable goods. Additionally, information about the farmers' market can be added to each participating farmers' website, social media outlets, and event calendars. This promotes more awareness.

CFMA's marketing plan has yielded a solid customer base. These routine visits for a weekly supply of farm fresh food will generate spin-off visits to the business district during the other 6 days of the week. It is advantageous for the local businesses and local government programs to utilize stall space to have their programs gain access to the community.

Entertainment

CFMA maintains a troop of over 90 juried musicians, clowns, jugglers, balloon artists, chefs, face painters and puppeteers. At least one entertainer will be present each market day, however there is generally both a musical performer and a balloon artist every Sunday.



Market Aesthetic

The Market Information booth is marked and recognizable. A large chalkboard A-frame sign is placed in the center aisle to announce the special events and the market bulletins. The market contains 2 custom painted umbrellas with "Los Gatos Farmers Market". Tote bags and aprons with the Market's logo are available for purchase.

Farmer Merchandising Program

CFMA's stall merchandising program has proven successful for many vendors in the organization. With our team's assistance, we've helped farmers and artisans increase their sales by up to 300%. The Market Manager monitors vendors weekly to ensure they are optimizing their potential and presenting their very best to the community each week.

Farmers' Market Authenticity

The ambiance and synergy of a real farmers' market is created by a strong presence and bounty



of agricultural crops from California certified producers. The ratio of farmers to non-agricultural vendors at the Los Gatos Farmers market remains three to one. Craft booths are not permitted unless it's part of a special event.

The farmers' market also provides an invaluable service to educate the public about sustainable agriculture and the value of nourishing ourselves with tasty nutritious farm fresh produce, an important part of today's food system in need of more healthy choices!







FARMERS' MARKET 2024 EVENT HIGHLIGHTS

California Farmers' Markets Association

KENTUCKY DERBY DAY

The market supplied inflatable derby hobby horses to the children for a fast race around our track inside the park's grassy area. The adult category was also represented and real trophies for the best Derby Hats were awarded.

BOOSTED REEL VIEWS: 13,510

NUMBER OF RACERS: 50

MARKET ATTENDANCE: +2,000

NUMBER OF HAT DECORATORS: 200







KID'S DAY CELEBRATION

Hundreds of children participated in Kid's Day, enjoying the puppet show, special kid's craft activities and a cooking demonstration that taught 200 kids how to make a farm fresh watermelon salad.

POSTCARDS SENT: 9,000 EVENT ATTENDANCE: +2,000

BOOSTED REEL VIEWS:10,650 KID PARTICIPANTS: 250







ZUCCHINI CAR RACES

Zucchini Cars are raced on a giant custom track until the fastest car wins! Children explore the market to find their very own zucchini. The market provides axles and decoration materials to make the car.

POSTCARDS SENT: 9,000 EVENT ATTENDANCE: +2,000

BOOSTED REEL VIEWS:10,180 KID PARTICIPANTS: 120





LOS GATOS
FARMERS' MARKET

ZUCCHINI CAR RACE

SUN. JUNE 23RD STARTS AT 11AM



DON'T MISS OUT!

FALL HARVEST FESTIVAL

An event for families to celebrate the bounty of the Fall Harvest and have some Halloween fun! Families are invited to enter the costume parade and contest, decorate mini pumpkins, guess the weight of the giant pumpkin and get a special goodie bag from the market!

POSTCARDS SENT: 7,000 EVENT ATTENDANCE: +2,000

BOOSTED REEL VIEWS:8,279 COSTUME PARADE PARTICIPANTS: 60+









MRS. CLAUS AT MARKET

Multiple sessions of storytelling times are held inside the market by our famous Mrs. Clause in her authentic Christmas Claus costume. Children sit on mats and are held spellbound while Mrs. Clause spins her stories.

BOOSTED REEL VIEWS: 27,266 EVENT ATTENDANCE: +2,000

NUMBER OF KIDS PARTICIPATING: 120









Farmers' Market Tote Bags



California Farmers' Markets Association



