

## So, You Want to be a Vendor at the Farmers' Market?

It is the responsibility of vendors to obtain any needed business permits or licenses, including such things as state and local tax permits if required. All vendors are responsible for supplying their own tent, tables, & chairs.

**DO NOT** show up at the market without prior approval by the Market Manager. You will not be assigned a space.

E-mail or call the Market Manager at 772/940-1145 stating what it is you are interested in selling. All vendors are required to submit a Vendor Application and to have read the Vendor Rules & Regulations prior to participating.

**No crafts.** The Ft. Pierce Jazz and Blues Society operates the arts & craft market west of us. Call 772/462-JAZZ.

### FARMERS –

1. Farmers may sell items grown on their farm without a Business License.
2. Produce must be fresh picked and free of insects or disease.
3. Eggs, meat & poultry, and cheese have special requirements. Contact Dept. of Ag/FDACS
4. Product Liability – (We suggest a minimum of \$1 million for your protection, as you are NOT covered by the market's liability).

### PLANTS -

1. An appropriate Business License.
2. Florida Sales Tax I.D.
3. No invasive plants permitted.
4. Plants must be in healthy condition with no insects or disease.
5. No re-sale items. Plants must be grown and/or stocked by the vendor's nursery.
6. You need a current Inspection Certificate from DP (Dept. of Ag/Department of Plant Industry). Located at the St. Lucie County Extension Office, 8400 Picos Road, Ft. Pierce, FL 34945. Phone 772/468-3921.
7. Product Liability – (We suggest a minimum of \$1 million for your protection, as you are NOT covered by the market's liability).

### FOOD & Beverages –

1. An appropriate Business License.
2. Florida Sales Tax I.D.
3. You MUST have a Certified Kitchen or Commissary. This could be a restaurant, civic organization, or church that may lease you their kitchen during non-business hours. Food cannot be prepared in a home as state regulation does not allow inspectors to enter a private residence.
4. Dept. of Ag/FDACS license and inspection (selling packaged items: baked goods, jellies, dips, sauces, etc.)  
- or -
5. Business & Professional Regulations (BPR) license and inspection (selling and serving food cooked on site).
6. No alcoholic beverages permitted.
7. Product Liability – (We suggest a minimum of \$1 million for your protection, as you are NOT covered by the market's liability).

NOTE: If what you wish to sell at the market is not listed, contact the Market Manager to determine acceptability of your product. NO political or religious organizations or national distributorships permitted. Not-for-profits permitted on a limited and space available basis.

## **Nonprofits - Focus on Your Vision and Make it a Big One**

By Merle Benny

Your vision needs an occasional polishing to stay bright. There is **no growth, no new donors, no new volunteers** - nothing without a vision that is understood and shared.

**Quick:** *What is your vision?* If it took you more than 10 seconds to answer, you need to work on it.

Spend time on your vision. Be sure it is big and clear. You want a world where no family is homeless or where every child appreciates his heritage or everyone has access to great art. These are visions. Your mission will follow naturally. Your vision will continually guide and inspire you. It broadens and clarifies your work.

Now is the time to be bold. Please don't say you can't afford it. You can't afford to sit back and wait. Chances are good that your services are needed more than ever in this economy. Step up, readdress your vision and go after it.

I feel strongly that creativity trumps money. We rely more on our creative brains when we can't take the easy route and the results can be amazing. Follow a direct line to your vision, the money will come. Really.

Have you heard of Michael Kaiser the president of the John F. Kennedy Center for the Performing Arts in Washington, D.C.? His recent interview on NPR got my attention. He stated emphatically that the secret is to produce great art and market aggressively, everything else will follow. He went on to say cutting doesn't make you healthier, boldly follow your vision by announcing great programs and marketing them - then you are ready for a fundraising campaign to follow your success. His book: *The Art of the Turnaround: Creating and Maintaining Healthy Arts Organizations* tells about his successes.

Nobody wants to give money to a loser. The money goes to the winner, so be bold, keep the ideas coming and **put your vision front and center.**

**Merle Benny** is a consultant and trainer and the author of "The Winner's Circle," a practical, easy-to-use program for nonprofit success and growth covering 11 key Actions including planning, branding and raising more money. It can be found at <http://www.Nonprofit-Champion.com/winnerscircle.html>

With over 25 years marketing and management experience, as well as being a lifelong volunteer, Merle's creative solutions for nonprofit organizations have included project management, strategic planning, events, websites, videos, branding, annual reports, brochures and development. She provides free ideas, tips and tools for nonprofit leaders at: <http://www.Nonprofit-Champion.com>

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List of helpful websites:

A 501(c)(3) organization's annually mandated filing with the IRS is the form 990. As of the 2007 fiscal year all organizations are required to file, regardless of revenue; however the version of the form will differ based upon the year's total receipts. The filing is due on the 15th day of the 5th month after the fiscal year end (For example, if the fiscal year ends December 31, the 990 is due on May 15th), but it may be submitted anytime after the fiscal year end. To remain in full compliance, administrators must be aware of all forms and schedules that must be filed, including the 990-T for unrelated business income, and special filing requirements for supporting organizations.

In addition to annual reporting, organizations with paid employees will be faced with additional quarterly filings. Like all employers, charities who pay wages must withhold, deposit, and pay employment taxes, including federal income tax withholding, Social Security, and Medicare (FICA) taxes. This must be done for each individual paid more than \$100 per year and reported on form 941. To know how much income tax to withhold, an organization should have a Form W-4, Employee's Withholding Allowance Certificate, on file for each employee. Public charities do not pay federal unemployment (FUTA) taxes.

In addition to IRS compliance, some states, though not all, will require annual state level tax filings. Upon commencement of the activities, organizational administrators must be sure to obtain state level sales and income tax exemptions, if they are available in their state. If the organization is not granted state exemption, they must file and pay taxes! In some states, even organizations exempt from state taxes must still file some form of annual return.

In addition to state tax considerations, each year the organization must file an annual report with their state to remain an active corporation. While these forms typically require a minimal amount of information, failure to file may lead to an administrative dissolution of the organization.

A final state level compliance issue to remain abreast of is concerned with charitable solicitation registration requirements. Such laws have been implemented in most states in an effort to protect consumers, and the statutes require charitable organizations to register and become licensed prior to the initiation of any solicitation activities. Generally, these laws require charities and their fundraisers to register with the state, describe their fundraising activities, file financial documents, and pay a fee that covers the administrative expenses of monitoring charities. These registrations typically require annual renewal, and come with stiff penalties for violations. If an organization will solicit in more than one state, a valid registration must be in place in each state where representatives will seek donations.

Possibly most importantly, you must remain aware of what activities may jeopardize your exempt status. The most common offenses that lead to the revocation of a 501c3 are private inurement and political campaign intervention. Private inurement occurs when an insider receives excess benefit from the existence of the organization, either in the form of direct financial gain or in more indirect means such as the provision of business to a for-profit in which an insider has an ownership interest. Excess benefit may also occur in transactions with outsiders, however the benefit in the situation must be substantial. Lobbying activities, or attempts to influence legislation, may be conducted; however these activities must be kept to a minimum.

501c3 nonprofits are strictly prohibited from undertaking any political campaign intervention. While organizations may provide voter education or a review of the issues supported by all candidates, a public charity may not, directly or indirectly, support or oppose any candidate for political office. Lobbying activities, or attempts to influence legislation, may be conducted; however these activities must be kept to a minimum.

Finally, organizations must be diligent in filing annual returns on a timely basis each year. Not only can the IRS revoke the exempt status of any organization that fails to file returns for more than two years, it also reserves the right to impose penalties upon late filers. While an organization may not have a federal income tax obligation, the standard penalty for late filing of the annual information return is \$20 per day, up to a maximum of \$10,000 per year.

Remaining in compliance after attainment of 501c3 status may seem a daunting task; however with careful attention and cooperation of organizational administrators and their staff, exempt organizations can function successfully and fulfill their missions abundantly.

[http://www.bizcentralusa.com/nonprofit\\_resources/nonprofits\\_focusvision.html](http://www.bizcentralusa.com/nonprofit_resources/nonprofits_focusvision.html) ...

A nonprofit Board of Directors is responsible for many things in its organization. The Board oversees the operation, provides guidance, and develops policy. A good Board makes for a good organization. So who monitors the Board to make sure it's as good as it can be?

It's up to the Board itself to evaluate its own activities. An annual self-assessment is a great way to do that. A good self-assessment is comprehensive and covers all areas of Board responsibility it helps determine the Board's effectiveness and level of functioning. It also provides

- A structured time for reflection.
- An opportunity to assess individual and group weaknesses and strengths.
- A springboard for Board member recruitment in the coming year.
- A way to identify any training that might be needed for the Board.

There are lots of tools out there that can be used to assess Board performance including surveys and questionnaires. It doesn't matter so much which tool is used as long as one is used.

Giving the Board a chance to evaluate its own effectiveness is a step toward best practice in governance. It can contribute to the overall teamwork of the group and satisfaction of individual members. It points out areas where improvement is needed and sets a course of action for the coming year.

Having a policy in place that requires the Board to evaluate itself each year is a great way to make sure that it happens.

The organization will only be as good as its Board, so make the Board the best it can be through annual self-assessment!

Want more practical tips and ideas for successful fundraising? Get the twice-monthly "**Bright Ideas for Fundraising**" at <http://www.getfullyfunded.com>

Sandy Rees is a nonprofit fundraising coach and speaker who shows small nonprofit organizations how to raise more money, gain more supporters, and strengthen their Boards.

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[http://www.bizcentralusa.com/nonprofit\\_resources/charity\\_articles/remainingcompliance\\_501status.html](http://www.bizcentralusa.com/nonprofit_resources/charity_articles/remainingcompliance_501status.html)

#### **Remaining in Compliance After Obtaining 501 Status**

Your dream has become a reality. The cause that is your passion has been transformed into a functional organization. You've established a board, clarified your mission, adopted bylaws, incorporated, and achieved 501c3 status from the Internal Revenue Service. While extensive efforts have been undertaken to bring the organization up to par with the standards expected of a quality organization within the nonprofit sector, assiduous attention to compliance issues must take place if the organization is to remain reputable. Thus, organizational administrators must be diligent in educating themselves on all state and federal regulations.

First and foremost, as mandated by state and federal statutes, an operating nonprofit organization must assume the maintenance of adequate financial records. It is imperative that administrators, both at the board and staff level, document all sources of receipts and expenditures. A sufficient electronic donor database is ideal, though not authoritative. It is, however, critical to retain all supporting documents, such as grant applications and award notifications, sales slips, paid invoices, deposit slips, and cancelled checks. This will allow for easy preparation of financial statements, include statements of activities (known as an income statement in the for-profit world) and statements of financial position (also known as a balance sheet).

- Statement of Activities (consolidated) showing budget to actual information
- Departmental Income and Expense Statement showing budget to actual information
- Narrative report including tax and financial highlights, important grants received, recommendations for short term loans, or other means of managing cash flow

***Common Quarterly reports include:***

- Fundraising Reports; actuals vs. projections for donations; status report on all foundation proposals.
- Cash flow projections for the next six months
- Payroll tax reports
- Fee for service report showing number of fee-paying clients and revenue against projections.

***Common Annual Reports include:***

- Annual Federal forms, including 990 and Schedule A; State Reports
- Draft financial statements for year: Statement of Activities; Statement of Position; Income Statement for each program.
- Audited financial statements for the entire organization, including Statement of Position, Statement of Activities, Statement of Cash Flows, Statement of Functional Expenses
- Management letter from the auditor

In a small startup nonprofit, the board treasurer or outside accountant/bookkeeper might prepare the financial information for all in-house financial statements, and work with the executive director to prepare the narrative with financial highlights to be presented to the board. A controller or finance director would prepare these reports in a larger organization. The program director, if you have one, would ordinarily prepare the quarterly fee-for-service report. Similarly, the director of development would prepare the quarterly fundraising report.

The executive director should review all reports prior to presenting them to board members to ensure that the information makes sense and can be translated into issues and opportunities facing the organization. When the board is large enough to include a finance committee, that committee reviews all financial statements and reports on financial activity to the full board. In a smaller nonprofit, the executive director might report first to the board treasurer, who can then keep the full board apprised of the organization's financial status.

The full board may be better able to respond to comprehensive information with important financial trends and issues highlighted in an accompanying narrative report. While each board member should have the opportunity to review organization-wide income and expense reports to understand the impact their department's activities have on the whole organization, members who are inexperienced at reading financial statements may get lost in overly detailed statements. Thus, the finance committee will often review the numbers in greater detail than the full board.

[http://www.bizcentralusa.com/nonprofit\\_resources/nonprofitboard\\_assesseachyear.html](http://www.bizcentralusa.com/nonprofit_resources/nonprofitboard_assesseachyear.html) ...

**Why a Nonprofit Board Should Assess Itself Each Year**

By Sandy Rees

[http://www.rocketlawyer.com/documents/legal-form-Corporate+Bylaws.aspx?partner=105&utm\\_source=Y!&utm\\_medium=PPC-ExactMatch&utm\\_campaign=PPC&vsmwa=-OY6byRRF15crsyfxgU3Q19191bUC9nZ6yEOvbXuaKVtOdmXzVO3gNB-iyXuj9e ...](http://www.rocketlawyer.com/documents/legal-form-Corporate+Bylaws.aspx?partner=105&utm_source=Y!&utm_medium=PPC-ExactMatch&utm_campaign=PPC&vsmwa=-OY6byRRF15crsyfxgU3Q19191bUC9nZ6yEOvbXuaKVtOdmXzVO3gNB-iyXuj9e...)

#### **Reasons to Create**

- You want to define the structure of a newly-incorporated small business in Delaware.
- You want to organize the information needed to define the structure of a newly-incorporated small business in another state.

#### **Before You Begin**

Information you may need:

- The name of the new corporation, exactly as it appears in the Articles of Incorporation.
- Whether the Articles or Certificate of Incorporation provide for staggered terms for the directors, and if so, the length of such terms of office.
- Whether the Articles or Certificate of Incorporation provide for a corporate seal.
- Whether the Articles or Certificate of Incorporation provide for indemnification of the directors and officers.
- The date when an "organizational consent" will be signed, or when an organizational meeting will be held, by the initial directors or the incorporator(s).
- The name of the corporate secretary elected by the organizational consent or at the organizational meeting.

#### **Reasons to Update**

- You want to change or correct a provision in the bylaws before they are adopted.

[http://www.bizcentralusa.com/nonprofit\\_resources/charity\\_articles/financialmanagement\\_nonprofitorganization.html](http://www.bizcentralusa.com/nonprofit_resources/charity_articles/financialmanagement_nonprofitorganization.html)

#### **Financial Management for Nonprofit Organizations**

It is critical that nonprofit directors and executives develop at least basic skills in financial management. Expecting others in the organization to manage finances is clearly asking for trouble. Basic abilities in financial management begin in the critical areas of cash management and bookkeeping, which should be done according to certain financial controls to ensure reliability in the bookkeeping process. Nonprofit administrators should learn how to generate financial statements and to analyze those statements to really understand the financial state of the nonprofit organization. Financial analysis shows the reality of the situation of a business- seen as such, financial management is one of the most important practices in management.

Diligent financial management of nonprofit organizations involves the use of financial statements as a management tool; the elements of an accounting system and identification of its best use; basic methods of internal controls and preparation for a third party audit; the budget cycle and annual filings. These aspects are indispensable to an organization's finance and audit committee of the Board of Directors, and are essential in the oversight of the organization's financial soundness.

Because each nonprofit organization faces different fiscal issues and has different resources to bring to pecuniary functions, each organization will choose a different set of regular financial reports to prepare and analyze. At different times an organization will need different reports to provide information to support its decision making. The required reports will depend on several things, including the extent to which the organization is financially stable, the degree and extent to which the financial outlook changes during the period, the availability of resources to meet financial obligations, the availability of staff or other professionals to prepare reports, etc.

#### **Common Monthly reports include:**

- Statement of Position (Balance Sheet)

that sense is retained in modern usage of the term. Also, charter can simply be a document giving royal permission to start a colony.

The word entered the English language from the Old French *charte* (ultimately from the Latin word for "paper"), but the concept is universal and transcends language. It has come to be synonymous with the document that lays out the granting of rights or privileges.

[http://en.wikipedia.org/wiki/Articles\\_of\\_Incorporation ...](http://en.wikipedia.org/wiki/Articles_of_Incorporation...)

The **Articles of Incorporation** (sometimes also referred to as the **Certificate of Incorporation** or the **Corporate Charter**) are the primary rules governing the management of a corporation in the United States and Canada, and are filed with a state or other regulatory agency. The equivalent in the United Kingdom and various other countries is Articles of Association.

A corporation's Articles of Incorporation generally provide information such as:

- The corporation's name, which has to be unique from any other corporation in that jurisdiction. As part of the corporation's name, certain words such as "incorporated", "limited", "corporation", (or their abbreviations) or some equivalent term in countries whose language is not English, are usually required as part of the name as a "flag" to indicate to persons doing business with the organization that it is a corporation (with limited liability) as opposed to an individual or partnership (with unlimited liability). In some cases, certain types of names are prohibited except by special permission, such as words implying the corporation is a government agency or has powers to act in ways it is not otherwise allowed.
- The name of the person(s) organizing the corporation (usually members of the board of directors).
- Whether the corporation is a stock corporation or a non-stock corporation.
- Whether the corporation's existence is permanent or limited for a specific period of time. Generally the rule is that a corporation existence is forever, or until (1) it stops paying the yearly corporate renewal fees or otherwise fails to do something required to continue its existence such as file certain paperwork each year; or (2) it files a request to "wind up and dissolve."
- In some cases, a corporation must state the purposes for which it is formed. Some jurisdictions permit a general statement such as "any lawful purpose" but some require explicit specifications.
- If a non-stock corporation, whether it is for profit or non-profit. However, some jurisdictions differentiate by "for profit" or "non profit" and some by "stock or non-stock".
- In the United States, if a corporation is to be organized as a non-profit, to be recognized as such by the Internal Revenue Service, such as for eligibility for tax exemption, certain specific wording must be included stating no part of the assets of the corporation are to benefit the members.
- If a stock corporation, the number of shares the corporation is authorized to issue, or the maximum amount in a specific currency of stock that may be issued, e.g. a maximum of \$25,000.
- The number and names of the corporation's initial Board of Directors (though this is optional in most cases).
- The initial director(s) of the corporation (in some cases the incorporator or the registered agent must be a director, if not an attorney or another corporation).
- The location of the corporation's "registered office" - the location at which legal papers can be served to the corporation if necessary. Some states further require the designation of a Registered Agent: a person to whom such papers could be delivered.

Most states permit a corporation to be formed by one person; in some cases (such as non-profit corporations) it may require three or five or more. This change has come about as a result<sup>*[citation needed]*</sup> of Delaware liberalizing its corporation rules to allow corporations to be formed by one person, and states not wanting to lose corporate charters to Delaware had to revise their rules as a result.

Articles of Incorporation vary widely from corporation to corporation, and from jurisdiction to jurisdiction, but generally do not go into great detail about a corporation's operations, which are spelled out in more detail in a company's By-Laws.

sponsoring organization, permits, insurance, reports, money handling, getting vendors, getting a location, he turned green before my eyes. Really. He said he thought there was nothing to getting it started and realized how much work I did and knew he didn't have the talent to do all that. I was not trying to chase him off, but it really takes work. It can be done, though, with a lot of planning, lot of diligence, and cooperation of some founding fathers (or city fathers as the case may be) it is a reachable goal. Hopefully this guide gives you the necessary resources to establish your area's market. No book can tell you all the answers. Sometimes you will just have to go with your gut and do what feels right. It probably will be right, but if not, you will learn from your mistakes and you and the organization will be stronger for it. Good luck and happy marketing!

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*THINGS TO CONSIDER IN BOOK*

- 1. *Market Governance, Rules, and Enforcement*
  - 2. *Business Planning, Market Growth Management, and Recordkeeping*
  - 3. *Human Relations and Conflict Management*
  - 4. *Marketing and Outreach*
  - 5. *Food Safety*
  - 6. *Fundraising*
- 

Resources to consider.....

[http://en.wikipedia.org/wiki/Bylaw#Corporate\\_bylaws ...](http://en.wikipedia.org/wiki/Bylaw#Corporate_bylaws...)

Corporate and organizational bylaws regulate only the organization to which they apply and are generally concerned with the operation of the organization, setting out the form, manner or procedure in which a company or organization should be run. Corporate bylaws are drafted by a corporation's founders or directors under the authority of its Charter or Articles of Incorporation.

Bylaws widely vary from organization to organization, but generally cover topics such as how directors are elected, how meetings of directors (and in the case of a business, shareholders) are conducted, and what officers the organization will have and a description of their duties. A common mnemonic device for remembering the typical articles in bylaws is NOMOMECPA, pronounced "No mommy, see pa!" It stands for Name, Object, Members, Officers, Meetings, Executive board, Committees, Parliamentary authority, Amendment.<sup>[2]</sup>

Bylaws generally cannot be amended by an organization's Board of Directors; a super-majority vote of the membership, such as two-thirds present and voting or a majority of all the members, is usually required to amend bylaws.

In parliamentary procedure, particularly Robert's Rules of Order, the bylaws are generally the supreme governing document of an organization, superseded only by the charter of an incorporated society. The bylaws contain the most fundamental principles and rules regarding the nature of the organization. It was once common practice for organizations to have two separate governing documents, a constitution and bylaws, but this has fallen out of favour because of the ease of use, increased clarity, and reduced chance of conflict inherent in a single, unified document. This single document, while properly referred to as the bylaws, is often referred to as a constitution or a constitution and bylaws. Unless otherwise provided by law, the organization does not formally exist until bylaws have been adopted.

[http://en.wikipedia.org/wiki/Charter ...](http://en.wikipedia.org/wiki/Charter...)

A **charter** is the grant of authority or rights, stating that the granter formally recognizes the prerogative of the recipient to exercise the rights specified. It is implicit that the granter retains superiority (or sovereignty), and that the recipient admits a limited (or inferior) status within the relationship, and it is within that sense that charters were historically granted, and



- b. Plan on giving back to the community, but only *after* you have a neat nest egg with which to work. Will you establish scholarships to agriculture students? A \$500 scholarship can go a long way to help a student with books, at least. Have parameters for qualifications, though. Do they require a C or better average? High School student or someone already in an Ag program at a college or university. The local Extension Office, High School Guidance Counselor, or college/university foundation can be a great resource for applicants and may also help you with the selection process.
9. **Where will the market be located?** It must be a well known or centrally located space. If not, you will likely have a hard time establishing yourself in the community. Include your local merchants in this decision. Many of them welcome a market right in downtown to bring much needed traffic to the area. Will there be electricity available? You will need it if you have musicians and food vendors.
  10. **How much will you charge vendors?** This depends greatly on the size of your municipality, number of vendors, and economics of the area. You may start out at \$15 or \$20 or you may need to start at \$40-50. It all will depend on your expenses, too. Some markets charge based on type of product with farmers one price, bakers another, and crafters another, etc. Will you be paying the City or County rent, electricity, permits? How much insurance will you have? I suggest around a \$5 million policy for medium to large markets. Small markets may be able to get away with \$1-2 million. Premiums for those amounts are not a lot for the coverage.
  11. **Will you have special events?** This can bring a multitude of new customers to the market, but who will run the events? The Market Manager? Volunteers from the Board? A monthly sponsoring organization? You must decide who has the strengths in event planning. If it is to be the manager, someone from the Board will need to perform collections, etc. for the day. Maybe someone on the board has event experience. Some think they do, but may not be suited for your kind of activities. Until you are sure, make it a committee with plenty of follow up to insure the event is a success. Seek out Large Event Training for someone in the organization from area national seminar companies when in your area or maybe your local college offers it as a weekend class.
  12. **What will be your Rules and Regulations?** Many successful markets are willing to share by-laws, rules/regs, & mission statements for you to use as guidelines. Compare several and take what you need and leave the rest! Some suggestions are attached...
  13. **Will you allow dogs on lease at the market or not?** Another controversial subject. Local ordinances may settle this one for you. I understand California passed a law prohibiting any animals within 20 feet of any food served. Either way, you want to require your vendors to display produce, bread, or any other produce on tables or crates up off the floor. (Think of the disaster when a dog, if allowed, lifts his leg on a tray of fresh baked bread!) If dogs are allowed, you must have a way (signage) of notifying owners they must keep their pet on a short lease to avoid tangling in crowds and to control interaction with other pets.
  14. Plan on having sponsoring organizations from the community to sponsor a specific week or month. It could be a local bank who pays for the musicians for that period plus advertising. There is a lot of flexibility here. You may have a sponsorship fee of \$500 or \$1000, or different levels depending on what they want to cover.
  15. Consider allowing not-for-profit organizations to have a limited number of free days if they are giving information only and not selling anything. It is best to set rules that they may not sell items in direct competition with your vendors. Bake sales are nice, but may put your bread vendor out of business that week. Set rules that they not solicit or hassle customers, but may recruit anyone who comes to their booth. Political and religious organizations should probably be excluded at the market. That is just not usually part of a market's mission and not an appropriate venue for them. If political supporters want to wear campaigning t-shirts and walk around your market, so be it, but not be allowed as a vendor. Your customers will be very irritated if you allow such direct solicitations.
  16. If you have food vendors, consider where patrons will be able to sit down to eat. Some foods are finger foods, but most people want to sit and enjoy even a snack. Is there a clean retaining wall they can sit on? Picnic tables? Does the market need to provide tables and chairs? Who will store? Who will sit up the area? Who will clean up?

I once had a local artist who is a vendor at one of my markets come up and say he wanted to start a similar market on a different day in a neighboring town. He asked to pick my brain on how to get it started. When I told him about the

## Guidelines for Starting a Farmers' Market or Community Market

Do introductory paragraph -----

1. **Are YOU the sponsor?** Or contact local Main Street organization, Cooperative Extension Office, City Manager, Downtown Business Association (DBA), or Chamber of Commerce to sponsor. Also all are excellent prospects for your Board of Directors if they are not the sponsor.
2. **You may need to establish a 501(c)(3) or \_\_\_\_\_ corporation** if one of the above organizations is not your sponsor.
  - a. Will the Board be an advisory board or a working board?
  - b. **Are you the President/Chairman?** Have some idea who fits as VP/Vice Chair, Secretary, and Treasurer. What qualifications are needed? The Secretary should have excellent computer skills, as should the Treasurer who also should be an accountant, CPA, or banker or at least had experience as Treasurer on other boards. Include a wide selection of community advocates to include such talents as real estate, lawyers, bankers, advertising, law enforcement, insurance, etc. Maybe the assistant to the City Manager. Just make sure they are dedicated to seeing the market succeed and not just looking for a nice addition to their resume or bragging rights. Will you have vendors on the board? Many, many pros and cons to that one! Some market boards are all vendors plus the sponsor; some have no vendors. The Market Manager reports to the Board and advises on market situations, but is not a voting member.
  - c. Decide on your Mission Statement – Very important so think long and hard before solidifying.
3. **Will you have a pure farmers' market, blended with food and drink, blended with crafters, etc?** If not purely farmers consider calling the market something like *(City's name) Wednesday Morning Market* rather than a farmers' market or green market. Many areas in south and central Florida, for instance, have very few farmers, but the communities want a local market. It just won't always be a "Farmers' Market or Green Market".
4. **Who will be your Market Manager?** Setting up interviews will give you a good idea of management styles and who will work well with your Board. Small markets may start out with a volunteer Market Manager who receives a free or discounted rental fee. As you grow, you will want to look for a more professional manager (part-time or full-time) who will handle screening vendors, assigning booth space, placing signage, collecting fees, making a weekly ledger of collections to turn into the Treasurer, and make a monthly report to the Board on the markets progress. Something like the example attached. \_\_\_\_\_.
5. **How much will you pay the manager?** Some markets with part-time managers hire him/her as a contract employee and either a set salary or percentage of the daily collections before daily expenses (like musicians). Fifty percent is a reasonable amount to pay a manager. This encourages the manager to develop new vendors to grow your market. Don't make it too complicated with different percentages based on number of vendors. Keep it simple.
6. **What day of the week will you have your market?** Weekends are great, but often conflict with other community events or nearby markets limiting how many vendors you will attract. Morning, afternoon, or evening? In Florida morning markets often miss the seasonal afternoon showers. Markets opening at noon or so may attract more moms coming home from picking up the kids at school. Early evening markets will catch the workers on their way home from work but may involve your vendors shutting down in the dark if lighting is not available. There are pros and cons for each, so decide which will fit your unique situation.
7. **Will you have entertainment?** New markets will have little to spend on this area and may have to settle for a small sound system for \$4-500 including a 3-5 disc CD player. Customers appreciate live music and it may be a must for a larger established market. Some musicians will play for free just to get the exposure in the area. Set limits, though, or you will find you have nothing to work with after you pay groups.
8. **You need goals of how your money will be used.** You need to set a budget to include:
  - a. Initial expenses (permits, insurance, advertising, manager's tent, table, & chairs, entertainment)

- Being a good neighbor includes not parking your vehicle in inappropriate areas blocking store fronts or other vendors. It also includes unloading to your area, but moving from the loading area before setting up so others can get in and out. This makes for a smooth load and unload process for everyone.
  - Profanity is not every appropriate at the market. If this is your habit at home, leave it at home and be on guard not to offend others.
  - Be friendly to other vendors, but don't be the Jack Jabber Jaw who is always running his mouth and irritating everyone around him with stories or comments. Give others their space and peace to concentrate on their customers and attend to restocking their tables, etc.
  - Be as efficient with breakdown as setup. The market may have limits on how long they can occupy the area and it looks bad for the whole market to have one vendor habitually slowly breaking down. It will also keep the manager from leaving the area.
  - Consider a "seconds" area for produce that may be approaching overripe. Someone may be baking a pie that day and can easily utilize seconds at a reduced price. Helps you and help them.
  - Keep ice on items that wilt easily (except tomatoes, which should never be chilled—changes the flavor).
  - Have a spray bottle of water to moisten down produce that dries out too fast.
  - Consider giving the customer more than they pay for. Throw in an extra pepper or a couple of nice potatoes if they buy a sizeable amount. You will see these customers time and time again.
  - Mark items each as much as possible. Selling per pound requires a certified calibrated scale and takes extra time to handle. Many items, but maybe not all, can be better sold as an each price.
  - Cut food samples and utensils must always be covered or be placed under a sneeze guard. Toothpicks in samples make it easy for customers. Have a small bowl next to the samples for toothpicks to be discarded in.
  - Safe handling of food must be your number one priority. All state/local regulations must be followed carefully. There have been too many food-borne illnesses in the past and you do not want it happening at your market. Post signs advising customers that even though you practice safe harvesting procedures, all produce should be washed before eating.
  - When serving food, it is essential that rubber/latex gloves be worn. If money is handled or you leave your booth, you must change your gloves before touching food again. (My husband uses tongs to take money and give change so he does not need to change after every customer. If your gloves look dirty after a while, change them immediately. Have enough extra towels for wiping things down and toss into a bag for washing when soiled and get a fresh one. Your cleanliness and a customer's perception of your cleanliness can be the deciding factor of a sale. Of course, your person must also be clean -- especially your hands and face.
  - Proper temperatures of cooked or chilled food must be within temperature regulation limits. Again, safety, safety, safety. If questionable, do not serve it! Throw it out.
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List of helpful websites:

Supplies you should always have:

- Weather resistant case for below items
- Duck tape
- Heavy twine or rope (jute shreds into a mess – don't bother!)
- Scissors & knife
- Cellophane tape
- Laminated signs & white board erasable markers (minimum 3"x5" but should be larger). Price all items. Customers will not ask if they don't see the price. They will just move on to the next booth. Think of how supermarkets display their prices. Make it easy for customers to buy from you.
- Permanent markers
- Tall kitchen or yard waste size plastic bag (cover tent before adding cover—slips right on)
- Cash box with assorted change (dollars & coins) for bank
- A larger empty box to safely tuck cash box in (turn on side for ease of working from)
- Tables & covers appropriate to your booth.
- Trash can & liners.
- Various sized cartons & crates to elevate products in a pleasing display – ALWAYS go in front of your booth and critique how it looks. Ask the manager to also give you any pointers they may see.
- Signage is very important. It doesn't have to be fancy, but must be neat and large enough to see from afar. No less than 3" lettering is usually a good size.
- A minimum of 25 lb weights on each corner for wind protection & tied from the top corner with weight low to the ground. Believe me, this wind can come out of nowhere and destroy several unprotected tents.
- Enough tarp to cover the product completely if it rains. Water will ruin your signage and many products. Many tents have attachable sides that come with them. If there is any chance of rain, attach them first thing in the morning. A little unnecessary work each week will pay off on that day it really does rain and you can drop the sides in an instant. You may also have to roll sides up and down to keep the sun off perishables.

Note: Milk or Water jugs filled w/sand = 12-13 lbs depending on moisture content. 3-5 gallon buckets filled with water on site are easy to store. Three pound dish washing buckets can often be gotten at a car wash or Laundromat for free. Anyone in construction or food service may also have access to 5 gallon buckets to be thrown away. If push comes to shove, you can buy them at your local hardware or Home Depot-type store.

-----Ideas on stall setup-----

-----Ideas on friendly and visually pleasing display-----

- Always arrive at the market allowing time for traffic getting to the unloading area. You must be ready to sell by market opening.
- Be courteous to other vendors. They are your neighbors, not your competition.
- Have your vendor fee ready. It is due whether it rains or shines. You are renting the space with no guarantees and payment is due whether you sell anything or not.
- Have sufficient change so you don't have to bother your neighbors. Occasionally, you will get one twenty right after the other and have to ask for change, but don't let it become a habit. Have enough for the day.
- Leave your space cleaner than you found it. If you find you have a messy area, you may want to consider a heavy tarp under foot, but don't have it where customers can trip on it. After closing, you and a neighbor can pick it up and brush the debris in a trash can.
- Market vendors are always good neighbors. They help each other out. If one person is trying to put up a tent alone, go over and lend a hand. They will repay the favor on a day when you have a bad back or sore leg.