

SHORELINE FARMERS MARKET



The Shoreline Farmers Market supports local and sustainable agriculture and small business, community building, food equity programs, and economic development efforts in the City of Shoreline.

**JOIN US TO COLLABORATE AND
SUPPORT THE FARMERS MARKET**

Dear Prospective Board Member,

Let me begin by thanking you for your interest in joining the Board of Directors. I am looking forward to getting to know you better and to talk about the Board's needs and how you can be a part of the amazing work of the Shoreline Farmers Market.

My wife and I moved to Shoreline almost 15 years ago, and we immediately fell in love with the community we found here. We did, however, miss walking to our neighborhood farmers market on weeknights and visiting larger nearby farmers markets on the weekend. We dreamed of Shoreline having its own farmers market one day, and never thought we would have a hand in making that dream come true.

Fast forward to today and I can say I am proud of what we've accomplished over the past eight market seasons, and I am even more excited about how much more we will be able to do with a strong, diversified Board.

The Shoreline Farmers Market relies on volunteers and a contract staff of one to produce 18 lively Saturday markets each summer. The Board focuses governance issues including strategic planning, financial oversight, organizational assessment, and fund development.

We are currently seeking new Board members who can expand our capabilities in those areas plus strengthen our connections with farmers, artisans, musicians, local businesses, and the community, connections that are essential to who we are and how we pursue our mission.

We want Board members who are active in everything, from representing the organization to sponsors to reviewing financial reports and researching issues and policies in their committee work. The Board, and many of the committees, meet monthly, and we communicate frequently using e-mail, phone, web-based file sharing, and other online meeting tools.

As Board members, we steward the community's trust to fulfill the market's mission. In doing so, we lead passionately, engage thoughtfully, and celebrate wholeheartedly. Once a year we take the opportunity to gather to review our progress and take time to build the connections between us.

The information contained in this packet will tell you much more about the market and the role of the Board. Please do not hesitate to contact me with questions and comments. Your contact on the recruiting committee will be in touch with you to discuss next steps.

Again, many thanks for your interest.

Sincerely,

Brendan Lemkin
Board President & Founder



Shoreline Farmers Market Board Member Job Description

The Shoreline Farmers Market (SFM) supports local and sustainable agriculture and small business, community building, food equity programs, and economic development efforts in the City of Shoreline. SFM board members are expected to play very significant roles providing on-going guidance and expertise that will contribute to a thriving organizational culture, strategic focus, effective program delivery, and financial sustainability, as well as serving as SFM ambassadors and advocates. Board members can expect to spend about 8 hours per month volunteering on SFM-related activities.

Expectations of the Board as a Whole

As the highest leadership body of the organization and to satisfy its fiduciary duties, the board is responsible for:

- determining the mission and purposes of the organization
- selecting, setting compensation for, and evaluating the performance of the market manager
- strategic and organizational planning
- ensuring strong fiduciary oversight and financial management
- fundraising and resource development
- approving and monitoring the organization's programs and services
- enhancing the organization's public image
- advocating for the organization
- assessing its own performance as the governing body of the organization

Expectations of Individual Board Members

Each individual board member is expected to:

- know the organization's mission, policies, programs, and needs
- faithfully read and understand the organization's financial statements
- serve as active advocates and ambassadors for the organization and fully engage in identifying and securing the financial resources and partnerships necessary for the organization to advance its mission
- leverage connections, networks, and resources to develop collective action to fully achieve the organization's mission

- give a meaningful personal financial donation
- help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy
- prepare for, attend, and conscientiously participate in board meetings
- participate fully in one or more committees
- spend approximately 8 hours per month on SFM-related volunteer activities

Further, board members are expected to

- follow the organization's bylaws, policies, and board resolutions
- sign an annual conflict-of-interest disclosure and update it during the year if necessary, as well as disclose potential conflicts before meetings and actual conflicts during meetings
- maintain confidentiality about all internal matters of the organization



Shoreline Farmers Market Board Member Contract

I, _____, understand that as a member of the Board of Directors of Shoreline Farmers Market, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:

- I will interpret the organization's work and values to the community, represent the organization, and act as a spokesperson.
- In turn, I will interpret our stakeholders' needs and values to the organization, speak out for their interests, and on their behalf, hold the organization accountable.
- I will attend at least 75 percent of board meetings, committee meetings, and special events; I will attend at least 2 of the 18 markets during each season.
- Each year, but no later than Thanksgiving of each year and without having to be asked, I will make a personal financial contribution at a level that is meaningful to me.
- I will actively participate in one or more fundraising activities.
- I will excuse myself from discussions and votes where I have a conflict of interest.
- I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will not stay silent if I have questions or concerns.
- While I am a member of this board, I will make every effort to vote in every public election.
- I will work in good faith with staff and other board members as partners toward achievement of our goals.
- I will refrain from intruding on administrative issues that are the responsibility of the Market Manager, except to monitor the results and ensure that procedures are consistent with board policy.
- If I don't fulfill these commitments to the organization, I will expect the board president to call me and discuss my responsibilities with me.

In turn, the Shoreline Farmers Market will be responsible to me in the following ways:

- I will be sent, without having to request them, quarterly financial reports and an update of organizational activities that allow me to meet the "prudent person" standards of the law. (The "prudent person rule," applied in many legal settings in slightly differing

language, states that an individual must act with the same judgment and care as, in like circumstances, a prudent person would act.)

- Opportunities will be offered to me to discuss with the market manager and the board president the organization's programs, goals, activities, and status; additionally, I can request such opportunities.
- The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.
- Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.
- If the organization does not fulfill its commitments to me, I can call on the board president and market manager to discuss the organization's responsibilities to me.

Signed:

Date:

_____, Board Member

_____, Board President



2019 Annual Report

Shoreline Farmers Market Association

Brendan Lemkin & Kara Conner

Overview

Shoreline Farmers Market (SFM) completed its 8th season in 2019. For the 5th year, the market was located at Shoreline Place (formerly Aurora Square). The market continued to support local agriculture and small businesses and partnered with the City of Seattle to provide equal access to fresh foods for food insecure families. Vendor sales increased 13% over 2018 and attendance rose by an estimated 9,000 customers. The City of Shoreline secured Port of Seattle Economic Development Partnership Program funding for Shoreline Farmers Market to increase marketing strategies as well as staff and program support. The market hired staff to coordinate the kids PoP Booth and implemented stronger educational activities for children at the market. This report will detail the Market's 2019 financials, staff, marketing, programs, vendors, as well as challenges and opportunities for future growth.

Market Programs

Supplemental Nutrition Access Program (SNAP) & Fresh Bucks: This year concluded the 4th year of the Market's partnership with the King County Fresh Bucks Program which was implemented by the City of Seattle's Office of Sustainability & Environment. In Washington State, 1 in 7 people rely on the SNAP program to supplement their food purchases and half of these beneficiaries/participants are children. SNAP is essential to our communities and the Fresh Bucks program makes shopping at a farmers market more accessible. The Fresh Bucks program matches, dollar for dollar, all SNAP and EBT transactions made at participating farmers markets, meaning a \$20 withdrawn from the account is matched with an additional \$20 that can be used to purchase fresh fruits and vegetables only. The Fresh Bucks program also includes a Fresh Bucks Rx incentive that is prescribed by medical institutions and Fresh Buck Vouchers that are distributed to community members who are not eligible for SNAP but deemed food insecure. 2018 saw a dramatic increase of Fresh Bucks distribution. Due to drastic policy changes in the Fresh Bucks Rx and Voucher programs in 2019, Fresh Bucks suffered a 97% loss in the Rx portion of the Fresh Bucks program. SNAP and EBT transactions increased 4.7% this year totalling \$4,354 SNAP dollars and \$4,006 Fresh Bucks spent at the Shoreline Farmers Market.

Fresh Bucks Funding Update: The Federal FINI grant ends December 2019. Farmers markets operating within Seattle city limits will continue offering the Fresh Bucks program which is now funded by the Sweetened Beverage Tax passed earlier this year. Despite a grant proposal (Gus Schumacher Nutrition Incentive Program) from the WA Department of Health (DOH), there is no secured comprehensive funding for King County or other Washington markets operating outside of Seattle in 2020 or beyond. Next year, all Washington farmers markets outside of Seattle will participate in a statewide incentive program in partnership with DOH. Unfortunately the DOH program will not include the Rx Program. In 2020, SFM will receive partial funding for a SNAP matching incentive program. Due to the new tiered funding structure SFM will receive approximately 15% of total program funding needs. Consequently, SFM will be required to secure additional funding to cover the remainder of the program fees and administration, estimated at \$6,000. This matching program is essential to creating

an equitable space for market shoppers and greatly expands their spending power all while supporting our local farmers and producers.

Hopelink Partnership: Shoreline Farmers Market has been donating produce to Hopelinks' Food Access Program and surrounding food banks since 2012. Food access is a top priority for the market and we are proud to have farmers and producers generously contribute fresh goods to these programs. Hopelink volunteers receive and deliver donations every week, rain or shine. In 2019 the market was able to donate 3,523 pounds, the highest donation amount yet and almost double the pounds donated in 2018. These fresh goods were distributed directly to members of the Shoreline community at Hopelink Food Bank. In addition, Hopelink tables at the Market, connecting with those in need and growing awareness within the community.

Power of Produce (PoP) Program: Our most popular program at the Shoreline Farmers Market is the kids PoP Program. PoP is a multifaceted program that gives \$2 in market currency to youth that can be used to purchase fruits and vegetables at the market. The program is designed to encourage healthy food choices and teach kids the value of a monetary transaction. The program has transitioned over the past 2 years away from tiny prizes and instead has incorporated quick-touch educational activities that promote the ethos of PoP. Activities include identifying greens found at the market, learning about different pepper varieties, and taste testing unique vegetables. The PoP Booth Coordinator and Market

Manager have created a PoP Activity Guide that can be used in future years and shared with markets new to the PoP Program.



During the 2019 season, SFM served 1,085 unique participants and distributed \$5,440 in PoP Bucks. This is a 31% increase in participation and a 15.7% increase in PoP Bucks distribution from 2018. The PoP Program continues to grow with the Market and its budget will be adjusted accordingly in future seasons.

The Everett Clinic has generously supported the PoP Program for 4 years and is essential to the success of this program. This sponsorship covers approximately 70% of the program cost. The main challenge of this program is finding a single sponsorship that covers all program expenses allowing SFM to focus its budget on marketing and operations.



Find Broc: Find Broc is an extension of our PoP Program that encourages kids to explore foods at the Market by searching for a hidden stuffed broccoli (named Broc). Vendors are enthusiastic and eager to assist us by hiding Broc at their booths and in their produce. The program engages kids at the Market and provides a platform for them to explore the various booths, interact with the farmers, and feel more connected to the Market. When a child finds Broc they get a treat in the form of a healthy snack such as snap peas, berries, tomatoes or carrots. Finding Broc is a highlight for many kids at the Market and their excited squealing can be overheard when Broc is found.

Chef Tent: The Chef Tent is made popular by our dedicated volunteer Chef Naomi and her volunteer assistant Shari. Each week they take ingredients from the market and create a delicious dish on the spot. Customers are invited to sample the dish, learn more about how the produce used, and discover new cooking techniques. These recipes are published weekly on the SFM website and past season recipes are always available. The program was created to engage customers and highlight vendor products that may be unfamiliar to market shoppers. Over 2,600 samples were distributed to customers during the 2019 season and this program was made possible this year by allocated funds from the Port of Seattle Economic Development Partnership Program. Although there is real value in the Chef Tent program future seasons are dependant on a sponsorship as the cost versus benefit is continually re-evaluated.



Musical Performances: The live music offered at the Shoreline Farmers Market is one of the key elements that sets us apart from neighboring markets. This season SFM hosted 36 musical performances totalling over 81 hours of music to delight our customers. (We even had an encore during our market breakdown one week.) At SFM the musicians are given a stipend in the form of “market bucks” allowing them to shop at the market and support the market vendors.

In past years, providing compensation for 36 musicians has proved difficult with the market offering as little as \$15 for their time, in comparison to some area markets that pay musicians up to \$200 per performance. The Port of Seattle Economic Development Partnership Program funding has allowed SFM to pay a generous stipend of \$50 for each musical performance. Each time a musician is paid they are told about the funding source and the reaction, each and every time, was overwhelming gratitude and appreciation. Returning musician Ronnda Cadle was in shock stating, “I feel so appreciated”.

Providing consistent music at any farmers market is key to a successful day. Music brings people together, reinforces the sense of community, and brightens the space allowing customers to settle in and enjoy the market longer. SFM will prioritize funding for musicians in future seasons through budget reevaluations or a targeted sponsorship.

Additional Market Highlights: In addition to our regular programs, SFM is proud to partner with the Shoreline Historical Society and share space during their annual Celebrate Shoreline Car Show. The Market provides space to area nonprofits to table and connect with customers.. New in 2019, SFM hosted the King County Library System Bookmobile and Department of Health and Human Services Mobile Community Services Office. Both mobile resource programs appreciated the opportunity to join the Market and reported great outreach success. Our fiscal partner, Central Market, continues to support the market in allowing the use of their restrooms and commissary area as well as donating hundreds of pumpkins to PoP Program in October.

Sales and Market Finance

Sales: In 2019, market sales reached 404,334 - a 13% increase over 2018 sales. With less wildfires, weather conditions were more manageable than years past and we had no market closures. Customer counts increased by 9,000 in 2019, estimating 24,000 adult customers attending the market over the 18 weeks. Farm sales jumped from 43% to 57% of total sales and cumulative food related sales (excluding crafts) represented 94% of total sales this season. As a member of the Washington State Farmers Market Association, SFM is required to track and report annual sales and farm sales must be greater than processors. These guidelines aid us in creating a balance of vendor and product diversity while maintaining the focus on local farms.

Market Finance: The 2019 season brought in a gross revenue of \$123,000. This was made up of \$41,417 from vendor fees, \$60,000 from the City of Shoreline (of which \$35,000 was secured through the Port of Seattle Economic Development Partnership Program), \$17,300 in private sponsorships, \$769 in branded swag sales, and \$4,168 in offsetting Fresh Bucks reimbursements. SFM secured \$5,000 more in sponsorships over 2018. Key sponsors include: Central Market, The Everett Clinic, Shoreline Community College, and Goldfish Swim School.

The City of Shoreline continues to be the main financial support of the Market with additional in-kind donations including office space and staff support. The City of Shoreline contributed staff hours to secure the Port of Seattle Economic Development Partnership Program funding for the SFM budget. This Program Funding included \$35,000 to be spent on marketing, staffing, and program expansion for the farmers market. These funds were distributed after the receipt of the mid-season and annual reports. These additional funds were key to the expansion of brand recognition and marketing efforts for the 2019 season.

Outgoing expenses include staff, volunteer stipends, busker stipends, marketing, new equipment/supplies, Washington State Farmers Market conference, rent, and administration fees. Total expenses at the end of the year will amount to \$132,000. With additional revenue from the City of Shoreline (secured through the Port of Seattle funding), SFM was able reallocate funds to pay off credit card debt that remained from previous years marketing and supply purchases.

Vendors and Staff



Vendors: The 2019 Vendor lineup had a healthy balance of farmers, producers, prepared foods, and select crafts. SFM averaged 40 vendors at each market, not including sponsors or community nonprofit booths. SFM actively recruited new vendors this season working to increase product diversity for increased customer satisfaction. A key addition to the market was King's Mozzarella, an up and coming handmade mozzarella cheese producer who was able to bring new customers to SFM and maintain a loyal customer base throughout the season. Additional new key vendors included: Skagit Gourmet Mushrooms (organic cultivated mushrooms from Skagit Valley), Magana Farms (produce farm from Sunnyside that has been selling at Pike Place Market for over 20 years), and Tall Grass Bakery (handmade artisan bread and granola based in Seattle). Key losses from 2018 were 11 Olives

(artisan olive oil) and Standard Bakery (handmade bagels and pastries). SFM had fewer craft vendors this season as customer trends are moving away from artisans and toward farms and producers. Each season SFM evaluates past years vendor sales to determine potential growth for the market. A common mistake among markets is increasing vendor counts without customer spending matching the increase; SFM takes caution to grow slowly and steadily.

SFM finds that it's imperative to continually work closely with vendors, taking care to cultivate positive relationships and gain trust. This task is not taken lightly and is reinforced by off-season communication, farm visits, and actively recording and receiving feedback.

Staff: SFM retained its market manager for another year ensuring constant market engagements throughout the off-season, continuity of management, and consistent engagement. The market manager oversees all market operations and programs, securing sponsorships, recruiting vendors, and managing staff and volunteers. Additionally, the manager participates in conferences, performs farm

visits, visits and evaluates area farmers markets, and works closely with the Washington State Farmers Market Association on special projects such as the Market Integrity Project.

SFM employees 5 part time staff to run the information booth, run the PoP Program, setup and breakdown the Market, perform Health Department inspections, and assist the manager with daily operations. Previously SFM relied heavily on volunteers as the backbone to operate the Market. After a hefty analysis it was determined to be more beneficial to hire staff for our market programs and operations. Staff include: two staff members that have been with the market as volunteers since the beginning, one long time community member with developmental disabilities who enjoys greeting customers, and two hardworking volunteers recruited from the 2018 season. The market employs the executive director (market founder) on a part-time basis to oversee contracts, insurance, and licensing.

Marketing

SFM is steadily growing its customer base and brand recognition. The market sees committed customers who support the market all season long but continue to focus on bringing in new customers. Even with a high visibility market location, many Shoreline residents are unaware of the farmers market. With the upcoming Shoreline Place CRA, the Market is aiming to secure customers that will sustain us through the inevitable growing pains of the CRA redevelopment in the current market location.

In past years the market has focused its marketing on poster distribution, social media, banner placements, and word of mouth. Armed with additional funding from the Port of Seattle Economic Partnership Program funding the market contracted a graphic design agency to create an impactful image that was displayed on the highly visible billboard at 152th and Aurora for the months of July, August, September and October - resulting in 1.2 million community impressions . The billboard is not only a marketing prop but displays a commitment to the community. Other marketing strategies for 2019 included an increase in social media paid marketing which resulted in 350k impressions over the last year, weekly e-newsletters sent to 588 community members, paid online ad placements through local news channels, and direct mailings delivered to 5,600 Shoreline households.

2020 and beyond

As the SFM faces new challenges and logistical impacts from the development of Shoreline Place, the focus will remain strong on impactful marketing strategies and customer retention. SFM will continue to work with the Washington State Farmers Market Association and its member markets to advocate for food incentive programs, local policy change, and the development of uniform market guidelines. In order to stay on top of market trends the market manager will continue to schedule farm visits, participate in relevant trainings and conferences, and collaborate on projects with area market managers. Finally, SFM will add 1-2 fall markets to the 2020 schedule in an attempt to stay relevant in the off-season and stay competitive with area markets also hosting fall markets.

Summary

The Shoreline Farmers Market continues to grow and add value in the community and across the Puget Sound Region. Each year, key metrics and indicators help tell the story and instill confidence in community stakeholders - from farmers and artisans, real estate owners and local government, to local businesses and ultimately, our customers. Each year the market closes its doors for the season with the intention of opening them wider the following year - and 2020 will be no exception. The future is bright for this market and Shoreline as a city. Development at Shoreline Place, the two Link Light Rail stations and numerous residential, commercial and infrastructure projects ensure a growing and increasingly diverse population of market-goers. On top of anticipated and noted site and financial challenges - external factors (such as rain, smoke, fluctuating agricultural markets) will continue to present challenges to the organization. Each year as the market grows, it is able to weather and be prepared for different types of business impacts that affect customer and vendor experience.

The Shoreline Farmers Market would like to thank everyone in the community that continue to ensure success and viability of this community pillar.





Shoreline Farmers Market Board Member Application

The Shoreline Farmers Market supports local and sustainable agriculture and small business, community building, food equity programs, and economic development efforts in the City of Shoreline.

Please return to info@shorelinefarmersmarket.org.

Date: ____/____/____

Name: _____

Address: _____

Phone: _____ Cell Phone: _____

Email: _____

If you were to be appointed to the Board, may the above information be shared with other Board Members for purposes of Shoreline Farmers Market business?

☐ Yes

☐ No

Employer Name: _____

Employee Title: _____

Type of Business: _____

Please list Boards & Committees that you serve on or have served on (business, civic, community, fraternal, political, professional, recreational, religious, social). List Organization, Role/Title & Years of Service.

Organization

Role/Title

Years of Service

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Skills, Experience & Interests (check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Early stage organizations/start-up experience | <input type="checkbox"/> Event management |
| <input type="checkbox"/> Financial oversight | <input type="checkbox"/> Real estate management experience |
| <input type="checkbox"/> Strategic planning | <input type="checkbox"/> Urban planning experience |
| <input type="checkbox"/> Understanding of community needs | <input type="checkbox"/> Farmer or agricultural producer |
| <input type="checkbox"/> Money to give or ability to get money | <input type="checkbox"/> Farmers market board member experience |
| <input type="checkbox"/> Available to write grants/sponsorship applications | <input type="checkbox"/> Farmers market manager or director experience |
| <input type="checkbox"/> Corporate connections | <input type="checkbox"/> Digital marketing knowledge |
| <input type="checkbox"/> Political connections | <input type="checkbox"/> Website development experience |
| <input type="checkbox"/> Small business connections | |

Have you attended the Shoreline Farmers Market?

- ☐ No
- ☐ Yes, once or twice a season
- ☐ Yes, 5-10 visits a season
- ☐ Yes, most markets a season

How many seasons have you attended the Shoreline Farmers Market?

- | | |
|-------------------------------|-------------------------------|
| <input type="checkbox"/> 2011 | <input type="checkbox"/> 2016 |
| <input type="checkbox"/> 2012 | <input type="checkbox"/> 2017 |
| <input type="checkbox"/> 2013 | <input type="checkbox"/> 2018 |
| <input type="checkbox"/> 2014 | <input type="checkbox"/> 2019 |
| <input type="checkbox"/> 2015 | |

Why are you interested in serving on the Shoreline Farmers Market Board? What do you hope to gain from the experience?

How do your skills, experience, and interests translate to supporting the success of the Shoreline Farmers Market?

Appointment to the Board requires consistent attendance at regularly scheduled meetings. Are you available for monthly evening meetings?

Appointment to the Board requires contributing to the Shoreline Farmers Market. Are you available to make a financial contribution by Thanksgiving each year in an amount significant to you?

- ☐ Yes
☐ No

Comments:
