

## Madison Public Market Implementation and Next Steps December 3, 2014

This memo is a draft guideline of next steps to be taken in the development and management of the Madison Public Market. To some extent these guidelines are concurrent and overlapping activities, but the city's establishment of the oversight committee should be the first step taken.

### 1. Establish an Oversight Committee

As an interim step towards formalized management, the City of Madison and the Local Food Committee (LFC) should establish an oversight committee to take the lead in the actual establishment of the public market organization. This group will maintain the momentum of the overall project and establish the goals and mission for the management of the market. The oversight committee will be a hands-on working group. Members should be representative of the city, the LFC and market constituencies. It is possible that the oversight committee itself becomes a model for the Board of Directors of the market once established.

#### *Tasks:*

- Establish standards of performance
- Act as the linkage between the Mayor, the Common Council, the LFC and market stakeholders
- Coordinate city services, resources, and support required for the market
- Establish legal form of management and oversight mechanisms
- Development/finalization of plan, design and funding for the market

### 2. Create a Mission Statement for the Market

It is crucial that the oversight committee establish a mission statement for the market because it will guide the market's management entity and the City of Madison as they make and implement policies affecting the market. The mission statement should make reference to the following operating vision:

- To coordinate public and private interests
- To preserve the integrity of the market
- To sustain the market as a public gathering place
- To support women and minority business enterprises
- To meet the food shopping needs of all income levels
- To involve stakeholders
- To leverage market as a catalyst
- Other

### 3. Form the Operating/Management Entity

The actual establishment of the management entity is undertaken and completes the following:

*Determine the Composition and Role of the Board of Directors:*

- Establish actual number of Board seats and representative members
- Establish system of decision and policy making
- Establish communication with market constituencies
- Establish Fundraising oversight and assistance
- Approve annual operating plan
- Hold staff responsible for performance
- Keep market on 'mission'

*Role of Executive Director:*

- Hire and train employees, with board approval
- Establish challenging work goals for all staff
- Hold staff responsible for performance
- Fiscal oversight
- Planning

*Role of Staff:*

- Leasing and Merchandising
- Promotions, events, education and outreach
- Coordinate maintenance with surrounding district
- Solicit input of customers
- Cleaning and maintenance

**OPTION: Hiring of the Executive Director.** – *The ED could be hired earlier by the oversight committee to help coordinate and accelerate project implementation. This person would be responsible to the oversight committee and the eventual Board of Directors.*

### 4. Develop an Operating Agreement

The Market's oversight committee needs to work with the city to develop an operating agreement, which other public markets have called a Lease or a Management Agreement. The language "operating agreement" refers to the fact that these are the agreed upon aspects of the market's management which the City of Madison and the management entity set forth. This operating agreement is the contractual basis for the success and growth of the market and should include:

- Standards of maintenance and security
- Standards of efficient and cost effective operations
- Goals for self-sufficient operations
- Goals for growth and development of the market
- Goals for raising funds
- Goals for social and economic inclusiveness
- Other