

Improving Vendor's Marketing and Financial Management

Eastern Market Commission of Detroit, MI received \$25,941 to train 180 vendors at the Eastern Market through a 10-month series of workshops in marketing, insurance, customer service, EBT, and safe food handling practices. Funds were used to pay a contractor to conduct training workshops, and to purchase a second EBT terminal for the market.

Final Report

EASTERN MARKET CORPORATION

Friday, June 25, 2010

TO: 2008 FMPP Grant Team
Marketing Services Division
Transportation and Marketing Programs, AMS, USDA
1400 Independence Avenue, SW
Room 2646-South, Stop 0269
Washington, DC 20250-0269

RE: Project # MI-089

Attached, please find the final report for Eastern Market Corporation's Farmers Market Promotion Program.

If you have any questions regarding this report, please feel free to call me at 313.833.9300 x106

Sincerely,

A handwritten signature in dark ink, appearing to read 'Randall Fogelman', with a long, sweeping flourish extending to the right.

Randall Fogelman
Vice President of Business Development
rfogelman@detroiteasternmarket.com

EASTERN MARKET CORPORATION
2008 Farmers Market Promotion Program
FINAL REPORT

Report submitted by:

Randall Fogelman

Vice President of Business Development

EASTERN MARKET CORPORATION

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Background:

Eastern Market Corporation (EMC) is a private non-profit 501c(3) organization authorized by the City of Detroit to manage, promote and operate the public market, in addition to heading up economic development for the entire 42-acre Market District. The mission of the Eastern Market Corporation is to mobilize leadership and resources to achieve its stakeholders' strategic vision for the Eastern Market District and make the Eastern Market the undisputed center for fresh and nutritious food in southeast Michigan.

Supported by our stakeholders, public market consultants, and the experience of operating the public market since July 2006, Eastern Market management has achieved a successful and professional management structure: increased operational efficiency, enhanced revenue generation, substantially improved cleanliness and security, attracted private dollars from donors - including those donors seeking to make tax deductible contributions - and relieved City officials from the burden of managing the Market.

Eastern Market Corporation currently has eleven full time employees, and two interns.

Vendor Training

Prior to EMC becoming the managing entity for the Eastern Market, there were no formal structures in place to address vendor retention, recruitment, outreach, business development or professional training. With the Eastern Market management structure in place, we have turned our attention to establishing a comprehensive vendor enrichment program. The USDA FMPP Grant has allowed EMC to accomplish that goal and create a dynamic and interesting program.

Bridge Card

Prior to EMC becoming the managing entity for Eastern Market there was no program to allow Bridge Card (SNAP) recipients to use their cards at the Market. In July of 2007, EMC established a very successful Bridge Card program that allows those on food assistance to purchase fresh fruits and vegetables with their Bridge Card. The program became so successful, and the campus is so large (14 acres), that it became apparent that a second location, where customers could obtain Bridge Card tokens, was necessary. The USDA FMPP Grant allowed EMC to establish that second location by covering all start-up expenses and one year of operating expenses.



Background of Issues Examined: Vendor Training

Local farmers, dealers and wholesalers are the core tenants at Eastern Market. They are its legacy and greatest attraction. They represent the tradition of the Market's past and the key to its future.

Since Eastern Market was established in 1891, there had been no formal efforts to offer vendors the opportunity to better understand the changing environment of farmer's market and learn techniques to become competitive with the growing industry of farmers markets.

Eastern Market implemented a year-long series of entrepreneurial and business development workshops for the 180 vendors who sell at Eastern Market. Farmers and vendors honed their skills in areas including product marketing, customer service, food safety, merchandising and diversifying their sales using the internet.

Goals of the Project:

The goal of these programs was for vendors to improve their understanding of consumer needs, become effectively competitive entrepreneurs and realize increased revenue.

Summary of Vendor Training Program

Marketing and Customer Service

Rick Segel

In March of 2009, Eastern Market Corporation brought Rick Segel to Detroit. Rick is a nationally recognized expert on retail sales, marketing, customer relations and increasing sales. Eastern Market offered two days of seminars. The first day, Mr. Segel conducted a general seminar and on the second day he met one-on-one with vendors and area business owners to address specific issues, concerns and questions.

The response was tremendous. Over 40 vendors enjoyed his lecture and ten vendors and business owners met one-on-one with him.

Mintel Reports

Working with Michigan State University's Product Development Center, a class was offered that explored a Mintel Report focused on specialty value-added food products. Mintel is a leading global supplier of consumer, product and media intelligence. For more than 35 years, Mintel has provided insight into key worldwide trends, offering unique data that directly impacts client success.

The program was attended by 15 vendors and provided some useful insight in the wants and desires of customers and trends in the marketplace.

Food Safety

Advancing Good Agricultural & Good Handling Practices for Produce

Good Agricultural Practices are a collection of principles to apply for on-farm production and post-production processes. These processes result in safe and healthy food and non-food agricultural products, and take into account economical, social and environmental sustainability. Working with MIFFS (Michigan Food and Farming Systems), Eastern Market offered our farmers a one-day course that covered GAP/GHP requirements. The course was held at the Meijer training center in Monroe, Michigan and was attended by 8 Eastern Market farmers.

By popular demand, we repeated the class in February, 2010. This time it was held in the Market at the Sacred Heart Community Center. There were thirty Eastern Market and local farmers in attendance. Everyone who attended one of the classes received a copy of the book "Wholesale Success: a Farmer's Guide to Selling, Postharvest Handling and Packing Produce."



ServSafe

ServSafe is a food-safety training and certificate program administered by the National Restaurant Association. The program is accredited by ANSI and the Conference for Food Protection. A ServSafe certificate is a basic credential required by many restaurants for their management staff.

Two Eastern Market Corporation employees took the full two-day ServSafe course and successfully passed the exam. These employees then worked with the instructor to create, and hold, a special one-day course that specifically addressed food safety issues at farmers market.

Ten vendors attended this one-day session.



Merchandising

Selling the Whole Car/Truckload: Tricks for Selling More at Farmers Markets!

Vendors enjoyed this fast-paced presentation, by Michigan State University's Susan B. Smalley, Ph.D., which touched on a wide range of ways in which farmers market vendors can tweak their operation to sell more products and increase their profits. This class was perfect for our farmers and specialty food vendors. They learned about many aspects of effective marketing in a farmers market context including:

- What research reveals about farmers market shoppers
- How your market stall design can draw more customers
- How to think about product selection



- Packaging options to increase sales
- Effective display techniques
- How to sell with your signs
- How government programs can expand your market
- Over 50 marketing options that cost next to nothing
- How to build your brand



Twenty two farmers and vendors attended the session.

Using the Web

Using the Web to Sell More Produce/Products and Grow Your Business

The internet is infinite and there are many options for small business owners looking to increase their business. There are also many websites that are geared towards small farmers, local producers and specialty food companies. Vendors heard from representatives from three different websites that talked briefly about their site and presented live overviews of their website's capabilities. The presentations were then followed by a panel discussion with all three speakers.

The three websites that were featured were:

- Market Maker (mi.marketmaker.edu) is an interactive mapping system that locates businesses and markets of agricultural products in Michigan, providing an important link between producers and consumers. Presenter: Tom Kalchik, from MSU's Product Development
- Made in Michigan (madeinmichiganmovement.com) is an action-oriented, grass-roots movement that focuses on bridging the relationships between the Michigan consumer, producer, grower and retailer. Presenter: Neil Yaremchuk, Made in Michigan Movement
- Buy Michigan Now (BuyMichiganNow.com) is a campaign that is strengthening and diversifying our state's economy by helping Michigan-based businesses to collaborate, market themselves, gain public attention, and sell more. Presenter: Lisa Diggs, Buy Michigan Now

Twelve vendors attended this session.

Conclusion

All together, over 125 individuals benefited from the Vendor Training program that was made possible by the FMPP grant. It is EMC's hope that we will be able to continue to offer these types of program in the future. As part of the individual session evaluations, participants were asked about what other types of classes they would like to see. Those suggestions will be used to mold the next round of classes.

Background of Issues Examined: Bridge Card (SNAP)

When the U.S. government transitioned from the traditional paper “food stamp” to the Electronic Benefit Transfer debit card (SNAP), the inability for farmers and farmers’ markets to accept and process this new technology—because it requires a phone line and power source—drastically reduced the fresh produce options for those on food assistance. Prior to the introduction of the EBT Card (now called SNAP), traditional “paper food stamps” were widely accepted at markets throughout the country by individual vendors. Vendors would apply directly to the USDA for permission to accept food stamps and would be responsible for submitting those stamps back to the government for reimbursement.



Creating greater access to the market by often underserved portions of the population is a major priority for the Eastern Market Corporation. Eastern Market Corporation kicked off the Eastern Market Bridge Card Program on July 14, 2007. Currently more than 85 farmers and vendors participate in the program. Bridge Card holders can purchase specially designed metal tokens, with their Bridge Card, and use them to purchase farm fresh produce, meat, baked goods and other items from the farmers and vendors. Each token has a value of one dollar (\$1). The tokens are only good for food items purchased from Eastern Market authorized farmers and vendors. They cannot be used at neighboring businesses. Approved vendors proudly display a sign that says “Bridge Card Tokens Accepted Here.”

At the conclusion of the first year of the program, weekly sales were averaging \$715 and total sales were \$36,484. With one week remaining in the third year of the program, weekly sales are now averaging \$3,253 and total sales to date are \$285,457!

It is this increased demand that necessitated the creation of a second location, at the Market, where customer could come and exchange their Bridge Card credits for Eastern Market Bridge Card tokens.



Welcome Center

The Eastern Market Welcome Center serves as the Central Point of Sale (POS) or Bridge Card Headquarters for the Eastern Market Bridge Card Program. The Welcome Center is open every Saturday during the public market hours from 7 a.m. to 4 p.m. This central location and hours that mirror the public market make it the perfect location for serving as the base of operations for the Bridge Card Program. In addition, the Welcome Center is equipped with both electricity and a phone line.

A sign proclaiming the Welcome Center as the Eastern Market Bridge Card Headquarters is affixed on the front of the building.



Goals of the Project:

The goal of this project was to make it easier for those seeking to purchase fresh fruits and vegetables, using their Bridge Card, at the Market.

Summary of Bridge Card Second Location Program

Bridge Card Annex

Utilizing funds from the grant, a second Bridge Card location was established. This new location is in Shed 5 on the north end of the Market. FMPP grant funds were used to purchase all the equipment necessary to open a second location including a desk and chair, a computer to track sales, a token counting machine, establishment of a telephone line for the Bridge Card terminal, promotional material and 25,000 additional metal tokens. They were also used to cover first-year operating expenses including a part-time staff person and the monthly telephone line fee.

The second location is open from 8am to 3pm. During the first year of operation, from this location, over 1,000 customers were served for a total dollar amount of over \$18,000



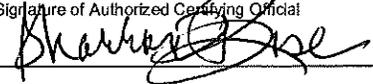
Eastern Market Corporation plans to continue the operation of the second location after this grant period. The position of the clerk will be funded through an additional grant and/or from stall revenue. Without the FMPP to cover the start up costs and capital expenses, this 2nd location would not have been possible.

Conclusion

The second Bridge Card location is crucial to Eastern Market's overall goal of making the market accessible to all. Bridge card sales were up 100% in Fiscal Year 2009-2010 from the year before. Given the outreach efforts of the Eastern Market Corporation combined with the general state of the economy in Detroit and southeast Michigan, there is no reason to expect that this growth will not continue. This second location allowed the market to accommodate previous growth and positions it to continue to absorb additional demand into the future.

FEDERAL FINANCIAL REPORT

(Follow form instructions)

1. Federal Agency and Organizational Element to Which Report is Submitted AMS - TMP - Marketing Services Division		2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment) 12-25-G-0722			Page 1	of 1	
3. Recipient Organization (Name and complete address including Zip code) Eastern Market Corporation, 2934 Russell St, Detroit, Michigan 48207							
4a. DUNS Number 809867554	4b. EIN 32-0030432	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment)		6. Report Type <input type="radio"/> Quarterly <input type="radio"/> Semi-Annual <input type="radio"/> Annual <input checked="" type="radio"/> Final	7. Basis of Accounting <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual		
8. Project/Grant Period From: (Month, Day, Year) October 1, 2008				9. Reporting Period End Date (Month, Day, Year) March 31, 2010			
10. Transactions					Cumulative		
<i>(Use lines a-c for single or multiple grant reporting)</i>							
Federal Cash (To report multiple grants, also use FFR Attachment):							
a. Cash Receipts					25,941.00		
b. Cash Disbursements					25,941.00		
c. Cash on Hand (line a minus b)					0.00		
<i>(Use lines d-o for single grant reporting)</i>							
Federal Expenditures and Unobligated Balance:							
d. Total Federal funds authorized					25,941.00		
e. Federal share of expenditures							
f. Federal share of unliquidated obligations							
g. Total Federal share (sum of lines e and f)					25,941.00		
h. Unobligated balance of Federal funds (line d minus g)							
Recipient Share:							
i. Total recipient share required							
j. Recipient share of expenditures							
k. Remaining recipient share to be provided (line i minus j)							
Program Income:							
l. Total Federal program income earned							
m. Program income expended in accordance with the deduction alternative							
n. Program income expended in accordance with the addition alternative							
o. Unexpended program income (line l minus line m or line n)							
11. Indirect Expense	a. Type	b. Rate	c. Period From	Period To	d. Base	e. Amount Charged	f. Federal Share
g. Totals:							
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation:							
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 18, Section 1001)							
a. Typed or Printed Name and Title of Authorized Certifying Official SHARRON ROSE Vice President, Finance & Administration				c. Telephone (Area code, number and extension) (313) 833-9300 ext. 112			
b. Signature of Authorized Certifying Official 				d. Email address srose@detroiteasternmarket.com			
				e. Date Report Submitted (Month, Day, Year) May 21, 2010			
14. Agency use only:							

Standard Form 425
OMB Approval Number: 0348-0061
Expiration Date: 10/31/2011

Paperwork Burden Statement

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is 0348-0061. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0060), Washington, DC 20503.

VENDOR/BUSINESS CLASSES

WINTER 2010

Eastern Market Corporation is proud to present this series of three classes aimed specifically for the vendors, farmers and specialty food producers that sell at the Eastern Market and the businesses in the Market district. We encourage you to take advantage of these useful and informative sessions and attend one, two or all three of them! Any questions, please contact Randall Fogelman at 313.833.9300 x106 or rfogelman@detroiteasternmarket.com.

CLASS #1

Advancing Good Agricultural & Good Handling Practices for Produce

This advanced workshop addresses key issues that growers face when tackling food safety certification. Come to get an overview of audit considerations and expectations, hear from auditors and from growers who have become certified, and get a buyer's perspective on the importance of food safety certification.

WHEN: Tuesday, February 16, 2010 9:00AM-3:30PM

WHERE: Sacred Heart Catholic Church (3451 Rivard Street, Detroit, MI 48207)

There is no cost to attend, but the value is more than \$50 per person, so don't miss it! Lunch will be provided, and participants can purchase the revised, 240-page "Wholesale Success: A Farmer's Guide to Selling, Post-Harvest Handling and Packing Produce" Manual for only \$25 (a \$75 value). Space is limited, so register early!

RSVP required by Wednesday, February 10, 2010. Contact Michigan Food & Farming Systems (MIFFS) for more information or to RSVP at (517) 432-0712 or miffs@msu.edu. You **MUST** register for this workshop to attend!

Funding for this workshop was provided through a Specialty Crop Block Grant.



CLASS #2

Selling the Whole Car/Truckload: Tricks for Selling More at Farmers Markets!

Encore performance of this free fast-paced presentation, by Susan B. Smalley, Ph.D. from MSU, touches on a wide range of ways in which farmers market vendors can tweak their operation to sell more products and increase their profits. This class is perfect for farmers and specialty food vendors. You will learn a little about many aspects of effective marketing in a farmers market context:

- What research reveals about farmers market shoppers
- How your market stall design can draw more customers
- How to think about product selection
- Packaging options to increase sales
- Effective display techniques
- How to sell with your signs
- How government programs can expand your market
- Over 50 marketing options that cost next to nothing
- How to build your brand



WHEN: Tuesday, March 16, 2010 4:00PM-6:00PM

WHERE: EMC Offices (2934 Russell Street, Detroit, MI 48207)

*A light dinner will be served after the meeting

RSVP by Saturday, March 6th to Randall at 313.833.9300 x106 or rfogelman@detroiteasternmarket.com

CLASS #3

Using the Web to Sell More Produce/Products and Grow Your Business

There are a lot of options out there for increasing your business on the web. Should you have your own site? Should you be listed on multiple sites? Should you be using social media too? Come hear representatives from three different websites briefly talk about their site and then get your questions answered from a panel discussion with all the speakers.

Market Maker (www.mi.marketmaker.edu) is an interactive mapping system that locates businesses and markets of agricultural products in Michigan, providing an important link between producers and consumers. **Presenter: Tom Kalchik, from MSU's Product Development**

Made in Michigan (www.madeinmichiganmovement.com) is an action-oriented, grass-roots movement that focuses on bridging the relationships between the Michigan consumer, producer, grower and retailer. **Presenter: Neil Yaremchuk, Made in Michigan Movement**

Buy Michigan Now (www.BuyMichiganNow.com) is a campaign that is strengthening and diversifying our state's economy by helping Michigan-based businesses to collaborate, market themselves, gain public attention, and sell more. **Presenter: Lisa Diggs, Buy Michigan Now**

WHEN: Tuesday, March 30, 2010 4:00PM-6:00PM

WHERE: EMC Offices (2934 Russell Street, Detroit, MI 48207)

*A light dinner will be served after the meeting

RSVP by Saturday, March 20th to Randall at 313.833.9300 x106 or rfogelman@detroiteasternmarket.com

Presented by:
EASTERN MARKET CORPORATION

EASTERN MARKET BRIDGE CARD PROGRAM

YEAR 1

FISCAL YEAR REPORT*

JULY 14, 2007-JUNE 30, 2008

Program Weeks

51

Gross Sales	\$ 36,484
Gross Transactions	1907
Gross Redemption	\$ 31,894

Average Weekly Sales	\$ 715
Average Weekly Transactions	37
Average Weekly Transaction Amount	\$ 19.13

*Program started on July 14, 2008, one week after the start of the fiscal year

YEAR 2

FISCAL YEAR REPORT*

JULY 01, 2008-June 30, 2009

Program Weeks

52

Gross Sales	\$ 83,061
Gross Transactions	3937
Gross Redemption	\$ 75,677

Average Weekly Sales	\$ 1,597
Average Weekly Transactions	76
Average Weekly Transaction Amount	\$ 21.10

COMBINED GROSS SALES	\$ 119,545
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YEAR 3

FISCAL YEAR REPORT*

JULY 01, 2009-JUNE 19, 2010

Program Weeks

51

Gross Sales	\$ 165,912
Gross Transactions	10553
Gross Redemption	\$ 153,027

Average Weekly Sales	\$ 3,253
Average Weekly Transactions	207
Average Weekly Transaction Amount	\$ 15.72

COMBINED GROSS SALES	\$ 285,457
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INCREASE
OVER
PREVIOUS
YEAR

100%
168%
102%

123%
102%

104%
173%

BRIDGE CARD (EBT)
AT
DETROIT'S EASTERN MARKET
FIRST YEAR REPORT
FISCAL YEAR 2007-2008
Written and compiled by Randall Fogelman
Vice President of Business Development
Eastern Market Corporation



FOOD STAMPS AT FARMERS' MARKETS

When the US government transitioned from the traditional paper “food stamp” to the Electronic Benefit Transfer debit card (EBT), the inability for farmers and farmers’ markets to accept and process this new technology because it requires a phone line and power source—drastically reduced the fresh produce options for those on food assistance. Prior to the introduction of the EBT Card, traditional “paper food stamps” were widely accepted at markets throughout the country by individual vendors. Vendors would apply directly to the USDA for permission to accept food stamps and would be responsible for submitting those stamps back to the government for reimbursement.

Although the food assistance program is ultimately a federal initiative, to rectify the problem of accessibility many individual states and cities have conducted successful programs—some of which include funding—that enable and promote EBT card usage at farmers’ markets. In most cases, the program involves “tokens” or “paper scrip.”

SUMMARY OF PROGRAM AT EASTERN MARKET

Creating greater access to the market by often underserved portions of the population is a major priority for the Eastern Market Corporation. Eastern Market Corporation kicked off the Eastern Market Bridge Card Program on July 14, 2007. At the conclusion of the first year of the program, weekly sales were averaging \$715 and total sales were \$36,484.

EBT IN MICHIGAN

The EBT program in Michigan is called the “Bridge Card.” Unlike many other states, Michigan does not have a statewide program for assisting farmers' markets with accepting Bridge Cards. However, with the assistance of Michigan Farmers' Market Association (MIFMA), more farmers' markets have been able to negotiate the bureaucratic process and start accepting Bridge Cards.

In 2007 MIFMA launched a pilot program in five markets. Eastern Market was not one of the markets chosen, but was able to participate in the conference calls and other resources that greatly assisted in the initial start-up of the program. According to Dru Montri, program manager for MIFMA, there are currently 17 markets in Michigan accepting Bridge Cards.

BARRIERS TO ACCEPTING THE BRIDGE CARD AT FARMERS' MARKETS

The MIFMA EBT Group worked collectively to address and solve the myriad of issues that stand in the way of farmers' markets being able to accept Bridge Cards. Besides the obvious barrier caused by the necessity for electricity and a phone line for the processing machine and the creation of a program using tokens or script, there were other obstacles that easily prevent markets from signing up. For example, a representative of the applying organization must personally sign the application and provide his/her Social Security number. Also, the application is universal across the country, and it focuses on grocery stores, supermarkets or small “mom and pop” shops. Many of the questions do not apply to a farmers' market and therefore often cause confusion on what to write because sections cannot be left blank. The MIFMA EBT Group was very helpful in finding answers to these and other issues.

PROCEDURE AT DETROIT'S EASTERN MARKET

The Eastern Market Corporation (EMC), managers of the Market, submitted a “USDA-Food Stamp Application for Stores” application to the United States Department of Agriculture Food and Nutrition Service on April 11, 2007 and received approval on May 7, 2007. This process normally takes 45 days, but because of the diligent efforts put forth by EMC, the approval was received in only 27 days. This application was the first step in the process of being able to accept Bridge Cards.

Because of the nontraditional nature of accepting EBT at a farmers' market, an addendum had to be included with the application that outlined the proposed procedures the Market would follow in administering a Bridge Card system.

WELCOME CENTER

The Eastern Market Welcome Center serves as the Central Point of Sale (POS) for the Eastern Market Bridge Card Program. The Welcome Center is open every Saturday during the public market hours from 7 a.m. to 4 p.m. This central location and hours that mirror the public market make it the perfect location for serving as the base of operations for the Bridge Card Program. In addition, the Welcome Center is equipped with both electricity and a phone line.

A sign proclaiming the Welcome Center as the Eastern Market Bridge Card Headquarters is affixed on the front of the building. The design of the sign mimics the design of the actual Bridge Card to allow for easy association by Bridge Card holders.



PURCHASING TOKENS

Bridge Card holders bring their cards to the Welcome Center and decide how much they would like to spend. The Welcome Center clerk “swipes” the customer’s card and enters in a desired amount. The customer then enters their unique personal identification number (PIN) number into the keypad attached to the terminal and if approved, a receipt is generated. The receipt tells the customer the dollar value of tokens purchased and their remaining balance of their account. Wooden tokens¹ (designed specifically for the Eastern Market, Detroit); in \$1 increments are dispensed to the Bridge Card holder for the approved amount.



¹ Wooden tokens were used during the first year of the program. At the start of the second year, brass tokens replaced the wooden tokens. This change was necessary because of the success of the program (more tokens were needed) and the greater longevity of the metal tokens.

Unused tokens can be returned for credit to the Welcome Center on the day they were received only. Unused tokens that are not returned for credit on the same day can be redeemed for appropriate merchandise on any other Saturday at the Eastern Market.

Tokens...Easy as 1-2-3-4-5

1. Customer decides how much they would like to spend
2. Clerk “swipes” the card and customer enters their PIN
3. Instant authorization and a receipt are generated
4. Customer collects the tokens for the approved amount
5. Customer spends tokens on eligible products with vendors in the Market

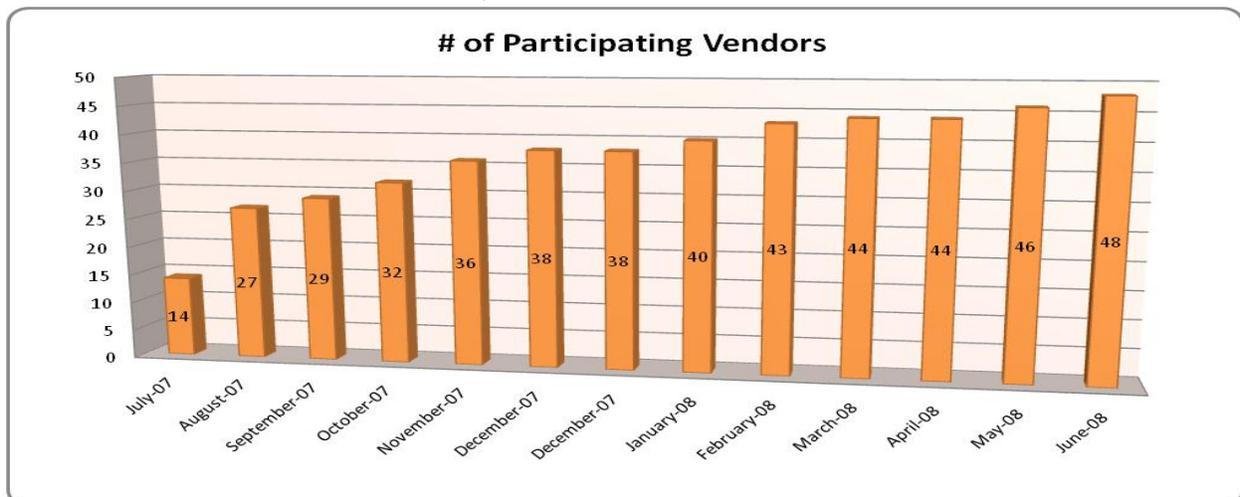
VENDORS

A Bridge Card Program cannot be successful without the cooperation and participation of the market’s vendors. To receive this cooperation, the program must be well designed and easy to participate in. Initially, all vendors were made aware of how important this program was to EMC and were continuously encouraged to participate. Applications and instructions for the program, along with a cover letter, were passed out to all vendors at the Market on two different Saturdays and an additional application and cover letter was mailed to every address in our vendor database. Also, applications were often hand-delivered on market days (when an additional copy was needed) and were made available at the EMC office and the Eastern Market Welcome Center.

Vendors who chose to sign up were required to fill out an application agreeing to follow the USDA rules, including only selling eligible products, as well as agreeing to follow the guidelines for the program established by EMC.

When the program officially began on July 14, 2007, (14) vendors were signed up. At the end of the first year there were (48) vendors participating in the program.

For new vendors, Bridge Card Program information and an application are automatically included in the Vendor Handbook they receive.



Once the program was up and running, the number of participating vendors grew quickly for two reasons. First, vendors witnessed first-hand how easy the program was to participate in. Second, they saw the great potential for additional sales.

SIGNAGE

In addition to the sign on the Welcome Center, participants in the program proudly display an 11 x 17 laminated sign that lets customers know that they accept the Bridge Card tokens. The signs are clear and concise, effectively communicating their message. Many shoppers at the Market become aware of the market-wide program by seeing the individual signs hanging up throughout the market at the vendors' stalls. The stall operator directs them to the Welcome Center where they can obtain tokens.



TOKEN REDEMPTION

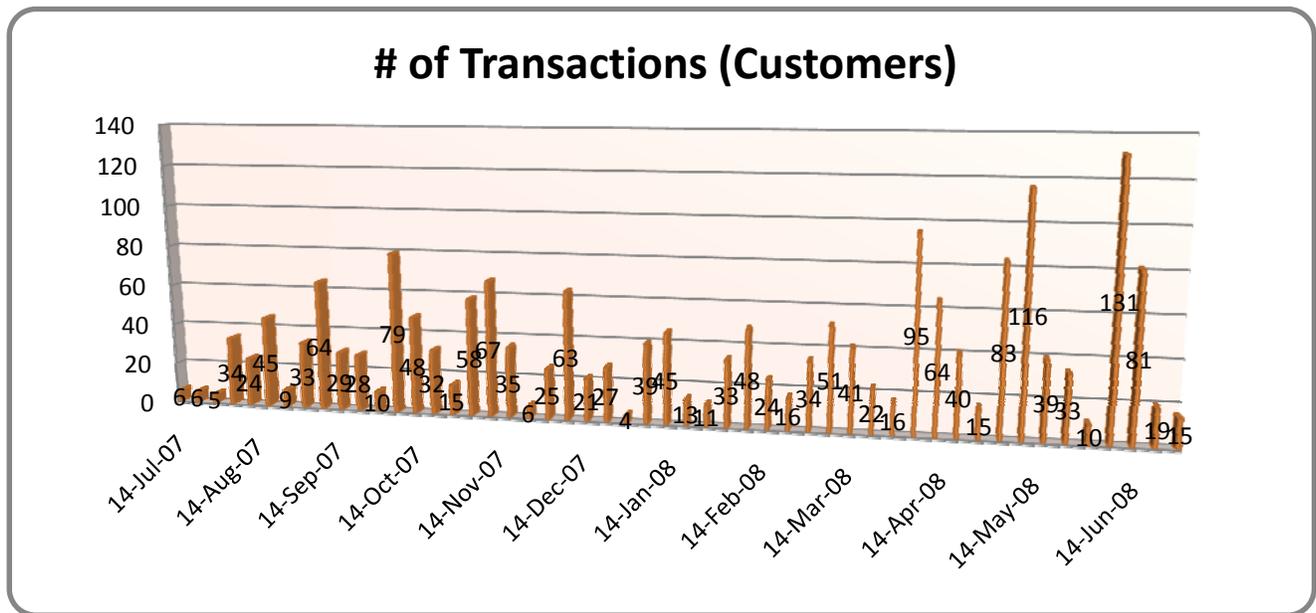
Vendors can redeem their tokens at the Welcome Center every Saturday. Vendors bring their tokens to the Welcome Center and along with the clerk verify the amount of tokens turned in. The vendor then receives a receipt (one page of a triplicate form) for the tokens turned in. The other receipts are turned into Eastern Market Corporation's accounting office. Reimbursement checks are prepared and mailed on a biweekly basis.

EASTERN MARKET DETROIT BRIDGE CARD TOKEN REDEMPTION FORM		
Date:	SAMPLE	
Farm/Company Name:		
Tokens Redeemed:		
Receiving Staff:		
Farmer/Vendor:	Stall#:	Signature:
FOR OFFICE USE ONLY		
Check #:	Date:	
Amount:	Processed by:	
Notes:		
White Copy: EMC Yellow Copy: Accountant Pink Copy: Farmer/Vendor		

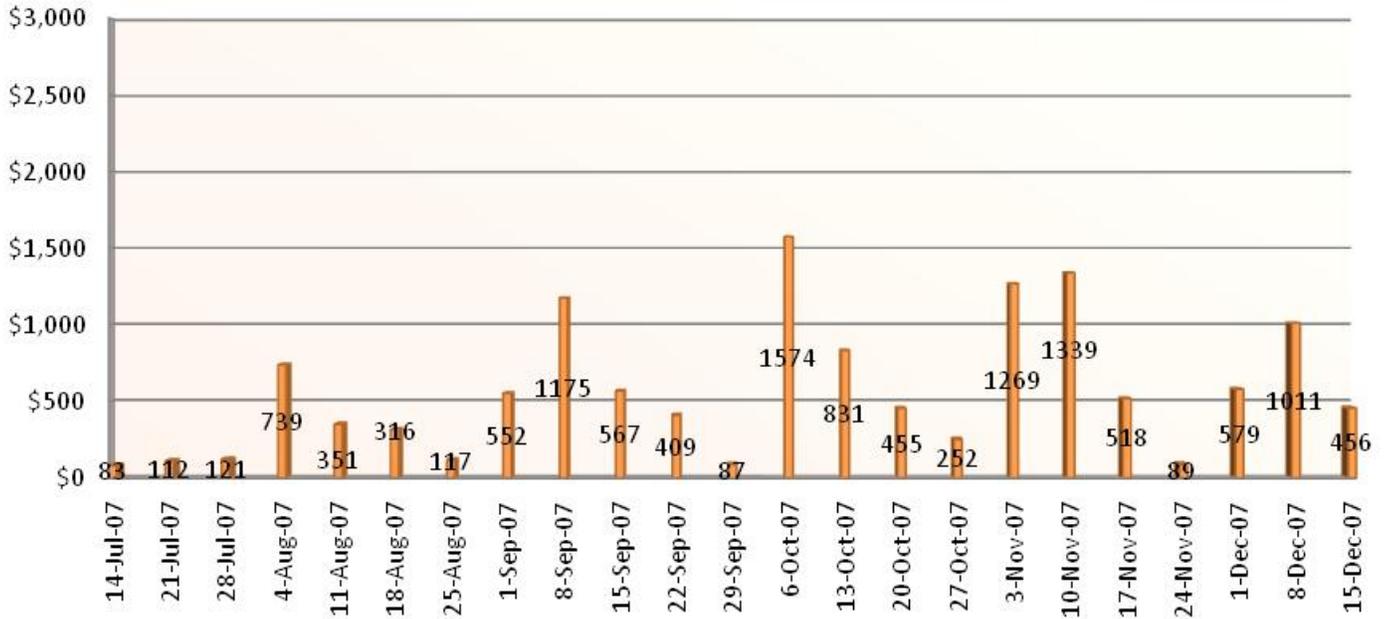
TOKENS PURCHASED & TRANSACTIONS

More important than the total number of vendors that accept the tokens is the dollar value of tokens purchased and the total number of transactions.

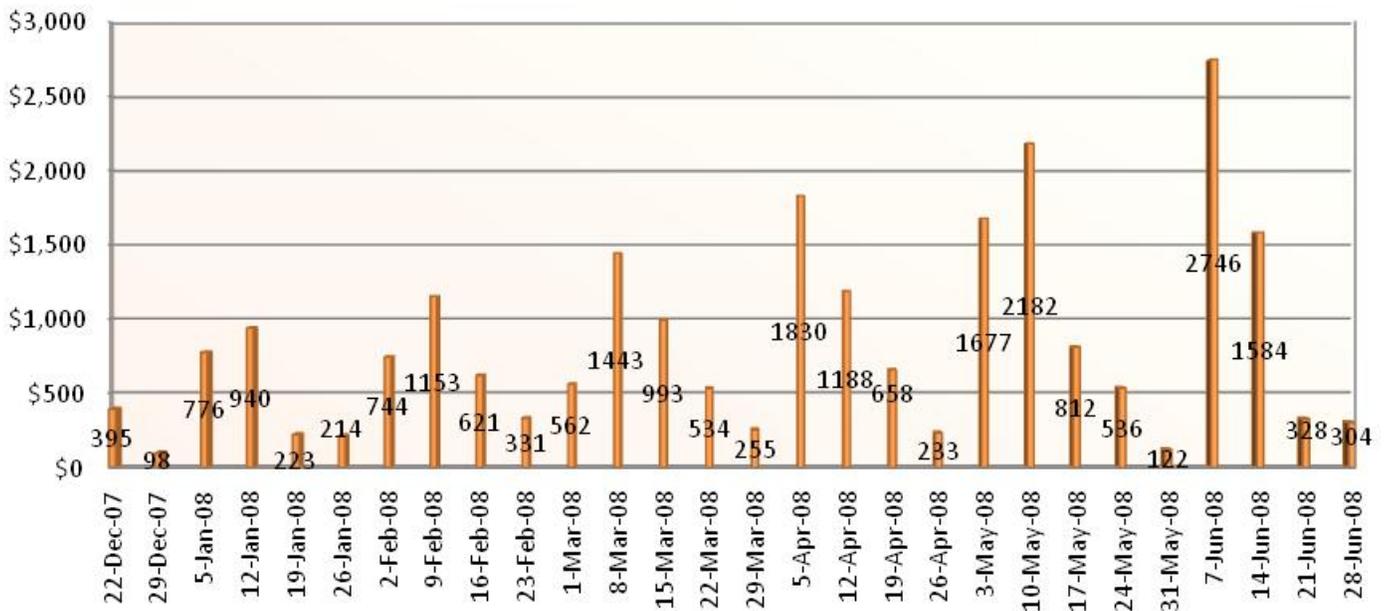
At the close of the first year, 1,907 transactions with a dollar value of \$36,484 had been processed at the Welcome Center. This had all been done with very little advertising, relying mostly on word of mouth. Sales were always higher at the beginning of the month, but the weekly average for the year was \$715.



Tokens Sold (VALUE)



Tokens Sold (VALUE)



GOALS FOR FY 2008-2009

The goal for the second year of this program is to double the total annual sales, exceed \$6,000 in one-day sales and have 75% of eligible² vendors signed up to accept the tokens. Currently, the highest one-day sales amount is \$2,746.00. This occurred on June 7, 2008. This goal can only be achieved with greater and specifically targeted advertising.

ADVERTISING



A five-week advertising campaign promoting the fresh produce offerings of the Eastern Market and the ability to purchase those items with a Bridge Card will start just in time for the beginning of August. Bridge Card sales are consistently higher towards the beginning of the month. The campaign will consist of (2) four-color advertisements on the inside of 100 DDOT buses.

² Only vendors that sell food items like produce and baked goods are eligible to accept the Bridge Card according to USDA guidelines. Vendors that sell plants and flowers (except plants that are used to grow vegetables) are not eligible to participate in the program.