

**Dane County Farmers' Market Proposal for Administration of
Electronic Benefit Transfer (EBT) Program**

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We, the Board of Dane County Farmers' Market (DCFM), hereby submit an application for receipt of \$12,987 to administer the FoodShare/EBT program at DCFM for 2014. This vital program has operated at DCFM since 2008 with the aid of community partners including the Friends of the Dane County Farmers' Market, who founded the program, and Community Action Coalition for South Central Wisconsin, Inc., (CAC) who took over administration beginning in 2012. While both organizations have been key players in offering this important food access service at DCFM, neither entity has developed a plan for long-term sustainability for the program. As this benefit to both low-income customers and our vendor members is something we cannot risk to lose, it is our desire to take administrative control of the FoodShare Program for one year to improve the efficiency of its implementation. We will concurrently engage in a longer-term strategic planning process facilitated by Dane County UW Extension and involving other farmers' market managers, food systems organizations, and additional stakeholders. The expected outcome of this process is to identify the mission, vision, structural needs, and action plan for the formation of an umbrella program separate from DCFM that could submit a proposal to implement the full terms of the City's "Optional Programming" beginning in 2015.

We also request \$3,426 of additional funds for 2014 to implement an element of the "Optional Programming," a campaign to promote all Madison-area farmers' markets that accept EBT. We would do this through bus advertising and printing of informational brochures about EBT-accessible farmers' markets to distribute to the markets themselves as well as social service and community spaces.

Dane County Farmers' Market Mission Statement:

- To give growers and producers of Wisconsin agricultural commodities and other farm-related products alternative marketing opportunities.
- To promote the sale of Wisconsin-grown farm products.
- To improve the variety, freshness, taste and nutritional value of produce available in the Madison area.
- To provide an opportunity for farmers and people from urban communities to deal directly with each other rather than through third parties, and to thereby get to know and learn from one another.
- To provide an educational forum for consumers to learn the uses and benefits of quality, locally grown or prepared food products.
- To provide educational opportunities for producers to test and refine their products and marketing skills.
- To enhance the quality of life in the greater Madison area by providing a community activity which fosters social gathering and interaction.

- To preserve Wisconsin's unique agricultural heritage and the historical role which farmers' markets have played in it.

1. Mandatory Programming

a) This RFP assumes that programming in 2014 will be limited in scope and term, but the program itself must not begin any later than May 31, 2014 at the Dane County Farmers' Market. What is your staffing plan (i.e. duties, responsibilities, time commitment, etc.) specifically related to ensuring a start date by May 31, 2014?

The EBT processing machines currently in use and associated bank account are already in our name, which will aid DCFM in a smooth transition in taking over EBT administration by May 31st. We will further facilitate the seamlessness of this process by hiring on the current program coordinator to continue the duties she has been performing for CAC. Check processing will be adapted by entering all DCFM member information into our Quickbooks accounting software and using this program to log receipts and draw up monthly payments. Staffing needs will require 15 hours of work a week on behalf of the EBT coordinator. The Market Manager will step into the role of preparer and distributor of monthly reimbursement checks, as he already handles Market financials and visits all member stands on Saturday rotations. One initial set-up expense will be incurred to give the EBT coordinator an extra 25 hours before the first reimbursement check distribution to receive training on Quickbooks software, enter member information to create accounting profiles within Quickbooks, and test the new reimbursement system. We will continue to use the current EBT scrip (Market Dollars) as this currency was designed for DCFM and does not bear any CAC logos or references.

b) Please describe how you would utilize a combination of staff and volunteer coordination to oversee the program at the Dane County Farmers' Market. If you plan on utilizing volunteers, how do you plan on recruiting for the program? What is your plan for ensuring that the market has adequate staffing (either your staff or your volunteers)? In the event of a circumstance where a staff person or volunteer is unable to be present at a market, what is your contingency plan to ensure access to EBT that day?

One paid EBT coordinator will work 15 hours each week and be responsible for EBT operations and volunteer coordination, including up to 7 hours spent on-the-ground at the Market on Saturdays. The rest of this staff person's time will be spent engaged in volunteer recruitment and scheduling (2-3 hours per week), entering receipt data into Quickbooks for member redemption (2-3 hours per week), and other outreach and programmatic support activities as time and resources allow (1-2 hours per week). The Market Manager will spend an estimated 5 hours per month preparing and distributing reimbursement checks to members, and he will also use Quickbooks software to compute and generate end-of-year 1099s.

In addition to staff support, the weekly functioning of the FoodShare Program is not possible without the assistance of dedicated volunteers. Five volunteers are needed each Saturday during the outdoor season and three during the indoor seasons. The EBT coordinator will regularly recruit and train new volunteers, as well as maintain positive working relationships with the existing body of volunteers. Recruitment can be accomplished through multiple avenues including a sign-up sheet available at the market's Information Booth, a listing in the online volunteer recruitment database VolunteerYourTime.org, and through outreach in our weekly DCFM customer newsletter. The EBT coordinator will be responsible for training new volunteers in the duties of booth and collection tasks. New volunteers will be expected to complete one training shift in each program area before being allowed to sign up for unsupervised volunteer shifts.

EBT services at the Wednesday market will be maintained as is currently done: the Silly Yak Bakery acts as a member volunteer to withdraw EBT from a terminal designated for that market day and explain the program to new customers. Market Dollars will not be collected on Wednesdays, as

members also sell at the Saturday market and can bring Market Dollars on that day to turn in during collection.

The EBT coordinator will serve as the on-call backup in case of an emergency when a volunteer is unable to be present. All volunteers will have the coordinator's contact information and be asked to let the coordinator know if they are unable to fulfill their shift duties as scheduled. In situations where a volunteer is unable to be present, options are available to maintain services. If the first morning volunteer (7am-9am) cancels without adequate notice to find a replacement, the EBT coordinator can be available to fill that shift. For the second (9am-11am) shift, a combination of EBT coordinator time and diverted collection volunteer time beginning at 10:15am could be used to cover that shift until the arrival of the 11am volunteer, as there are two collection volunteers scheduled to handle that task. A collection volunteer could also be diverted to cover the 11am-1pm booth shift. In an emergency situation, the EBT coordinator could feasibly complete all or most of their Market Dollar collection duties with the help of only one volunteer, though two are optimal for timely completion of that task. The priority is maintaining the availability of EBT services for customers who come to the Market, whereas members can and have proven in the past to be flexible about weekly Market Dollar collection.

In an emergency situation where the EBT coordinator is unable to be present at the Market, the Market Manager will step in to the roles of ensuring that EBT booth materials are available by 7am and packed when the booth closes at 1pm. Volunteers will still staff the booth shifts as usual from 7am-1pm. As for collection, it will be up to the discretion of the Market Manager to either entrust experienced collection volunteers with the duties normally assigned to the EBT coordinator to complete collection, or to cancel Market Dollar collection for that day and notify members of this emergency, one-time change to normal Market operations, which will resume as usual the following Saturday.

c) Describe, *in detail*, the administration of the program in terms of process. Provide a step-by-step explanation of the program, from the initial interaction with a user of the program with the EBT transaction, to the reimbursement of the individual vendor.

- The EBT coordinator will deliver the bin of EBT supplies to the Information Booth at 6:45 for the 7am booth opening, where a volunteer and the EBT coordinator set up the EBT services section of the booth.
- Volunteers trained in EBT rules and processes will staff the Information Booth in two hour shifts; 7-9am, 9-11am, 11am-1pm.
- Customers will visit the Information Booth to withdraw available benefits, and if new to the program receive an overview of eligible products, learn that Market Dollars never expire and do not have to be spent that day, and the policy that no change may be given from members when Market Dollars are spent. Volunteers will swipe customer Quest cards and if the funds are available, they will receive DCFM paper Market Dollars. One copy of their transaction receipt will be given to the customer, a second printed and kept by the Market for our records. Customers can also visit the booth to run a balance inquiry to see their total available funds, as well as return unspent benefits back onto their account.
- Customers will look for signs at individual member stalls indicating "Market Dollars Welcome Here! (Visit the Information Booth on the State Street corner to withdraw EBT)" and spend benefits on eligible products. While vendor members may not give change back to customers when Market Dollars are spent, they will be encouraged to round prices down or add additional product to equal a whole dollar value. Members will keep Market Dollars in their cash box.
- Two collection shift volunteers will arrive and be ready for duty by 10:15am. These two volunteers will join the EBT coordinator in a visit to each participating member's booth to collect, count, and issue a receipt for any spent Market Dollars. Volunteers will count collected Market Dollars into units of 10, verify their counted amounts, and place rubber bands around double-counted units of 10. The EBT coordinator will verify member information with a laminated packet of DCFM member records and issue a receipt to the member after the Market Dollar total has been agreed upon. One receipt will be issued

for the member's records, and duplicating receipts (carbon copies) will be kept and used by the EBT coordinator to enter in weekly member redemption data.

- At 1pm, the Market Manager will arrive to dismantle the Information Booth tent, and the EBT coordinator will pack up EBT supplies with the help of volunteers. The coordinator will print the daily terminal report recording total EBT transactions, and with the help of volunteers will count out the total number of Market Dollars collected and the number remaining at the booth that were not issued that day. Using these numbers, as well as the receipt totals entered later into Quickbooks, the EBT coordinator will balance and reconcile issued and collected funds. These closing duties will be completed by 1:30pm.

- When the EBT coordinator enters receipt totals into Quickbooks, she will also maintain a separate Excel spreadsheet tracking weekly and monthly totals for the number of Market Dollars issued and collected on Market Saturdays (and Wednesdays), and the total number of customers to withdrawal EBT. These numbers do not track individual member sales information, but the totals of each market day to illustrate trends over time.

- For one Saturday a month, the Market Manager will prepare and distribute reimbursement checks to participating members. Market Manager will deliver redemption checks to present vendors as he attends to other Market duties in his Saturday rotation, and undelivered checks will be mailed.

d) How do you plan on advertising the program both at the farmers' markets and outside of the markets? What forms of media do you plan on utilizing to advertise the program? What partnerships do you anticipate developing in order to target the appropriate populations?

Identification of participating members who sell eligible products and outreach partnerships with community organizations will be keys to successful program advertising. We will produce and distribute signage for participating members to display at their stands, advertising the general acceptance of EBT throughout the Market and also making it easier for customers to identify member stands where their EBT benefits will be gladly accepted. Signage will contain DCFM's logo, an image of Wisconsin's FoodShare/EBT "Quest" card, and the message "Market Dollars Welcome Here! (Visit the Information Booth on the State Street corner to withdraw EBT)." The EBT station at the Information Booth will display a large banner containing the same images and the message "EBT Available Here." People receiving the DCFM weekly e-newsletter or following DCFM's social media profiles will also receive periodic reminders of the availability and importance of this service, as well as general calls for volunteers. In addition, DCFM will mass mail at least two press releases to area media describing the program and its importance to FoodShare participants and DCFM members.

While visibility and clarity at the Market are important for customers who already visit DCFM, it is essential to provide consistent outreach into the community to make sure that the ever-changing pool of FoodShare recipients knows that EBT can be spent at DCFM and other farmers' markets throughout Madison. An effective tool for this outreach program is interior bus advertising. This method was used in 2011 by the organization Farm Fresh for All (<http://farmfreshforall.com/>), and it is no coincidence that this year also yielded the highest EBT withdrawals that DCFM has yet seen. These promotional materials must be updated given that only five area markets accepted EBT in 2011, but this summer we will see the launch of a ninth EBT-accessible farmers' market organization at Brittingham Park. Our plan is to purchase 50 interior advertising cards to run in Madison Metro buses for a period of eight weeks during the summer. Additionally, 6000 informational brochures describing how to use EBT at farmers' markets and EBT-accessible market locations and schedules will be printed in English, Spanish, and Hmong. These will be distributed to participating markets, social service providers, food pantries, community centers, the YWCA, and the Madison Public Libraries. We will connect with WIC Public Health professionals and Second Harvest FoodShare Outreach specialists to make sure that they have accurate information and outreach materials to share with clients. WORT fm community radio station gives "Kiosk" updates for

events around Madison, and we will update an existing arrangement promoting EBT at DCFM to include all accessible markets as well as reach out to connect with radio programs in Spanish and Hmong.

e) Describe your plan for both participant and vendor education. What information do you plan on providing each in explaining the program? Where will you direct questions or concerns about the program? What other groups, organization, or programs do you anticipate partnering with, if any, to provide assistance with this type of outreach?

Participant education will be conducted through several venues:

- At the Information Booth by trained volunteers who can explain program options/rules to new customers. This will include information about the withdrawal process, overview of eligible items, notice that change cannot be given from members for their purchases with Market Dollars, that Market Dollars never expire but can be returned back onto account if unused, and that Market Dollars are good at any of the DCFM locations including Wednesday and winter markets.

- Dane County UW Extension Financial/Nutrition Educators to offer periodic nutrition/cooking with fresh foods on a budget education and demonstrations, as well as educate participants from their other community classes on EBT access at farmers' markets.

- Second Harvest Food Bank FoodShare Outreach Specialists to inform them about DCFM's EBT acceptance and give them an overview of the process to pass on to customers as they assist with applications and make referrals.

Member education will include:

- Annual dissemination of a one page description of program rules/restrictions. This will be distributed through one of the quarterly DCFM newsletters to all members, with details on EBT coordinator contact information should members have additional questions or concerns.

- Annual Member Meeting in March, an opportunity for the EBT coordinator to give a progress report of the program to market members, as well as give an overview of training materials and call for questions.

D. Budget and Sustainability Plan

1. Budget details.

a. Please provide budget details, by itemization, that include, but not limited to, cost estimates for the following items (*budget must additionally respond to Section B3*):

**See detailed budget plan in Addendums A and B

i. Staffing (Accounting services, programmatic coordination and administration, and outreach and promotion.).

EBT Coordinator: =\$8194

Market Manager Time: =\$906

ii. Supplies and materials (printing of market script, EBT machines and fees, mailing).

EBT Scrip: =\$500 (pro forma, should have sufficient stock on hand)

EBT Terminals (2x): =\$0

EBT Terminal fees: =\$795

Transition Expenses
and Supplies: =\$2592

iii. Travel expenses (reasonable estimates for travel in between markets).

n/a

iv. Other funding sources (USDA programs, in-kind support, vendor fees, etc.).

DCFM 5% Contingency: = \$750

UW Extension

Facilitation Fee: = \$900 in kind

v. Optional program costs (if applicable).

Madison Area EBT

Farmers' Market Promotion: = \$3426

Total Estimated Mandatory Program Costs: \$12,987

Total Estimate Optional Program Costs: \$3,426

2. Program Sustainability.

a. What is your short and long-term plan to ensure that programmatic costs of the program never exceed your projected budget?

In the short term, DCFM has already factored in a generous contingency contribution of 5% if needed, while still coming in under budget and including potential costs in our budget proposal that may not ultimately be spent, such as the \$500 for currency that already exists. Though this proposal is for funding that will only support the program for seven months, we have also outlined the budget for a full year of programming in an effort to inform budgeting for a future umbrella program.

In the long term, DCFM will collaborate with a team of stakeholders who will develop county-wide programming capabilities through this umbrella program that will assume administration of DCFM and other market EBT programming in 2015.

b. What relationships do you plan to establish to assist with SNAP user outreach, both in terms of farmers' market promotion and other critical nutritional education?

Educational and outreach partnerships will include Dane County UW Extension Financial/Nutrition Educators, Second Harvest Food Bank FoodShare Outreach Specialists, Public Health WIC professionals, and Farm Fresh for All blog. We are choosing to use the Farm Fresh for All model for the larger scale bus advertising and pamphlets as they have already proven successful in the past, are likely to be more recognizable through this repetition, and has the advantage of existing outside of any one farmers' market's organization while seeking to promote all. In terms of relationships built towards the goal of sustainability, we will join a network of stakeholders including other farmers' market managers, food systems non-profits, and Dane County UW Extension as part of a collaborative process to develop an action plan for an organization to take up administrative and promotional efforts for EBT at multiple area farmers' markets in 2015.

c. Another aspect of sustainability is institutionalizing the program at individual markets. How do you plan on cultivating individual market organization and programming to ensure long-term success?

The FoodShare program has already been a part of DCFM functions since 2008, and the Market itself is certainly nothing new. Members will continue to get annual reminders on the eligibility rules for

accepting Market Dollars, with options for new or returning members to contact the EBT coordinator with additional questions or any concerns that arise throughout the season.

What will be new in DCFM administration of the program is clarity for customers on which members are participating in the EBT program. Members with eligible products and interest in accepting DCFM Market Dollars will post new, colorful, laminated signage at their stands to help facilitate a friendly and navigable environment for customers participating in the FoodShare program.

Through this proposal, we will also seek to promote EBT access at all area farmers' markets that accept these food benefits. Our goal in this is to ensure that SNAP participants throughout Madison know the full range of farmers' market resources available to them. If they choose to shop with their EBT benefits at a market closer to their homes, they are still utilizing local markets and we will be satisfied in the impact of this advertising campaign.

3. Program Evaluation

a. Please describe what measures/indicators you will use to track the progress of the program.

How will this data be collected?

While CAC administered the EBT program, an annual, voluntary survey was administered to customers who visited the EBT booth over the course of 6 weeks spanning peak produce season in August and September. This survey collected information about the customers' FoodShare and other food benefit usage, frequency of visits and fruit/vegetable consumption resulting from EBT access at farmers' markets, as well as household and personal demographic information. A similar survey will be conducted this year to continue to measure the use and reach of the EBT program. These data collection efforts will help us track our progress relative to past years of EBT programming, as well as help inform future planning efforts with a larger umbrella program.

This year we will also conduct a brief survey with market members to measure the clarity of their training and vendor-side economic impacts of the program. Evaluation of the EBT program from this perspective will help inform plans for replication and adaptation at other farmers' markets that may be administered by a partner umbrella program.

b. Please describe a successful program in terms of the indicators you will plan to use. What does "success" look like in 1, 3, and 5 years?

In one year, we hope to successfully transition appropriate administrative and promotional elements of a more efficient and well-known DCFM EBT Program to an umbrella program. Through partnership with this organization, we hope to have the opportunity to participate in the Double Dollars incentive program. This umbrella organization will also facilitate a network of Dane County farmers' market managers aimed at the exchange of ideas, trainings, social connections, and educational opportunities.

In three years, we will be a part of a more robust network through this umbrella organization. The Double Dollars program will be institutionalized as a resource that will be available every year and at every farmers' market. Additional farmers' markets will have set up EBT processing capabilities, including markets outside of Madison in more rural areas of Dane County. Relationships to provide educational opportunities at markets, such as cooking, nutrition, and gardening classes or demonstrations, will take place regularly at participating markets.

In five years, through coordinated administration and outreach efforts, as well as incentive programming, we will see a significant increase in the percentage of Dane County's share of SNAP benefits being spent at local farmers' markets through increased access to EBT and widespread public education. Additional farmers' markets set up to accept SNAP and WIC food benefits will be created to serve concentrated low-income communities, increasing access directly in their neighborhoods. We will

have built a model and network that can be replicable for farmers' market networks in other areas of the country looking to develop more coordinated EBT programming.

c. Is your organization able to provide quarterly reports to Public Health of Madison and Dane County and participate in quarterly meetings to review progress?

Yes, as long as sufficient notice is given for the EBT coordinator to assist in the preparation of reports without exceeding the 15 hours/week allocated staff time.

Addendum A: DCFM EBT Budget Summary

Grant Revenue, Mandatory Program			Based on June 1 to EOY 2014 (7 Months)
	Public Health Madison & Dane County	Based on 12-Month Year	
	TOTAL REVENUE>	\$15,000	\$15,000
Expenses (See detail for breakout)			
	Coordinator regular weekly duties	\$13,196	\$7,763
	Coordinator initial Quickbooks setup, training	\$431	\$431
	EBT Terminal Fees	\$900	\$585
	Transaction Fees	\$270	\$210
¹	Supplies and Materials	\$1,512	\$1,260
	Disbursement Checks, Envelopes	\$333	\$278
	Postage, Disbursement	\$185	\$154
	Access, Excel setup and consulting	\$375	\$375
²	Dane County UWEX facilitation fee	\$900	\$900
³	Accountant Consultation	\$125	\$125
³	DCFm Manager's Time @ 5 hours/month	\$1,553	\$906
	TOTAL EXPENSES>	\$19,780	\$12,987
	OVER-/ (UNDERFUNDED) PER GRANT	\$(4,780)	\$2013
	DCFm Contribution Direct Revenue	\$3,102.00	\$ -
³	DCFm Contribution Indirect Revenue	\$1,678	\$ -
⁴	NET OVER-/ (UNDERFUNDED)>	\$ -	\$2013
Optional Program Expense (D.1.a.v)			
	Bus advertising: 50 28" x 11" cards for 8 weeks	\$2,040.00	\$2,040.00
	Brochure printing: 6M tri-fold 4/4 brochures	\$1,386.00	\$1,386.00
	TOTAL OPTIONAL PROGRAM COSTS>	\$3,426.00	\$3,426.00
¹	Includes \$500 in pro forma expense for script which we do not anticipate needing to spend, as existing material will work.		
²	This represents 1/2 of the actual expense, with the other half funded as an in-kind contribution from UWEX.		
³	Approximately 5 hours of DCFm manager's time per month for preparation and distribution of reimbursement checks and other administrative duties related to EBT program. Consult with accountant to set up COA and QuickBooks. DCFm pays in 12-month scenario and is funded by grant for 7 month scenario. Does not include approximately 20 hours for marketing and systems assistance DCFm provides as in-kind contribution.		

⁴ In addition to the funding provided by the grant and DCFM contributed revenue in the 12 month scenario, the DCFM would supply an additional 5% of the grant total (\$750) on a contingency basis, if needed because of expenses incurred because of unforeseen events.

Addendum B: DCFM EBT Budget Detail Breakout

Transaction Fees			7 Month Timeframe
	.15/each at 1,800 units>	\$270.00	\$210.00
EBT Terminal Fees			
	Machine #1 at 12 Months	\$540.00	\$315.00 (7 months)
	Machine #2 at 8 or 6 Months	\$360.00	\$270.00 (6 months)
	Total Machine Expense>	\$900.00	\$585.00
Coordinator Payment Expense			
	Wage Calculation		
	Hourly Pay Rate	\$15.00	
	Hourly FICA/Med	\$2.25	
	Hourly Payroll Expense>	\$17.25	\$17.25
	Hours Calculation		
	Hours/week	15.00	15.00
	No. of Funded Weeks	51.00	30.00
	Total Annual Hours>	765	450.00
	Hourly Pay Expense X Annual Hours = Total Annual Payroll>	\$13,196.25	\$7,762.50
Supplies and Materials			
	EBT Script (pro forma, should have sufficient stock on hand)	\$500.00	
	Terminal paper, receipt books, ink, rubber bands, etc.	\$185.00	
	Vinyl Signage (2)	\$99.00	
	Printing handout (4,000, black ink one side), design included.	\$135.00	
	Printing/laminating vendor signs (210)	\$367.50	
	Miscellaneous	\$225.00	
	Total Supplies and Materials>	\$1,511.50	

Mailing and Disbursement Expense			
Checks and Envelopes Supply Calculation			
Summer Months (75 sets per month)	600		
Winter Months (35 sets per month)	140		
Total Check and Envelope Sets>	740		
Cost per Check/Envelope Set	\$0.45		
Annual Expense Checks and Envelope Sets	\$333.00		
Postage per check (@.50/each)	\$185.00		
Total Check, Envelope, Postage>	\$518.00		

May 28, 2014

DCFM EBT Proposal Supplement

1) There is not organizational capacity within Dane County Farmers' Market or an existing partnership with another organization able to respond to all elements of the optional programming in 2014. The Dane County Farmers' Market Board does not have the ability or interest in getting involved in administration of programming at other unaffiliated farmers' markets. The Dane County Farmers' Market Board does not have the capacity or interest in administering the MadMarket Double Dollars Incentive program, especially given that this incentive program cannot presently include DCFM as a participating market. DCFM is committed to strengthening the efficiency and impact of the EBT program that operates at our market, to organize a relatively simple promotion campaign for all area markets that accept EBT, and to participate in a planning process as a partner market that would help to develop the umbrella EBT program that would best meet market and community needs.

The collaborative process we are interested in engaging Dane County UW-Extension to facilitate will build relationships between stakeholders and develop a plan for creating an umbrella organization or programmatic arm of an existing organization to implement the full optional programming beginning in 2015. The reason for conducting this slower, more intentional process is to initiate a culture change around decision making and ensure that the creation of an umbrella program is done in a way that best serves SNAP recipients and the participating farmers' markets. Our experience is that collaboration and input has not always been a part of the process, for example the facts that DCFM was not consulted in drafting the RFP for EBT programming at our market, or even notified by the City or CAC when the RFP was released. We believe that if more stakeholders are at the table, together we will develop a stronger, more resilient, and community-focused initiative for promoting and supporting EBT at farmers' markets. Organizations, entities, and individuals who will be invited to participate in this collaborative process include but will not be limited to:

- Farmers' market managers, vendors, and board members from the markets highlighted in the City's RFP (DCFM, Brittingham Park, Capitol View, Hilldale).

- Farmers' market managers, vendors, and board members from other Dane county farmers markets, including those that already accept EBT and managers from rural/suburban markets that may be interested in SNAP authorization

- Staff coordinators of existing EBT programs (Nahrissa Rush)

- The City of Madison (Mark Woulf)

- Public Health for Madison and Dane County

- Other Dane County UW-Extension staff

- Local food systems organizations including FairShare CSA Coalition, REAP, Community Groundworks, the Farley Center

- Sustain Dane and Forward Community Investments

- Representatives from Madison and/or Dane County Food Policy Councils

- CAC

- Second Harvest FoodShare Outreach staff

- Food pantry coordinators

- Community center coordinators

-Other social services providers focused on building resources with low-income communities

Speculating on the outcomes of this collaborative process before it happens would negate its purpose. However, preliminary conversations with potential partners have yielded suggestions that the umbrella organization for EBT in Dane County possess the following capacities:

- Flexibility in offering a range of assistance levels to partner markets depending on the development level and independence of operating EBT programs. Assessment of Dane County Farmers' Market's proposed program outlines what the most hands-on, administratively intensive model for EBT programming looks like. This clarity of structure can be used as a starting point for adapting EBT services to other farmers' markets of varying sizes and based on administrative need.

- Partner markets should mostly be able to recruit and coordinate the volunteers required for their program's volunteer needs. The umbrella entity will be able to provide volunteer training and recruitment tools, and if necessary assist in coordination for markets requiring more intensive administration. Market involvement in this way constitutes buy-in from the market and draws on a more community-based volunteer pool for that market.

- Facilitate the emergence of an informal farmers' market manager/leadership network for Dane County to provide a forum for area market leaders to exchange ideas, engage in trainings, share best practices or challenges, and generally promote greater awareness and cohesion between these independent market entities. This would be open to all farmers' markets located in Dane County, not only the ones participating in umbrella EBT partnership.

- Provide uniform scrip, accounting forms/models, and outreach materials for participating markets.

- Conduct coordinated outreach and advertising of EBT access on behalf of all participating markets.

- Provide administrative and training assistance for participating markets of the MadMarket Double Dollars Incentive Program.

- Partnership between whatever organization or programmatic arm that emerges and Public Health in terms of providing evaluation assistance on the impacts of EBT availability at participating markets. This would involve assistance in developing survey tools directed towards SNAP customers at markets, as well as vendors at participating markets to gauge the effectiveness of training they have received and to measure their economic impacts. Public Health would also be responsible for managing aggregation and evaluation of the data. Volunteer systems already in place or required of participating markets would be able to handle the actual dissemination and collection of surveys.

- That the umbrella would incorporate fundraising efforts into their sustainability model from its inception. Tori Miller of Graze and L'Etoile is on board for providing infrastructure, donating time and staff, and promoting a FoodShare at the Farmers' Market benefit dinner that is expected to raise approximately \$10,000. The umbrella would work with Tori and other local chefs to plan and expand future events that, while by no means a mechanism for sustaining funds for all programming, would institutionalize an annual flow of revenue. Umbrella staff would also be expected to seek funding through grant sources beyond the support funding from the City/County, though these should be viewed as a supplement and never the sole source of income or financial security for programming.

Though the funding decision for 2014 has been delayed somewhat, we still feel confident that this collaborative process can yield concrete results to direct an organization that would apply for a forthcoming RFP encompassing full 2015 EBT programming and beyond.

2) For 2014, DCFM will employ Nahrissa Rush to coordinate EBT at our market. It is our hope that Nahrissa would be hired on by the umbrella entity in 2015 as she will be an asset to the success of EBT programming at DCFM and other farmers' markets. Depending on umbrella program structure, Nahrissa may then cease to be an employee of DCFM proper though would hopefully maintain a role in maintaining DCFM services in addition to the other duties her position with an umbrella program would require. As there may appear to be conflict in two proposals vying for the same employee, Nahrissa can be independently contacted for her input regarding her employment preferences at (608) 446-5929 or nahrissarush@gmail.com.

3) If no contract is awarded to either DCFM or CAC, it would likely spell out the demise of EBT programming at Dane County Farmers' Market. If EBT at DCFM shut down this year, we would look at options to fund 2015, including USDA and other grants, transitioning to a vendor-centered MarketLink program, or explore other EBT options, but few of these options seem sustainable in the long-term without some sort of consistent public support. DCFM does not have funds in our budget to fully support staffing and operational costs solely on our own, and would be unable to float these expenses until a benefit dinner later in the season, presuming that the fundraising goal could be expanded to cover full programmatic costs. Even if CAC is able to abide by our due diligence stipulations for program budget transparency and continue to operate the EBT program in partnership with DCFM, we understand that they also have no funds to put towards 2014 costs to-date or the remainder of the year other than a \$2500 grant from the Willy Street Co-op. \$10,000 from DCFM and \$2500 from Willy St. Co-op will not fund a CAC-housed EBT program, even to maintain current levels of service for 2014. Neither Friends of the Dane County Farmers' Market nor CAC has been able thus far to devise a sustainable model for EBT programming at DCFM, and City/County support seems critical at this juncture to maintain and expand programming.