



2015-2017 STRATEGIC PLAN

In 2014, Community Farmers Markets began our first strategic planning process. Through this experience, we engaged with stakeholders across all levels of the organization, including Staff, Board, vendors, Market Community Groups, and key partners, to get input on the direction of our work.

The following plan is based on the findings of these stakeholders coming together to collectively improve our local food system. The recommendations outlined in this plan have been cultivated over a year with the help of Valeo Consulting, and are guiding the strategic direction for the organization. The goals and objectives lead the daily work of the Staff and Board, and the strategies to achieve these goals are actively being created or implemented across the organization.

The following 2015-2017 Strategic Plan is up to date as of January 2016. It is however, a living and working document, and will grow to meet the demands of our communities.



OUR VISION

We envision a future in which Atlanta will be home to a diverse, interconnected food system that promotes healthy food, sustainable ecosystems, and living wage working conditions. CFM is a leader in this system, leveraging the power of communities by providing resources, educational programs, and sustainable modes of food distribution for farmers, producers, chefs, and consumers.

OUR MISSION & PURPOSE

The mission of Community Farmers Markets is to develop a local food infrastructure for long term sustainability and meaningful community impact. Our purpose is to preserve, root, and grow a diverse local food culture by maintaining an authentic space for all people to share community, fair food, and healthy lifestyles while providing a sustainable living for producers who steward the earth.

OUR TEAM VALUES

We value a positive team environment that is supportive, respectful, open-minded, and creative.

We value a strong, diverse, and connected community.

We believe that all people deserve access to good, fair food.

We value openness, honesty and transparency.

We value education and growth.

2015 BY THE NUMBERS



**6 WEEKLY
MARKETS**



123 VENDORS



**160,821
MARKET ATTENDEES**



**60+ HOURS OF
EDUCATIONAL
PROGRAMMING**

900+ INTERACTIONS



**3,124 NEW
"MY MARKET CLUB"
MEMBERS**



**\$80,385
SNAP DOUBLED**



**100+ HOURS AT
COMMUNITY EVENTS**

**4,200 PEOPLE
REACHED**



**160 CHEF DEMOS
AT MARKET
40 CHEF DEMOS
IN THE COMMUNITY**



**25+ MARKET
VOLUNTEERS
40+ EVENT
VOLUNTEERS
3,047 +
VOLUNTEER
HOURS**

ORGANIZATIONAL HISTORY

Community Farmers Markets, Inc (CFM) was founded in 2011 by leaders in the local food movement in Atlanta, GA to meet the demand for more efficiently-managed, community-based, sustainable farmers markets. These stakeholders included farmers and local leaders who worked for a more vibrant local food system and who have special interest, talents, or resources to build a stronger local food movement. The primary founders were Katie Hayes (founding Executive Director of CFM), Judith Winfrey (head of Slow Food Atlanta at the time and former East Atlanta Village Farmers Market Manager), and Jonathan Tescher (East Atlanta Village Farmers Market Founder).

The East Atlanta Village Farmers Market (EAVFM) was the precursor to CFM, and the first market to come under the CFM umbrella. Started in 2006 as a community project to provide a space and platform for providing access to fresh, local, and healthy food for the residents of East Atlanta and the surrounding neighborhoods. Working with the Department of Agriculture, EAVFM was the first farmers market in the State of Georgia to accept SNAP (Supplemental Nutrition Assistance Program) also known as food stamps. Just one year after pioneering this program, EAVFM was the first market to pilot the Double SNAP program, bringing national organization Wholesome Wave to Georgia and providing twice the value of all SNAP dollars spent at the market.

In 2011, CFM was officially formed as a market umbrella organization, allowing for the sustainable expansion of farmers markets in Atlanta. EAVFM came under the organization's umbrella, moving to its long term home on Flat Shoals, and the EAVFM Edible Learning Garden was created. With funding from the Georgia Department of Public Health in the 2011 season, CFM developed an extensive educational outreach and community building



model in the East Atlanta Community where CFM cooking and garden educators worked with schools and community organizations to reach people where they live, work and play. The idea was to bring “the market to the people and the people to the market”.

The founding of CFM allowed for the creation of the celebrated Grant Park Market, which replicated the EAVFM model. Partnering with the Grant Park Conservancy and neighborhood residents, the Grant Park Farmers Market (GPFM) successfully launched in May 2011 and has continued to be CFM's largest market. In 2012, the educational outreach program was expanded to the low-income and low-access communities surrounding Grant Park due to funding from the USDA Farmers Market Promotion Program.

In 2013, CFM welcomed the two Decatur Farmers Markets (DFM) which were previously

PRE CFM	2002	The Decatur Farmers Market formed
	MAY 2006	The East Atlanta Village Farmers Market Formed
	JUNE 2007	EAVFM first farmers market in GA to accept SNAP
COMMUNITY FARMERS MARKETS	JAN. 2011	CFM Formed and EAVFM brought under umbrella
	APRIL 2011	EAVFM Educational outreach program model created
	MAY 2011	Grant Park Market Opened
	APRIL 2012	Educational outreach model expanded to Grant Park Community
	APRIL 2013	Brought Decatur Farmers Markets under the CFM umbrella
	2014	Expanded educational outreach to all communities served. Hired second full time staff member and expanded part time staff base.
	MAY 2015	Westside FM opened. Expanded full time staff to four.
	JULY 2015	MARTA Market Pilot Launched

established in 2002, under our umbrella and expanded the educational outreach program to the Decatur Community. Within one year of CFM’s management, the sales and attendance at DFM doubled. In 2015, CFM worked with local residents and Jamestown Properties to launch the Westside Provisions District Farmers Market (WPDFM) in the West Midtown Neighborhood.

Our model has extensive impact. In 2014, CFM served 100 vendors and more than 100,000 annual shoppers. More than 8,000 community members attended CFM special events at and outside of the markets. In addition to the markets and educational outreach programs, in 2015 and beyond, CFM continues to host signature events such as the annual “Tour de Farm” bicycle tour, “Peach Jam” cooking competition, the “WonderFarm” gala and many farm-to-table dinners and farm tours.

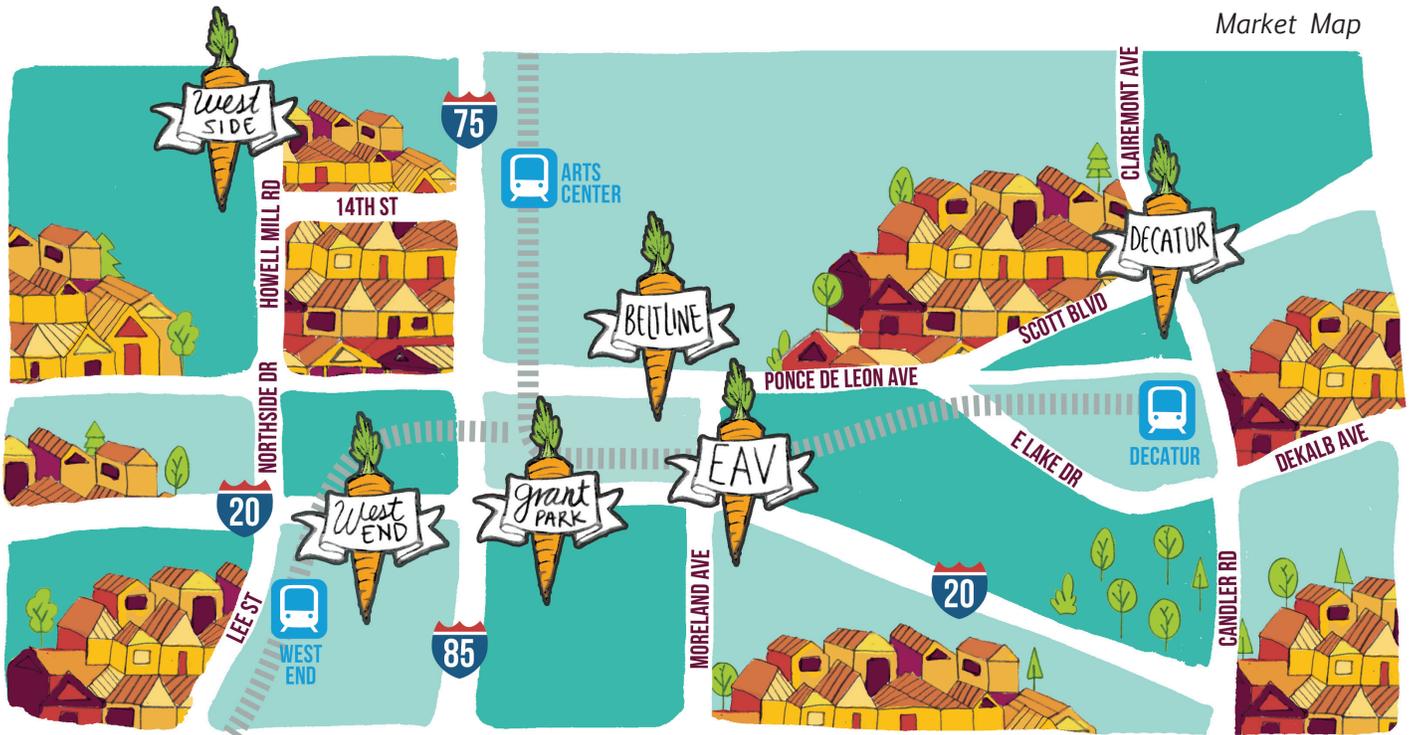
Community Farmers Markets has a unique approach to farmers market management because it is a neighborhood-based group which provides a three-tiered approach to “food access”: 1) distribution of food (at markets); 2) education about the food through educational outreach programming; and 3) financial incentives to purchase the food through double SNAP and My Market programs. CFM serves as an umbrella organization with community-level “Market Community Groups” (MCGs) for each market. The MCGs are made up of at least two vendors, two residents, and two business owners. This smart growth model enables CFM to focus on efficiencies in management and operations, while the neighborhood advisory boards ensure that the markets are meeting the needs and desires of each group of vendors and larger community. At least one liaison from each of the MCGs serves on the CFM Board of Directors. The Board of Directors also includes at least two vendor representatives, community members, and professional experts. The growing staff consists of the Founding Executive Director, three other full time staff, approximately 20 part-time staff and contractors, and countless volunteers.

CFM leverages strong partnerships with mission-critical partners in our communities and the city at large to carry out programs and secure funding. These partners include Georgia Organics with the “My Market” program, Wholesome Wave Georgia with the “Double SNAP” program, government and neighborhood organizations in our communities and many other agriculture or community groups. Funding for the organization is largely from earned-income projects including vendor fees, events, and sponsorships. Grants and donations come from national, state, and local sources including the USDA, Georgia Department of Public Health, the Annie E. Casey Foundation, the Arthur M. Blank Foundation, and the Community Foundation of Greater Atlanta.

OUR UNIQUE VALUE PROPOSITION

Community Farmers Markets is the only organization in Atlanta that manages multiple farmers markets, building the economy of scale that promotes innovative distribution systems, educational programming, and financial incentives to grow Georgia's local food infrastructure.

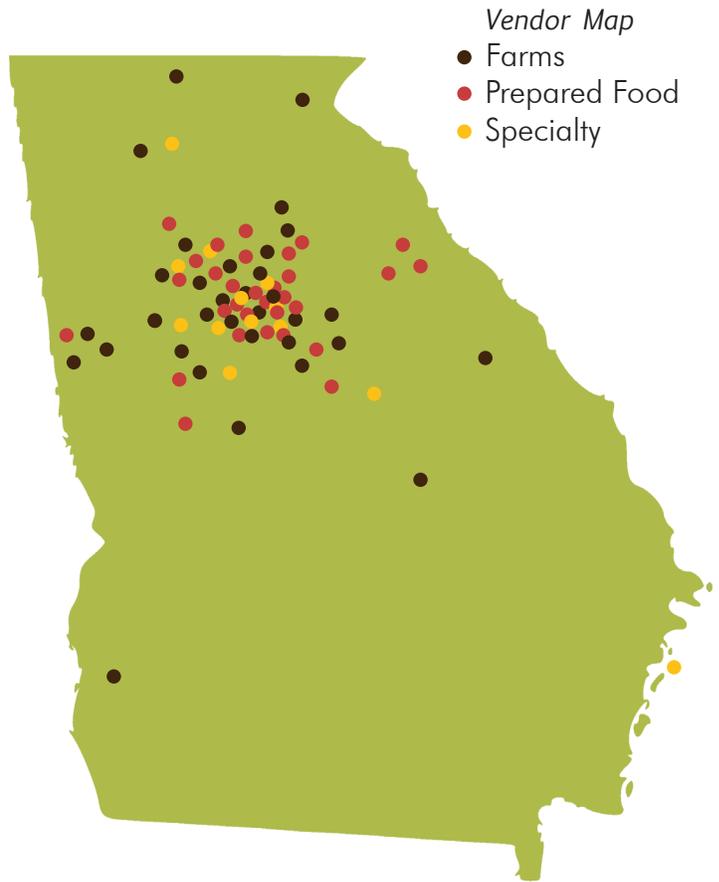
We have a unique approach to local food market management. For consumers, we offer integrated educational programming both at and outside of markets, in addition to access to fresh, local and sustainable food in unique "town square" neighborhood settings. Our local and sustainable vendors benefit from opportunities for business growth through professional development, support and an integrated vendor network. Our neighborhood based approach, supported by the Market Community Groups and extensive partnerships provide established customer bases and locally created market cultures. Our integrated network has a wealth of knowledge to help strengthen markets around the country. This approach makes our markets integral parts of the Atlanta community overall, particular neighborhoods, and an example for markets across the country.



OUR CLIENTS AND GEOGRAPHIC SERVICE AREA

The clients we serve are local, sustainable farmers and value-added, artisan food-makers. We define local as within 200 miles of our operations in Atlanta. We engage a diversity of rural and urban farmers and food-makers to capture the diversity of agricultural production in Georgia. Products like coffee that are grown outside of the region must be sourced and processed by a local entrepreneur in order to qualify to be offered at our markets. We provide market opportunities that contribute to a living wage for food producers.

In addition, we serve the people who live and work in the neighborhoods surrounding our markets, and in the larger Metro Atlanta area. We particularly seek to serve those with low access to and use of local and sustainably produced food. Through our market outlets, our educational programming, and our financial incentives, we seek to expand the consumption of locally and sustainably produced foods that strengthen our local economies and improve food access.



TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	SUNDAY
Ponce City Farmers Market on the Beltline 4-8pm May-Dec 675 Ponce de Leon Ave NE Atlanta, Ga 30308	Decatur First Baptist Church of Decatur 3-6pm Year Round 308 Clairemont Ave, Decatur Ga 30030	East Atlanta Village 4-8pm April - Dec 561 Flat Shoals Ave SE Atlanta, Ga 30316	Fresh MARTA Market 2-6pm July - Oct West End MARTA station	Decatur First Baptist Church of Decatur 9am-1pm April - Dec 308 Clairemont Ave, Decatur Ga 30030	Grant Park Farmers Market 9:30am-1:30pm April - Dec 600 Cherokee Ave, Atlanta, Ga 30312	Westside Provisions Farmers Market 10am-2pm April - Dec 14th St NW & Howell Mill Rd, Atlanta Ga 30318



STRENGTHENING THE LOCAL FOOD SYSTEM

Our food system is broken. Though the expansion of industrial agriculture has increased the amount of food we can produce, it has also had many negative effect on working conditions for farmers and food-workers, including declines in small, sustainable business and decreased access to healthy food for most. Many consumers lack access to healthy, sustainably produced, local food. Among the many issues tied to these changes are poor economic opportunity, food insecurity, individual and population health problems, and a lack of community and connection to people and place.

CFM seeks to address these problems by creating a diverse local food infrastructure. To addresses the interconnected problems inherent in growing food access, we utilize a three-pronged approach focusing on distribution, education, and financial incentives.



— Distribution

— Education

— Financial Incentives

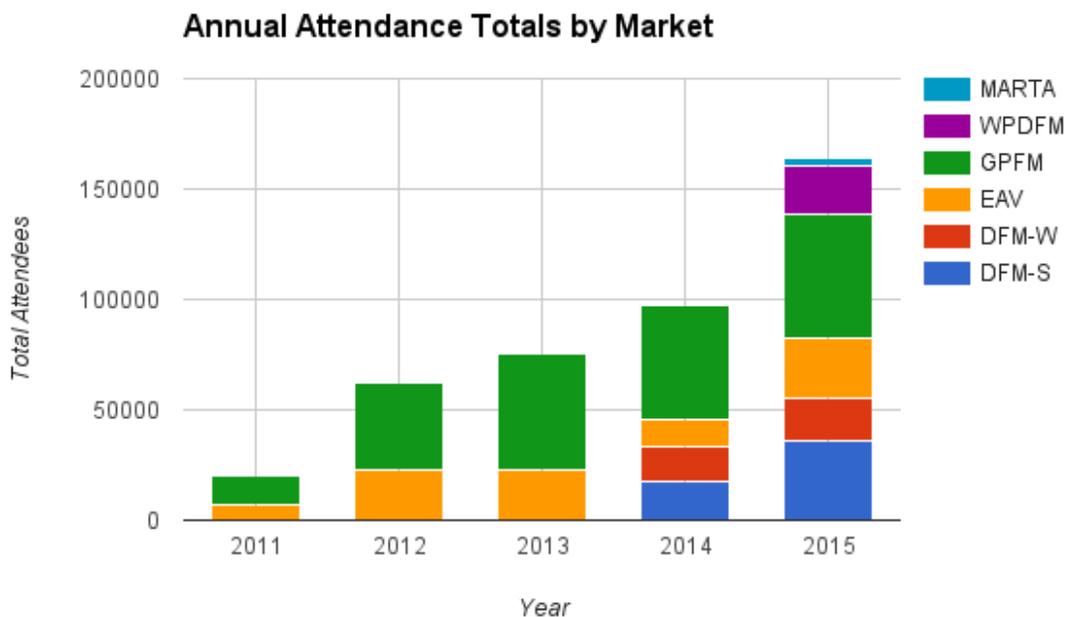
DISTRIBUTION

Small-scale farmers and food-makers are at a disadvantage in the industrial food system. They lack access to markets, resources to create the economies of scale necessary for economic viability, and have difficulty maintaining a living wage. Sustainable farmers and food-makers can't compete financially with industrial products due to subsidies, economies of scale, and exploitation in the industrial system. Small-scale farmers and food-makers also have limited capacity to reach available markets due to time and resource constraints of individual businesses.

Current distribution models fail many underserved consumer communities due to a focus on profitability rather than access. This, among other changes, have decreased or displaced centers of community for people to gather and connect in many towns and cities across the country.

CFM helps to overcome these problems by providing direct market access for sustainable, diverse, local food; incubating and providing business support for local and small food businesses; and creating a network of local businesses through markets and business development programming. We incubate small-scale, locally-owned farms and food businesses to promote living wage work and business development particularly in underserved sectors and communities.

We create spaces for community building and connection through markets, gardens, and educational outreach programs. We create market opportunities in underserved areas and food deserts.

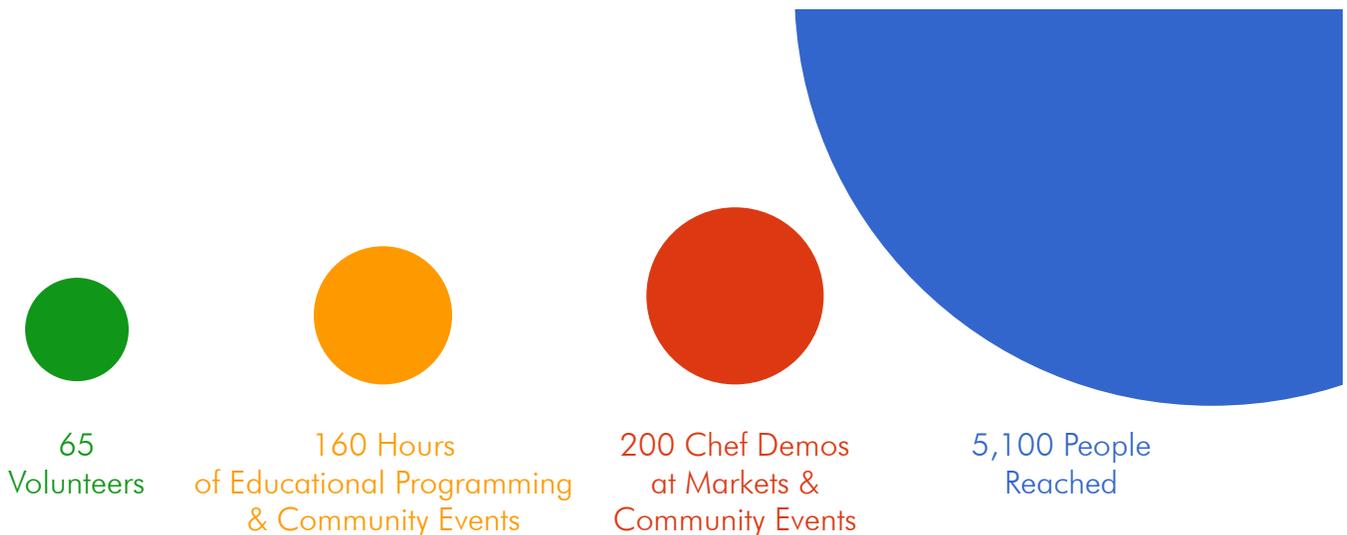




EDUCATION

Many consumers lack not only access to healthy, convenient, local food options and the knowledge, tools and time to cook for themselves. Health problems like obesity and chronic disease may result from poor diets due to financial constraints. In addition, local, sustainable food is sometimes wrongfully perceived as more expensive, which may limit consumer participation in farmers markets and other local food options.

Through education, we advance the ability of producers to provide and consumers to choose healthy, locally-produced foods that support the environment and local community development. We offer educational outreach programs, chef demos and gardening programs, and partner with educational organizations. We also create events and opportunities to broaden our support base through partnerships and creative approaches.

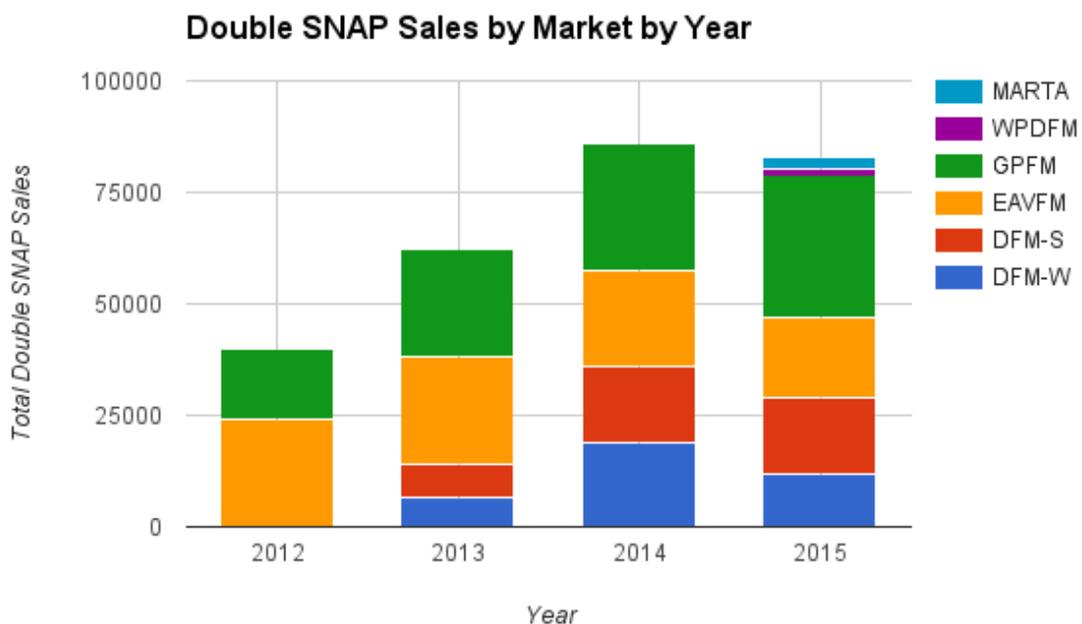




FINANCIAL INCENTIVES

The financial subsidies provided by federal and state governments to industrial agriculture results in perverse options for consumers, where fresh, sustainable, local food is priced significantly higher than less healthy choices. Too many consumers believe that they simply cannot afford to eat more healthily. In addition, the proliferation of large-scale chains pulls money away from communities that tends to circulate locally when spent at local businesses.

CFM leverages government and private support to make good food affordable for all through our double your dollars programs and partnerships. Our financial incentives promote the consumption of healthy foods by facilitating access. Our network of local vendors encourages spending with small businesses that increase the percentage of money that stays in the local community.





OPPORTUNITIES IN A GROWING ARENA

As we plan for our future, we observe that there are many shifts occurring in the local, regional, and national food landscapes. We believe the following three trends have the potential to have the biggest impact on our work over the next five years.

THE NUMBER OF FARMERS MARKETS IN THE US IS RAPIDLY INCREASING.

Over the past 20 years, the number of farmers markets in the US has more than quadrupled to more than 8,000. This has greatly expanded consumer awareness of local and sustainable food, as well as the joys of connecting consumers directly to producers. As farmers markets become more commonplace, expanding hours, available options and growing financial incentives, the number of people that attend them is growing. Rather than being perceived as a niche or foodie experience, increasing numbers of markets may encourage customers that were previously not engaged to include them in their shopping options.

This important sign of the success of the local food movement brings with it a few challenges. These include: 1) potential decreases in markets “trendiness” for consumers; 2) market fatigue on the part of vendors who can only attend a certain number of markets; and 3) increased competition and difficulty differentiating CFM

CFM differentiates our markets by maintaining an authentic space for all people to share community, fair food, and healthy lifestyles while providing a sustainable living for producers.

markets from other markets for vendors and for customers.

Among a growing number of markets in our sector, CFM differentiates our markets by maintaining an authentic space for all people to share community, fair food, and healthy lifestyles while providing a sustainable living for producers. Our at-market events, educational outreach and vendor development set us apart, and we will continue to grow these unique and special programs.



CONVENTIONAL RETAILERS NOW SOMETIMES STOCK LOCAL, SUSTAINABLE AND ORGANIC PRODUCTS.

As awareness and demand for local, sustainable and organic products has increased, so has their availability outside of farmers' markets. We see this trend as twofold: it increases awareness of and demand for local and sustainable food, and may affect farmers market attendance if similar products are available in other locations. Many people can now purchase some locally and sustainably grown products at conventional retailers. This development is good for the environment and many food producers, who have access to expanding markets. Increased demand for local food is also leading farmers to diversify sales outlets through CSAs and restaurants. This trend makes it more challenging to attract farmers to spending a day at market, which they may perceive as being less profitable and more labor intensive than cultivating wholesale relationships. These changes present CFM with opportunity to highlight additional elements of our UVP to both our vendors and our market shoppers. By

CFM promotes farmers markets as spaces to do more than buy your groceries. Providing a chance for producers and consumers to interact, our markets grow knowledge and relationships about food systems.

coupling access to markets and sustainable products with educational opportunities like chef demos, tastings, and children's activities, CFM promotes farmers' markets as spaces to do more than buy your groceries. Providing a chance for producers and consumers to interact, our markets grow knowledge and relationships about food systems. Our financial incentives serve low-income and new shoppers with special programs unavailable at other locations. Creating community gathering spaces through the market is a niche that our farmers market continue to meet.



FARMERS MARKETS ARE FOR EVERYONE, BUT ARE SOMETIMES VIEWED AS EXPENSIVE AND EXCLUSIVE.

By engaging in educational activities around the costs of food, additional ways to prepare and store fresh products, and how to get the most out of farmers market purchases, CFM demonstrates how to make local and sustainable food work for all our stakeholders.

The economic challenges facing small-scale farmers, and the need to differentiate local and sustainable products from those that are industrially grown, have contributed to the perception that farmers' markets primarily serve people with higher incomes or those that are interested in niche foods. This trend may dissuade people that we aim to serve from engaging with our markets and organization, making educational outreach about the Double Your Dollars program more challenging. There may be some vendor pushback to market locations outside of areas with higher socioeconomic status that are often associated with profitable markets for vendors. This perception may

also play into the difficulty that many farmers markets have had in attracting and retaining EBT and lower income customers.

Despite this perception, studies have shown in other parts of the country that farmers markets are often cheaper than traditional grocery stores during many parts of the year. By engaging in educational activities around the costs of food, additional ways to prepare and store fresh products, and how to get the most out of farmers market purchases, CFM demonstrates how to make local and sustainable food work for all our stakeholders. By expanding our market networks to underserved areas, we increase access to local foods across the city. Our experiments with additional distribution models, like pop-ups and partnership markets, help to dispel these perceptions. CFM is committed to partnering with organizations and stakeholders to grow farmers markets as welcoming and affordable options for all.

INNOVATING IN THE FACE OF CONTRADICTIONS

The process of transforming local food systems is a complex one and holds certain tensions and paradoxes. Different areas of our work and mission may be in tension with each other. Currently, for example, the state of the food system creates a pull between offering locally grown, sustainable food that is affordable and food pricing that provides a fair and just living wage to growers and producers. This tension requires continued innovation and the knowledge that while we are experimenting with solutions, we will be making tradeoffs between different mission areas.

Consumer education and behavior change is also an on-going process that sometimes includes contradictions. While we strive to educate consumers about the benefit of locally-grown food, not all staple products can be produced locally. For instance, coffee, which is not grown in Georgia, is a popular item sold at our farmers' markets. If customers were only focused on buying local, these coffee purchases would present a tension. However, we address this tension in other ways. CFM chooses vendors that undertake parts of the coffee process locally, for instance through roasting and processing, as well as responsible sourcing directly from sustainable growers. Some vendors provide coffee that is grown by their family members in coffee-growing parts of the world. In this way, coffee sales at the farmers' market support local food businesses and directly support growers even in other parts of the world. Contradictions like this present room for education about food chains and processing, and make it possible for customers to make informed choices about their food.

These tensions shape the space of local food systems in ways that provide immense opportunity for innovation, growth and creative solutions. At CFM, we strive to be aware of these contradictions and to develop programs and activities that turn these tradeoffs into generative opportunities.

Tensions to be managed, not problems to be solved



STRATEGIC GOALS AND OBJECTIVES

In order to measure our Strategic Plan progress, we have adopted the following goals and objectives. These goals and objectives have been guiding our organizational work the past year and will continue to for the next two years.



To have increased access to local, sustainable food and products

We will measure achievement of this goal by the following Outcome Measures:

- Increased total number of CFM Markets and/or distribution outlets
- Increased average number of market attendees at each market
- Increased number of EBT customers at each market
- Increased EBT sales at each market
- Increased total number of attendees at programs and educational outreach events annually
- Increased conversion of educational outreach and program attendees to shoppers at market
- Increased conversion of social media followers to market shoppers

The following are the specific objectives that will support achievement of this goal:

1. Objective: To annually increase customer attendees at all CFM markets by 5% over 2014 levels by 12/31/2017 through strategies outlined in the Marketing and Educational Outreach plans.
 - Strategy: Create and implement a formal Marketing & Communications Plan that identifies objectives and strategies that reflect the needs of each market
 - Strategy: Create and implement a formal Educational Outreach Plan that identifies objectives and strategies that reflect the needs of each market
2. Objective: To have the dollar value of EBT sales increased at the EAV market by 3%, at the Decatur market by 17%, and at the Grant Park market by 12% over 2014 levels by 12/31/2017.
 - Strategy: Develop and implement Fundraising Program specifically to cover the “Double Your Dollars SNAP” foodstamp financial incentive program
 - Strategy: Create and implement a formal Marketing Plan and a formal Educational Outreach Plan that identify objectives and strategies that reflect the needs of each market around SNAP customers.

3. Objective: To increase number of participants in educational outreach programs, partnership programs, and events by 5% annually by 12/31/2017 in order to reach a broader base of customers.
 - Strategy: Create and implement a formal Marketing Plan and formal Educational Outreach Plan that identify SMART objectives and strategies.
4. Objective: To institute a New Market development process by 12/31/2017 in order to evaluate opportunities to locate and run new markets.
 - Strategy: Create a New Market Assessment Checklist to guide decision making
 - Strategy: Complete formal evaluation of all 2016 candidate markets using the New Market Assessment Checklist



To have local farmers and vendors who are economically viable and strong

We will measure achievement of this goal by the following Outcome Measures:

- Increased revenue for vendors at CFM markets
- Increased reported vendor satisfaction with their own business

The following are the specific objectives that will support achievement of this goal:

1. Objective: To design and implement a formal Vendor Development Program by 2/28/16
 - Strategy: Formalize and institutionalize Vendor Mentorship Program, including internal and external mentors and identification of service partners
 - Strategy: Identify and develop new service offerings based on assessment of CFM vendors
2. Objective: To launch a Vendor Impact Metrics system by 3/31/16
 - Strategy: Offer monthly professional development Vendor Newsletter
 - Strategy: Offer a more robust Vendor Professional Development Track at annual CFM symposium
 - Strategy: Further develop the Direct-to-Chef program for CFM vendors
 - Strategy: Create & implement 2015 Vendor baseline survey to measure and track changes in vendor-related issues and priorities
 - Strategy: Create & implement Vendor Impact Metrics tracking system including but not limited to vendor sales and business management metrics
 - Strategy: Undertake an annual Vendor Satisfaction Survey



To be strong leaders in the local food landscape

We will measure achievement of this goal by the following Outcome Measures:

- Increased total number of partnerships with other organizations
- Increased number of filled Board seats
- Meeting all identified gaps in expertise by Board members
- Increased percent of Board members reporting high ratings on annual self-assessment
- Increased number of people from underrepresented groups participating in CFM programs
- Increased number of individuals from families below the median income of Atlanta residents participating in CFM program and projects

The following are the specific objectives and related primary strategies that will support achievement of this goal:

1. Objective: To strengthen and diversify Board leadership to align with annual Board Recruitment Priority Checklist by 12/31 annually.
 - Strategy: Board Governance Chair and Executive Director will lead the process to create and execute a Board recruitment plan.
2. Objective: To have a written plan and performance metrics that support increasing underrepresented groups (including racial/ethnic, gender, and income diversity) in all of CFM activities, staffing and leadership by 2/28/2016
 - Strategy: Director of Special Projects and Executive Director to convene a stakeholder working group to identify a framework and metrics.
3. Objective: Each staff, Board and MCG member will serve annually as a representative of CFM publicly by 12/31/2017 to broaden community networks.
 - Strategy: Each staff, Board, and MCG members formally represent CFM at at least one community event annually, for a total of at least 24 cumulative unique events per year.
 - Strategy: Create a collaborative calendar that includes strategic events at which CFM should be represented, and to which staff, Board and MCG members can contribute. Examples include but are not limited to partner organization events, community meetings, conferences, and local government events.
 - Strategy: Director of Programs will support staff, MCG and Board members to participate in educational and educational outreach events.



To have formal systems and practices which facilitate effective and efficient business operations

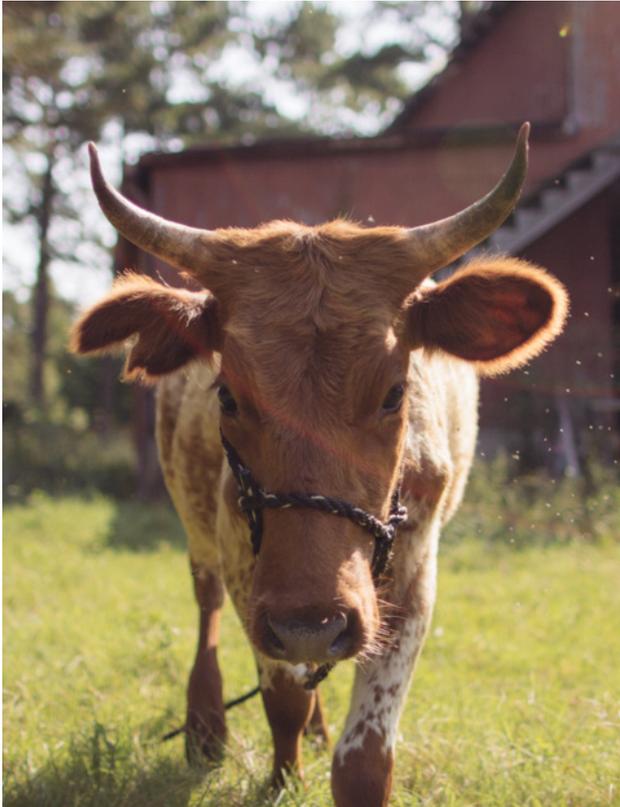
We will measure achievement of this goal by the following Outcome Measures:

- Increased number of full-time staff
- Formally adopted Operations Manual with written and documented policies and procedures

The following are the specific objectives and related primary strategies that will support achievement of this goal:

1. Objective: To have a formal and comprehensive Marketing and Communications Plan by 10/31/15 which is updated by 2/28 of each year

- Strategy: Director of Marketing and Communications will lead Staff and Board in the creation of a comprehensive Marketing and Communications Plan
 - Strategy: Host one meeting with each MCG focused on market specific Marketing and Communications each year focused on linking and aligning CFM and individual market strategies
2. Objective: To have an Operations Manual (which includes HR, financial policies, staffing, market operations, etc.) by 10/31/15 which is updated by 2/28 of each year.
 - Strategy: Director of Operations will guide a staff-driven process of documenting and systematizing existing operations.
 - Strategy: Executive Director will work with Board Officers and outside consultant to create and implement policies to address existing gaps
 3. Objective: To have a fully-staffed and functioning Board of Directors by 12/31/17
 - Strategy: Create appropriate Board Committees.
 - Strategy: Board-led creation and adoption of a Board Recruitment and Training Plan that is formally updated by the Board by 2/28 annually
 - Strategy: Recruit new Board members to address existing gaps in expertise.
 4. Objective: To have all staff, full and part time, participate in a human-centered review process that measures self-defined goals by 12/31 of each year
 - Strategy: Executive Director will guide a staff-driven process of creating an employee performance review and accountability system.



To have a financially stable organization

We will measure achievement of this goal by the following Outcome Measures:

- Increased total annual revenue
- Increased total dollars in Operational Reserve (emergency) fund
- Increased percent of annual revenue from earned income

The following are the specific objectives that will support achievement of this goal:

1. Objective: To grow CFM annual revenue from \$265K in 2014 to at least \$500K by 12/31/2017 in order to support annual growth and additional staff.
 - Strategy: Create annual Development Plan that identifies annual financial goals and that also actively supports other strategic objectives identified in this plan.

- Strategy: Institute a Development Committee on the Board to lead and support the creation and implementation of the Development Plan and carry out fundraising.
2. Objective: To diversify CFM revenue in order to not be overly reliant on grants*
 - Strategy: Develop a business plan for earned revenue that includes sponsorships and underwriting.
 - Strategy: Increase non-farmer vendor fees at strong markets.
 - Strategy: To create an annual Development Plan
 - Strategy: Grow and diversify our list of individuals targeted for marketing and fundraising, especially for events, market attendance, programs, and individual donor campaigns.

* to reflect 25% from grants and 75% from earned income and donations cumulatively by 12/31/2017
 3. Objective: To replace or update the market token system by 12/31/2015 to reduce costs and risk.
 - Strategy: Educate vendors about available retail sales processing and tracking technology
 - Strategy: Research alternative solutions to physical market tokens for use in gift cards, programs, Electronic Benefits Transfer (EBT), and MyMarket incentive program.
 4. Objective: To have an operational reserve (emergency) fund equal to \$125,000 or three months of operating expenses by 12/31/2017
 - Strategy: Execute and achieve objectives in the annual Development Plan.
 - Strategy: Contribute 5% of all unrestricted revenue into a dedicated savings account.

Dashboard

Following is an example of the Dashboard that the CFM Board uses to monitor progress on Strategic Plan goals and objectives. Similar documents are used for measuring progress in more detail for weekly to quarterly staff check-ins.



STRATEGY PERFORMANCE DASHBOARD

Act Now
Monitor
Celebrate

GOALS	OBJECTIVES	PLANNED MILESTONE FOR QUARTER # / YEAR	STATUS	COMMENTS
To have increased access to local sustainable food and products	1 To annually increase customer attendees at all CFM markets by 5% over 2014 levels by 12/31/2017 through strategies outlined in the Marketing and Outreach plans.	Maintain attendance at 2014 levels for existing markets Track baseline attendance data for new markets	Celebrate	On track for attendance to be almost double 2014's attendance.
	2 To have the dollar value of EBT sales increased at the EAV market by 3%, at the Decatur market by 17%, and at the Grant Park market by 12% over 2014 levels by 12/31/2017.	Maintain EBT sales from 2014 numbers for existing markets. Track baseline EBT sales for new markets.	Celebrate	20% approximate increase from 2014 to date.
	3 To increase number of participants in educational outreach programs, partnership programs, and events by 5% annually by 12/31/2017 in order to reach a broader base of customers.	To formally identify key partners in each community and develop plan for engagement.	Monitor	Key partners identified. Late implementation of outreach due to hiring schedule.
	4 To institute a New Market development process by 12/31/2017 in order to evaluate opportunities to locate and run new markets	To create a New Market Assessment Checklist and evaluate 2016 candidate markets according to the standards identified.	Celebrate	Created first draft of new market assesment and used to evaluate potential Saturday DFM sites.
To have local farmers and vendors who are economically viable and strong	5 To design and implement a formal Vendor Development Program by 2/28/16	Identify needs of vendors based on assesment, develop strategy and timeline for year, which includes monthly PD emails, Text-a-Chef program, and vendor track at the symposium.	Monitor	Have started montly PD emails, created text-a-chef program, plans for 1-2 classes in fall. On track for symposium planning. Need more vendor support in 2016, applying for FoodWell Grant to that effect.
	6 To launch a Vendor Impact Metrics system by 3/31/16	Implement pilot vendor baseline survey and sales tracking, and evaluate the process.	Monitor	Implemented 2015 baseline survey. 50% response rate. Vendor sales tracked once this season. Need to reevaluate for 2016.



THE ECOSYSTEMS OF LOCAL FOOD ORGANIZATIONS

Local food movements and organizations exist all over the country and all over the world. Within this sector, there are numerous organizations that CFM views as integral partners at the city and state levels. The following organizations work in ways that CFM may seek to emulate as we expand over the next few years within our local and state context. We have also sought to build relationships and adopt best practices pioneered by these organizations.

STATE

Georgia Organics – Atlanta, GA

Georgia Organics is a farmer training and advocacy organization that also provides support for gardens and schools at the state level. They host an annual conference connecting people across the food system across the state that positions them as a leader in the regional food landscape. As members of the local food ecosystem in Georgia, we are grateful that Georgia Organics bridges many aspects of local food systems. They have a strong reputation and clear mission, and should continue to be a strong and strategic partner for CFM in the coming years. In particular, partnering on vendor development programs and educational materials seem like strong avenues for collaboration.



NATIONAL

At a national level, various organizations have developed approaches and models that CFM may want to emulate as we grow. These organizations operate in different parts of the country and have expanded in different ways. They provide us with food for thought on how we may want to expand in the future.



Market Umbrella – New Orleans LA

Market Umbrella currently manages three farmers markets in New Orleans with a model similar to our own. They serve as an example through the kinds of information that they provide on their website, particularly resources and guides for partnerships and market evaluation that they have developed and make available. Additionally, community reports, videos, and other media on their website quickly outline the importance of local food for addressing broader social issues in an engaging way. They have a clear delineation of projects and partnerships on their website that makes their messaging very clear.



Greenmarket/Grow NYC – New York, NY

Greenmarkets/Grow NYC manages many markets, and is a pioneer in the “market umbrella” type model that CFM operates on. This is a good example of an organization making markets an integral part of a food system and achieving impressive impact in terms of overall reach, thereby being one positive example of ways to scale up our organization. At CFM, we admire their Fresh Food Box in underserved communities and their market-based CSA. As we grow, we would like to investigate how to expand our market management capacity in line with Greenmarkets while maintaining the Market Community Group structure that supports our work.

CUESA



**CULTIVATING A HEALTHY
FOOD SYSTEM**

Center for Urban Education about Sustainable Agriculture (CUESA) – San Francisco, CA

CUESA runs an indoor, year round market of local food complemented by an extensive educational outreach program. One strength of theirs is very strong and clear visioning: We envision a healthy world nourished by environmentally sound, humane, economically viable, and socially just food systems. This statement, complemented by their values statements, gives them a framework that incorporates many parts of the food system without being confusing. The listed annual reports and other documents on their website allow others to evaluate their impact quickly and easily in ways that CFM would like to emulate.



**COMMUNITY FARMERS MARKETS IS GROWING.
THANK YOU FOR GROWING WITH US.**

