

Professional Development for Michigan Farmers Markets

Michigan Food and Farming Systems of East Lansing, Michigan received \$92,440 to develop and implement a certificate program for Michigan farmers market managers. These funds helped develop professional management expertise of farmers market managers and members of the Michigan Farmers Market Association board of directors.

[Final Report FY09](#)

2009 Farmers Market Promotion Program
Final Performance Report, December 2011

Project Title: **Professional Development for Michigan Farmers Markets**
Grant Number: **12-25-G-0946**

Recipient Information

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Project Summary

The goal of this project was to develop professional expertise among Michigan farmers market managers and the MIFMA Board of Directors. MIFMA was formed in 2006 as a statewide association to promote local food consumption in Michigan by connecting more farmers to consumers through farmers markets. Together, partners, Michigan market managers and farmers/vendors determined that our collective mission is to advance farmers markets to create a thriving marketplace for local food and farm products.

As one means for advancing Michigan farmers markets, MIFMA committed to developing professional development and networking opportunities for those individuals responsible for farmers market daily operations, market governance and market sustainability. We understand that market manager skills and responsibilities are critical for farmers markets to succeed in serving farmers, vendors and consumers. As a quickly growing association striving to meet the needs of our state's farmers market community through professional development opportunities such as these, MIFMA simultaneously needed to focus on steps to assure the viability of the statewide association. Thus, it was important to provide professional development opportunities for the MIFMA Board and develop a long-term strategic plan for MIFMA.

The stages of work were organized by three objectives: (1) develop and implement a certificate program for Michigan farmers market managers, (2) provide professional development opportunities for the MIFMA Board and members, and (3) develop a long-term strategic plan for MIFMA. Due to the scope of work, the project was proposed as a 24-month, long-term project beginning in October 2009 and ending in September 2011. Dru Montri, MIFMA Manager and now Director, was the primary project manager and dedicated a quarter of her time to managing and overseeing the project tasks.

Project Approach

Developing professional expertise for MIFMA and Michigan farmers market management was a means for directly benefiting farmers and/or vendors. Better and more effectively managed farmers markets benefit farmers/vendors by providing them with viable markets that expand their customer base and enhance their sales volume. This was addressed by developing and implementing a certificate program for Michigan farmers markets managers, providing professional development opportunities for the MIFMA Board and members, and developing a long-term strategic plan for MIFMA.

Goals and Outcomes Achieved

Objective 1: Develop and implement a certificate program for farmers market managers to build the skills necessary for enhancing the long-term viability of farmers markets

Hosted regular Professional Development Committee meetings to develop the certificate program curriculum and ensure progress on implementation. Meeting summaries can be found online at <http://www.mifma.org/aboutus/committees/professional-development-committee/>. The committee also held a face-to-face meeting on November 18, 2010.

Most months the committee meets on the third Thursday at 11 am by conference call. During some periods of the year, the committee decides to communicate by e-mail and meet less frequently, especially during the very busy Summer months when farmers markets committee members manage are open and their availability is reduced.

Worked with Eat Local Food to develop promotional materials to advertise the 2011 Market Manager Certificate Program as an opportunity for training, education, networking and information sharing for market management. Eat Local Food designed and printed 200 vinyl magnets, size 5.4" x 4.2", full color; 1,500 postcards size 5.4" x 4.2", full color; 1,000 tri-fold brochures, size 8.5" x 11" full color; and also created an online save the date design for our website.

Postcards were mailed to all Michigan market managers, MIFMA members and partners. They were also distributed with the brochures at conferences and events where market managers were present. Magnets were distributed to all registrants and speakers, as well as individuals that contacted us who were directly interested in registering for the program.

Press releases were also developed and distributed. These releases can be found online at <http://www.mifma.org/news/news-releases/>.

Planned, organized and implemented six day-long educational programs required for the Market Manager Certificate Program. The day-long programs were held from 9 am to 4 pm in Lansing, MI, on January 12, 26, February 9, 23, March 8 and 9, 2011. Registration opened October 12, 2010. Forty-one individuals registered for the full six sessions. Fourteen people registered for one or more individual sessions.

Evaluated each of the day-long educational programs according to outlined objectives using a standardized evaluation form. Evaluation results were used to improve each subsequent section and were also used to plan the 2012 Market Manager Certificate Program which is being sustained without full support from this grant.

On March 9, 2011, after completing all six sessions and the five required homework assignments 36 market managers were certified and recognized with certificates.

Our Subcontractor for Online Education video and audio recorded all educational programs required for the certificate program. We now have more than 30 hours of educational video that has been edited and serves as the basis of our MIFMA Cyber-Institute, www.mifmainstitute.com.

Worked with our Subcontractor for Online Education on the MIFMA Cyber-Institute website development for online learning modules. The site, www.mifmainstitute.com, includes free online learning modules for all MIFMA members. The modules are also available to any non-members at a reasonable rate.

Objective 2: To provide professional development opportunities for the MIFMA Board and members to assure the viability of the statewide association

Supported Board members and staff attendance at conferences and trainings on nonprofit management, Board development and sustainability, and fundraising.

- Dru Montri, Association Manager, and Emily Beutel, Communications Specialist, attended the Food Epprentice Experience on October 1, 2009. The Food Epprentice Experience was an innovative 1-day learning forum for developing leadership skills of emerging leaders in the food industry. (Attended with scholarship support.)
- Jen Wely, MIFMA Board member, attended Called to Serve: A Board Primer on October 13, 2009.
- Dan Keane, MIFMA Board member, and Shelley McGeathy, Executive Director of the Downtown Saginaw Farmers Market, attended the Saginaw Valley State University Non-profit Management course. FMPP funding was used to cover a portion of the tuition fee.
- Amanda Segar, MIFMA's Food Assistance Partnership Coordinator, attended the Advocacy Boot Camp and Farm Bill 101 session in Detroit, MI on August 9, 2010.
- Maggie Smith, MIFMA Administrative Assistant, attended a day-long Fundamentals of Access Database Course on September 23, 2010 to assist in managing the MIFMA membership database which will contribute to the viability of the statewide association.
- Maggie Smith, MIFMA Administrative Assistant, attended the Administrative Assistants Conference in Grand Rapids on October 4, 2010.
- Amanda Segar, MIFMA's Food Assistance Partnership Coordinator, attended Michigan's First Conference on Culinary Tourism: Creating Michigan Culinary Destinations on January 10, 2011.
- Maggie Smith, MIFMA Administrative Assistant, and Amanda Segar, MIFMA's Food Assistance Partnership Coordinator, attended Growing Our Food System, a one day conference on February 17, 2011.
- Dietrich Bronner, Chair of MIFMA's Board of Directors, attended the Michigan Festivals and Events Spring Seminar on April 28, 2011.
- Amanda Segar, MIFMA's Food Assistance Partnership Coordinator, attended the Designing Healthy Livable Communities Conference on June 6, 2011.

Developed professional expertise for the MIFMA Board members, Association Manager and active members by supporting attendance at out-of-state farmers market meetings, trainings, conferences and other educational programs.

- Dru Montri, Association Manager, attended the New England Vegetable and Fruit Conference held December 15-17, 2009 in Manchester, NH.
- Dru Montri, Association Manager, and Amanda Segar, Coordinator of the Michigan Farmers Markets Food Assistance Partnership that is co-hosted by MIFMA, attended the National Association of Farmers Market Nutrition Programs October 6-9, 2010.

<ul style="list-style-type: none"> • Maggie Smith, MIFMA Administrative Assistant, and Mary Roush and Michelle Germain, MIFMA members and attendees of the Market Manager Certificate Program, attended the Iowa Farmers Market Conference on February 12, 2011. • Maggie Smith, MIFMA Administrative Assistant, Amanda Segar, MIFMA's Food Assistance Partnership Coordinator, and Mary Roush and Michelle Germain, MIFMA members and attendees of the Market Manager Certificate Program, attended the New York State Farmers Market Conference on March 3-5, 2011.
<p>Evaluated MIFMA Board member and active member attendance and participation in professional development opportunities. Evaluation forms were collected for attendance at each FMPP supported event and used to make decisions about participation in future professional development opportunities.</p>
<p>Objective 3: To develop a long-term strategic plan for MIFMA to build capacity for Michigan's direct producer-to-consumer marketing endeavors.</p>
<p>Contracted Michelle Napier-Dunnings of Pearl Partners to lead MIFMA's strategic planning efforts. Strategic planning included initial planning meetings in Fall 2009, Board member interviews in December 2009 and early January 2010 and a two-day facilitated strategic planning session on January 19-20, 2010 with MIFMA's Board of Directors. A working strategic planning document (enclosed) was developed that will guide MIFMA's development over the next five years. This plan was updated monthly in 2010 and updated quarterly in 2011. It guides all four of our committees – Organizational Development (formerly Finance), Professional Development, Marketing, and Policy. We also recently added the Michigan Farmers Markets Food Assistance Partnership into the strategic plan because as of April 1, 2011, MIFMA is fully funding the partnership.</p>
<p>Contracted Michelle Napier-Dunnings of Pearl Partners to provide two day-long strategic coaching sessions, or equivalent. With Board input, we decided on four half-day sessions. The first session was held on Tuesday, June 1st and focused on Messaging. As a result, we developed a tagline "Get under the umbrella" and began working on developing short 30-second messages that describe the association and our work. The worksheet that was developed to guide this work was enclosed with the September interim report. The second session was held on Tuesday, October 5th and focused on Effective Internal Communications. That agenda was enclosed in September 2010 as well. The third session was held in conjunction with our January 2011 Board meeting to focus on continued review and application of our strategic planning. The fourth session focused on committee structure and work and thus involved Michelle's participation in each of the four committee's conference calls and then follow-up participation to provide feedback on how to be more engaged and productive during conference call meetings.</p>

Beneficiaries

This project has benefited many people, organizations and communities that have been directly or indirectly involved with the tasks and programs provided. Information regarding program activities was disseminated widely through public press releases, social media outlets including Facebook and Twitter as well as our listserv of nearly 900 subscribers.

The tasks focused on providing professional development opportunities for the MIFMA Board of Directors and members to assure the viability of the statewide association provided direct benefits to the 11-member Board, our three person staff, 15 committee members and the more

than 50 partners the comprise the Michigan Farmers Markets Food Assistance Partnership. Over the course of this project, MIFMA's membership more than doubled from 152 members in October 2009 to 311 members in September 2011. Of these current members, 117 are farmers markets ranging in size from three to more than a hundred vendors. Thus, we can conservatively estimate that this project directly benefited more than 100 Michigan communities and more than 2,000 farmers and small businesses that sell at these markets. Additionally, we work with more than 20 organizational "friends" and have built relationships with countless organizations at the national and state levels.

Overall, we feel that successful farmers markets and those markets with professional management expertise create thriving marketplaces and viable market opportunities for farmers and vendors. Enhanced sales volumes contribute to the profitability of individual farmers and also keep dollars circulating in our local economies. Building organizational capacity for MIFMA has provided market managers, farmers and vendors with a central resource that focuses on their needs. This project and funding provided a strong foundation for creating a self-sustaining organization that will continue and expand the key activities developed.

Lessons Learned

As with all projects, there were both benefits that were gained and lessons that were learned. Throughout this process, we were dedicated to following the project tasks we had outlined and reaching our expected outcomes.

To the best of our knowledge, we created the first Market Manager Certificate Program in the nation, certifying 36 market managers in the process. It was an incredible learning process through the stages of promoting, planning, organizing content and program structure, implementing and evaluating. Through registration fees we will sustain the program in years to come with more than 20 individuals already registered for 2012. We are also beginning to share information with other statewide associations and state programs wishing to develop similar programs throughout the country. While our Cyber-Institute has been developed and provides a framework for disseminating information through online learning modules, we have learned that this is an expensive and time consuming endeavor. We lack the knowledge and expertise on our staff to video and audio record all of our sessions at a professional level and then edit and design modules. We had funding through this grant project to build the site, but this will be difficult to sustain without additional funding. As an association, we will strive to enhance our online offerings as we receive many requests for more professional resources from both in-state members and farmers market stakeholders across the country.

We learned that it is essential to provide professional development opportunities focused on nonprofit management, Board development and sustainability for Board, committee and staff members. These opportunities create learning opportunities for many of the individuals who don't have this type of background or expertise and also inspiration for organizational development. It is equally important to provide opportunities to attend out-of-state farming and farmers market programs as it builds networks beyond our state membership and provides insights for further program development. This will be a challenge to continue without outside funding, but we are committed to continuing these efforts and know they are essential for us the viability of MIFMA.

One of our objectives was to develop a long-term strategic plan for MIFMA and we did. This has been an immense benefit that has given us a strong organizational framework for coordinating our committed volunteer base. The 17-page working document is enclosed.

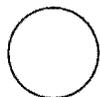
Additional Information

- Please see our website, www.mifma.org, for additional information about the association and our programs.
- Please see our website, www.mifmainstitute.com, for additional information about our online learning modules.
- Please see the enclosed strategic planning document for additional information about this process, our strategies and future goals.



Strategic Planning 2010 - 2015

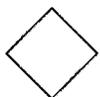
In early 2009, MIFMA's Board identified the need to develop a long-term strategic plan for MIFMA to build capacity for Michigan's farmers market industry. On January 19-20, 2010, MIFMA's Board and staff worked to define the association's core ideology and set goals that will guide future efforts¹. The following symbols defined here and then used in the model below guided the process:



A core ideology for MIFMA including its reason for being and its driving core beliefs

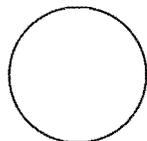


The strategies chosen to move the association forward through the current 2010-2015 "climate" (economic, scientific, political influences, etc.) surrounding MIFMA's work



The concrete, measureable results that, when accomplished, will demonstrate successful progress

In the next five years, MIFMA's core ideology may be refined, but should not change significantly. The strategies, however, may change in order to adjust to "climate" changes. Likewise, the goals may need to add or drop elements as priorities as a way to continue to shift with the intention of growing and strengthening MIFMA. This document is a working document, to be revisited and updated often². It will be used to grow MIFMA and assure the viability of our statewide farmers market association.



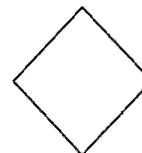
WHY

To empower communities and their residents to connect with local food and farming.



HOW

See document for details.



WHAT

- 1. To Lead**
- 2. To Brand and Create Collateral**
- 3. To Serve Markets and Vendors**
- 4. To Influence Policy**
- 5. To Increase Food Access**

¹ Strategic planning efforts were funded through a 2009 USDA Farmers Market Promotion Program (FMPP) grant. Michelle Napier-Dunnings of Pearl Partners, LLC was contracted as a strategic coach.

² During 2010, the document was updated monthly. Beginning January 2011, the document is updated quarterly following submission of committee quarterly reports.

MIFMA Strategic Plan 2010 – 2015

Core Purpose To empower communities and their residents to connect with local food and farming

Core Values We believe in

- Integrity & Quality ~ of each other and of our food sources
- Community & Belonging ~ by including and not isolating
- Diversity & Unity ~ working towards shared values and common goals while respecting differences

Areas	Goal	Strategies
#1 To Lead Organizational Development Committee	To develop an operating budget and organizational infrastructure that will fully support MIFMA's overall goals, including one full-time staff person, or equivalent, by 2013.	<ul style="list-style-type: none"> • Develop sustainable revenue plan ✓ Set clear expectations of staff and Board ✓ Set criteria for choosing fundraising efforts
#2 To Brand and Create Collateral Marketing Committee	To have 75% of Michigan farmers markets recognize the MIFMA logo and know we exist by 2013. To have 90% of farmers markets recognize the MIFMA logo and know we exist by 2015.	<ul style="list-style-type: none"> ✓ New website, www.mifma.org • New promotional materials • Provide more marketing materials online
#3 To Serve Markets and Vendors MIFMA Board Professional Development Committee	To increase farmers market membership by 10% in both 2010 and 2011. To increase individual memberships by 25% each year. To reach an 80% retention rate each year.	<ul style="list-style-type: none"> • Evaluate and enhance member benefits ✓ Update membership structure • Provide educational offerings
#4 To Influence Policymakers Policy Committee	To develop a process for determining MIFMA's policy position, role and action.	<ul style="list-style-type: none"> • Identify most critical issues • Establish partnerships • Take a targeted approach
#5 To Increase Food Access Food Assistance Partnership	To have 50% of Michigan farmers markets accepting Bridge Cards by 2013. To have farmers markets accepting Bridge Cards in 50% of Michigan counties by 2015.	<ul style="list-style-type: none"> ✓ Develop participation structure • Provide educational offerings for markets managers and consumers • Evaluate and plan future efforts

**Big Hairy Audacious Goal (BHAG) #1: To Lead
MIFMA Organizational Development Committee**

Goal: To develop an operating budget and organizational infrastructure that will fully support MIFMA's overall goals, including one full-time staff person, or equivalent, by 2013.

Purpose: To focus on multi-year financial strategies, personnel/staff development, fundraising and other internal organizational development strategies.

Committee Co-Chair: Dan Keane

Committee Members: Eileen Miskiewicz, Dru Montri, Amanda Segar and Scott Corrin

What	Who	Target Dates	Completed
Transition Fundraising Committee to Finance Committee to Organizational Development Committee to do two functions under one umbrella: 1) Financial Management, Budget Development and Fundraising 2) Personnel Development and Internal Policy	Dietrich created Finance Committee and Board approved; Board approved name change	Finance Committee created March 2010; Name change in January 2011	The Board decided to transition the committee to an Organizational Development Committee that will also include personnel development and internal organizational development.
Clarify 2010 budget, and future budgets if available, to reflect both restrictive and non-restrictive dollars. In order to develop a strong organizational structure, the Board needs to have a clear understanding of the finances.	Scott, Dru and Board	Ongoing	Restricted and non-restricted budgets reviewed by Finance Committee on 4/13/10. Restricted and non-restricted budgets reviewed by Organizational Development Committee on 3/29/11 and 9/12/11. Organizational budget reviewed at every Board meeting.
Develop long term budgets and financial plans, both ideal and realistic options and operating expenses (including current in-kind expenses).	Committee	Long term budget and financial plan(s) by end of 2011	A budget for 2012 was drafted and reviewed by the committee on 9/26/11. It will be presented to the board for approval on 10/12/11.
Begin working to establish organizational structure: 1) Board commitment document	Jen and Board	April 2010	June 2010 - Board approved the Board member pledge. Board members signed at the October 2010 face-to-face meeting and will sign in future years as elections take place.
2) Create position description for Director, Administrative Assistant and Coordinator of the Michigan Farmers Markets Food Assistance Partnership	Dru with Board approval	June 2010	Director position description was presented to the Board on 10/5/10 and approved. In January 2011, Dru completed position descriptions for Maggie and Amanda.
3) Establish personnel policies including the development of an incident reporting form and a policy for maternity/paternity leave	Committee	2011	Incident reporting form developed in April 2011. Personnel policies drafted in 2011. Under committee review.

4) Develop clear structures and responsibilities for committees	Dietrich and Board	September 2010	Committee responsibilities are structured according to the BHAGs outlined in this document. The Marketing and Professional Development Committees have a Committee Member Pledge to help identify responsibilities of members.
Set criteria for fundraising initiatives (i.e. how we choose which activities)	Committee created, Board approved	December 2010	May 2010 – Fundraising criteria document approved by Committee. Board voted on 10/5/10 to approve.
Develop five fundraising proposals per year	Committee	Ongoing	Planning a fundraiser with Chipotle restaurants for September 2011. Due to employee turnover at Chipotle, the fundraiser has been postponed until 2012.
Execute fundraising activities that will bring revenues of: \$1500 in 2010	Committee and Board	December 31, 2010	Raised \$1929 in donations and \$2800 in bench sales as of 12/31/10. MIFMA recorded fundraising related expenses of \$610.70.
\$4,000 in 2011	Committee and Board	December 31, 2011	As of 9/30/11, MIFMA has raised \$1,739 through fundraising.
\$4000 in 2012 \$12000 in 2014 \$25000 in 2015	Committee and Board		These goals will be revisited based on accomplishments.
Initiate an event sponsorship strategy	Committee	2011	
Take steps to become fiscally responsible:	Committee and Staff	2011	
1) Request an EIN for MIFMA	Staff	2011	Assigned 5/9/11.
2) Open a MIFMA Bank Account	Staff and MIFMA Treasurer	2011	Opened MSUFCU bank account on 9/26/11.
3) Obtain 501(c)3 non-profit status	Committee	2012	Had a consultation with the MSU Law School's Small Business and Non-profit clinic on 9/29/11 to discuss questions and strategies related to becoming a 501(c)3 non-profit organization.
Work with MIFFS to develop a benefits package for MIFMA employees	MIFFS/MIFMA Boards	2013	
Reconsider relationship with MIFFS (our parent organization)	Staff and Board	2013	

**BHAG #2: To Brand and Create Collateral
MIFMA Marketing Committee**

Goal: In 3 years (by 2013), 75% of Michigan farmers markets will recognize the MIFMA logo and know we exist. In 5 years, 90% of Michigan farmers markets will recognize the MIFMA logo and know we exist.

Purpose: This committee is charged with generating greater awareness of MIFMA, developing MIFMA materials, recruiting new members, and continuing community outreach.

Committee Co-Chairs: Dietrich Bronner and Sher Watkins

Committee Members: Emily Beutel, Frank Blissett, Laurajeanne Kehn, Randall Fogelman, Lucy Pier and Maggie Smith

Strategy	What	Who	Target Dates	Completed
Create Message	Identify target audience	Board and staff	January 2010	January 2010 - Target audience defined as (1) market managers and (2) farmers and vendors
	Identify core values	Board and staff	By March 2010	March 2010 (see page 2)
	Create a MIFMA tagline with a call to action that will be used with the logo and new materials	Committee and Board	August 2010	June 2010 "Get under the umbrella"
	Develop a short 30-second MIFMA message	Committee and Board	August 2010	On June 1 st held a Messaging Workshop led by Michelle Napier-Dunnings, MIFMA's strategic coach. To follow-up, Michelle and Emily Beutel developed a messaging worksheet that was distributed to all Board members and Marketing Committee members. An Effective Communications Workshop was held on 10/5/10 during which Board members worked to create their own customized 30-second message.
	Create standard MIFMA message for general use	Marketing Committee	July 2011	
Create Website	Select proposal	Dru and staff	March 2010	February 2010 - Chose Newslink Associates
	Online "Boot Camp" registration	Contractor	February 2010	February 2010 - MSU CANR Technology
	Build site foundation that includes vibrant photos and basic content	Contractor and Staff	March – June 2010, then ongoing	Site foundation completed September 2010. Allows for continued editing of photos and text. The website domain is www.mifma.org .
	Launch website	Contractor and Staff	June 1, 2010	June 7, 2010 – soft launch with vendor applications for the Farmers Market at the Capitol. Website announced in the October 2010 MIFMA e-newsletter.

Create Website, continued	Load Market Locations	Maggie	June 2010	Completed 8/31/10. Allows for continued updates. Working with website developer to upload 2011 market listing in October 2011.
	"Link" button for markets to mifma.org	Emily & Marketing Committee	June 2010	During January 2011, the Marketing Committee reviewed badges for member websites. The Committee finalized their decision and recommendations in March 2011. The "Members Only" section of the website will have the badges for others pages to link to.
Update and Publish Brochure	Photo contest	Marketing Committee	April 2010	Held April 19-25, 2010 during our membership drive, received 43 photos, Greening of Detroit photo was selected as winner and incorporated into website slider.
	Print brochure	Emily & Marketing Committee	Extended to April 2011 to coincide with new membership structure	Printed for MIFMA's membership drive week – April 18, 2011.
Marketing Campaign	Encourage members to promote MIFMA and display MIFMA signage	Marketing Committee	Spring/Summer 2011, ongoing	
	Social media		Ongoing	In April 2011, MIFMA Facebook site had 498 monthly active users. As of July 2011, MIFMA Facebook site had 826 monthly active users. As of 10/1/11, MIFMA had 818 monthly active users on Facebook and 138 Twitter followers.
	Press releases	Staff	Ongoing	Press releases can be found online at http://www.mifma.org/news/news-releases/ .
	Listserv notices		Ongoing	As of April 2011, the listserv had 885 subscribers. As of July 2011, the number decreased to 870 subscribers. As of Oct 2011, the listserv had 880 subscribers.
	Member mailings		Ongoing	
Website Campaign	Drive more people to the website	Committee	December 2011	
	Perpetuate use of existing MIFMA newsletters and information	Committee	August 2011	
	Provide more marketing materials online	Marketing Committee and Staff	August 2011	Committee is working on a party packet that will include marketing materials as part of MIFMA's members-only website.

Partnerships	Increase number of organizations that MIFMA partners with	Marketing Committee	December 2011	Committee is working with Chipotle to organize a promotional fundraiser for the 2012 market season.
Evaluate	Annual strategies	Marketing Committee Board	November 1, 2010 Marketing Committee Call	See November and December 2010 MIFMA Marketing Committee notes online at www.mifma.org .
Recommendations for Next Steps:				
Measure	Evaluate MIFMA and brand/logo recognition	Marketing Committee and Staff	2013 and 2015	

**BHAG #3: To Serve Markets and Vendors
Board**

Goal: To increase farmers market membership by 10% in both 2010 and 2011. To increase individual memberships by 25% each year. To reach an 80% retention rate each year.

Strategy	What	Who	Target Dates	Completed
Evaluate and Enhance Membership Benefits	Quality liability insurance	Staff	June 2010, Revisit annually	MIFMA Group Rate Liability Insurance: \$300 premium provides coverage from April 1 to March 31. Will revisit annually.
	Create mechanism to review benefits regularly	Board and Staff	June 2010	
	Farmers Markets Today discount	Staff		Maggie Smith worked with Editor Mary Shepherd. They spoke on 8/30/10 about drafts and beginning a discount on October 1, 2010 for all MIFMA members. Members receive a 30% discount. Coupons are included in all membership packets.
	Legal opinions			
	Shared membership	Staff, Board		
	Farmers Markets at the Capitol	MIFMA, MIFFS, MDARD	July and September 2010, August and September 2011	MIFFS and MIFMA members received a \$20 discount. We had a total of 49 vendors participate in the July 2010 market - 17 MIFMA members and 3 MIFFS members. Additionally, we had 7 vendors join as new MIFMA members. We had a total of 72 vendors participate in the September 2010 market – 26 MIFMA members and 4 MIFFS members. Additionally we had 9 vendors join as new MIFMA members. In August 2011, we had 66 vendors and 11 non-profits, 43 of which were MIFMA members. In September 2011, we had 57 vendors and 9 non-profits, 40 of which were MIFMA members.
	Advertise/Promote Benefits	Marketing Committee		
Evaluate Benefits				
Update Membership Structure	Chair appoint working group to recommend new membership structure	Board Chair	June 2010	June 2010 working group appointed - Frank Blissett, Brian Cool and Jan Lawson.
	Make recommendations to Board for restructuring	Membership Working Group	September 2010	Add a \$20 discount for vendors at member markets. Add a \$20 student membership category. Add a lifetime membership category for \$1000.
	Announce new membership structure		January 2011	The membership approved a bylaw change on 10/8/10. The new structure went into effect 1/1/11.

**BHAG #3: To Serve Markets and Vendors
Professional Development Committee**

Goal: To enhance the farmers market experience in Michigan by stimulating and supporting lifelong professional development and increasing competency of MIFMA Board, staff, member markets, vendors and friends.

Purpose: This committee is charged with developing, providing and evaluating professional development opportunities for current and future MIFMA members including conferences, field days, workshops, online trainings and others.

Committee Co-chairs: Laurajeanne Kehn and Robin Danto

Committee Members: Susan Smalley, Dietrich Bronner, Diane Golzynski, Julia Darnton, Cindy Papparelli, Melissa Harrington, Jen Welty, Victoria Briggs, Maggie Smith and Dru Montri

Strategy	What	Who	When	Completed
Use professional development offerings as one key reason to join MIFMA and one of MIFMA's income streams	Maintain member/non-member pricing differential to benefit members and track numbers of new memberships generated through professional development activities	Staff and committee establish prices	Ongoing	Pricing differential for Michigan Farmers Markets Food Assistance Partnership Year-end Meeting on 11/4/10 - \$10 for members, \$20 for nonmembers. Pricing differential for Food Safety and Emergency Procedures for Your Farmers Market on 11/10/10- \$50 for members, \$85 for nonmembers. Pricing differential for MIFMA's 2011 Market Manager Certificate Program - \$200 for members, \$500 for nonmembers; 2012 MMCP pricing differential is \$300 for members, \$600 for nonmembers. Pricing differential for 2011 On-farm Food Safety Field Days was \$20 for members, \$30 for nonmembers.
	Maintain pricing to support activities with event registration price plus any grant support with a net return to MIFMA where possible and track results (financial, new membership, overall participation, geographic pull, and evaluation)	Staff report outcomes to Board		
Add members to MIFMA Professional Development committee through developing agreements with	Seek "official" relationships with MSUE Greening of MI Institute; MSU Product Center; C.S. Mott Group for Sustainable Food Systems at MSU; MSU Horticulture Department/SOF; MI-FMAT; FSEP; MDARD; MFPC;	PD committee, assisted by staff	Ongoing	Diane Golzynski of MDCH and Julie Darnton with MSUE's Greening of Michigan Institute serve on the committee.

selected outside organizations that will also benefit from Professional Development results	MDCH; Wine & Grape Council; Slow Foods USA; Edible Communities publications; others as identified	Board and committee member jointly contact potential partners	Board action by August 2010	Requested change to bylaws to allow nonmembers to serve on MIFMA Committees. Bylaw amendment approved on 10/8/10.
Add members to MIFMA Professional Development Committee through identifying MIFMA members with needed skills and contacts	Current committee members and staff review MIFMA membership list and identify members who could enhance committee.		July 2010	On 6/22/10, Maggie e-mailed a current membership list to all committee members. Susan responded on June 25 with her recommendations. On July 17, Dru added to the list and asked all committee members to select three people to invite to participate on the committee. On October 3, Dru sent an invitation to the list of individuals identified. Four new members joined the committee.
One Board member active on Committee & function as Board liaison		Board		Jen Welty will begin serving on this committee in 2011.
Develop and maintain targeted annual educational offerings, expanding when possible	Farmers market manager "boot camp" (for new managers)	Identify Committee member to take the lead for each major activity, other members and staff will provide support	March during MSU ANR Week	"Boot Camp" 2012 is being considered as part of a March Farmers Market Conference. Planning is underway.
	Great Lakes Fruit, Vegetable & Farm Market Expo (for farmer/vendors)		December during GLE expo	Dru and Susan met on 7/28/10 to plan for 2010 farmers market focus. Speakers are lined up for the 2011 Expo. Topics will include Recordkeeping for Profitability: Ideas and Examples from Farm to Farmers Market and Credit and Debit Processing On-site: Using Wireless Technology.
	New annual training needed for more experienced managers		Probably March during MSU ANR Week	MIFMA Market Manager Certificate Program (FMPP funded in 2011). Sessions were 1/12, 1/26, 2/9, 2/23 and 3/8-9 in 2011. Sessions will be 1/11, 1/25, 2/1, 2/15, 2/29, and 3/14 in 2012.
	Regional training opportunities needed On-line training opportunities needed			MIFMA Cyber Institute (FMPP funded in 2011). Planning to launch Fall 2011.
Develop and offer new educational programs	Media training (writing a media policy, working with reporters, designing websites, photography and photo releases, copyright)			Possible topic for a track at the Farmers Market Conference in 2012.

	Recordkeeping/bookkeeping training Develop standard resource package and response to help start new markets			Topic during Expo 2011
Secure outside funding to expand educational offerings	Market Manager Certificate Program (2009 FMPP funded) MIFMA Cyber Institute (2009 FMPP funded) Growing Profitable Farmers (2010 FMPP proposal submitted by MSU – not funded) Submitted 2011 FMPP proposal, funding pending	Committee, staff and organizational partners	Ongoing	Received USDA FMPP funding for Professional Development, Sept 2009 – Sept 2011.
Specific committee tasks	Develop annual calendar of events and timelines for planning events Draft guidelines for staff and Board involvement in events sponsored by others Keep Board informed about committee aims and activities Periodically evaluate whether current meeting mode and schedule (monthly, mid-weekday conference calls) best supports the committee's needs.	Committee and Board		Robin, Susan and Lj led this process and developed a template to see if the event is worth the effort.. Laurajeanne completed the 3 rd quarter report to submit to the Board in 2010. Laurajeanne completed the 1 st , 2 nd and 3 rd quarter report to submit to the Board in 2011.
Rapid Market Assessments				Maggie, Amanda and Zoe attended the RMA organized by Tom Dudek and Susan Smalley at the Big Rapids Farmers Market on 7/23/10. Maggie attended the RMA organized by Tom Dudek and Susan Smalley at the Ada Village Farmers Market on 8/10/10. Amanda attended the RMA organized by Tom Dudek and Susan Smalley at the Plainfield Township Farmers Market on 8/12/10. Amanda, Maggie and Dru helped coordinate a RMA at the Oakland County Farmers Market on 9/17/11.
Evaluate and plan	Hold annual November face-to-face meeting to reflect on past year's activities and lay plans for following year.		Scheduled for 11/18/10. Scheduled for 11/10/11.	Held November 18 at Susan Smalley's cottage in Jackson County. Face to face meeting will be held on November 10, 2011 at Bronner's in Frankenmuth, MI.

**BHAG #4: To Influence Policy Makers and Public Policy
Policy Committee**

Goal: To develop a process for determining MIFMA's policy position, role and action.

Purpose: The committee is charged with guiding MIFMA's involvement in food and farming policy advocacy and review.

Committee Co-chairs: Donna McClurkan and Scott Harvey

Committee Members: Dan Keane, Dietrich Bronner, Susan Smalley, Martha Dindoffer, Cousin Don, and Amanda Segar

What	Who	Target Dates	Completed
Identify policies affecting Michigan farmers markets			Scott and Amanda will monitor state legislative actions that could affect farmers and farmers markets and bring them to the committee's attention when they arise. Donna, Cousin Don and Lj will focus on monitoring the progress of the Farm Bill and report back to the committee.
Board members discuss at each meeting, led by Board member on this committee	Board and Committee Co-chair		
Survey MIFMA membership	Staff	As determined necessary by Committee	The 2010 MIFMA Policy Committee survey was distributed on 1/6/10 with a due date of 1/15/10. Fifteen members responded.
Inform members of results, create Policy section in e-newsletter	Staff and a committee member	Monthly updates	Q & A section of the May/June 2010 e-newsletter.
Prioritize policy work	Policy Committee (draft), Board approve	Annually, and as needed	
Research policies, articulate and coordinate policy position	Policy Committee (draft), Board approve		
Direct producer to consumer egg sales			Dru served on Egg Law Subcommittee. In March 2011, the Food Law Steering Committee adopted the proposed exclusion for small egg producers from the Michigan Food Law/Food Establishment definition (as opposed to an exclusion only from licensing). There would be excluded from the definition of "Food Establishment" (289.1107(j)) "(iv) a producer selling eggs from fewer than 3000 hens directly to consumers or to a first receiver, but not in any such case by internet, mail order or consignment, provided that each such egg container shall bear a label stating, Packaged in a facility that has not been inspected by the Michigan Department of Agriculture. This proposed change still needs to make it through the legislative process.
Cottage food operations			Donna McClurkan, Lj Kehn, and Dru Montri served on the Cottage Food Subcommittee. MIFMA Board voted to support Cottage Food Bill. Signed into Law on 7/12/10. Lj Kehn was present at Governor's signing.

HR 5504, Child Nutrition Bill	Policy Committee (draft), Board approve		In partnership with the Food Bank Council of Michigan, and along with a long list of cosigners, MIFMA submitted a letter of support for HR 5504. See supporting documents.
Wine sales at farmers markets			Dru has been in contact with Representative Hansen's office and the Michigan Wine and Grape Council.
AMS Leafy Greens Marketing Agreement		August 2011	The committee submitted a letter to AMS of USDA on behalf of the board to voice MIFMA's opposition to the proposed Leafy Greens Marketing Agreement.
State agency policies			The committee is working on a document that identifies policies that pertain to farmers markets from each state agency. The target audience is market managers, farmers and vendors.
Establish relationships with other food and farming organizations	Name a liaison to stay abreast of policy issues and explore opportunity to work together		
MIFFS Ag Stewardship Committee		2010	The MIFFS Ag Stewardship Committee was inactive during 2010 and 2011. This relationship will be investigated if the committee becomes active in the future.
Farmers Market Coalition		2010	MIFMA has been a member of the FMC since it started. Dru has a good working relationship with Stacy Miller, the executive director, and has been involved with some short-term FMC projects over the years.
MSU, C.S. Mott Group and Good Food Charter		2010	MIFMA Board voted to sign Good Food Charter Resolution of Support on 9/7/10.
MI-FMAT		2011	MIFMA and MI-FMAT have reciprocal memberships. In 2009, Dru, Jen and Cousin Don met with Val, Larry and Steve Tennes to begin discussing ways in which we could partner. We began working together in 2010 to have all MIFMA members recognized in the MI-FMAT directory. Beginning in 2011, we began working together on the mobile app directory.
Farm Bureau		2011	
MOFFA		2012-2015	In 2010 MIFMA began meeting with Chris Bardenhagen of MOFFA to discuss EBT at farmers markets legislation. The legislator who was interested in introducing the bill was not reelected. The issue will be reevaluated once more is known about the effects of a similar bill that was passed in Illinois.
MI Farmers Union		2012-2015	

Commodity Groups		2012-2015	
MLUI		2012-2015	
Target key organizations and meet and develop relationships with them	Staff - 10 hours a yr; Board - 20 hours a yr		
MEDC		2010	DrU served on MEDC's Farm to Food and Urban Farmers Market review committee in 2010.
MFPC		2010	MIFMA has worked with the MFPC since 2007 to co-host the Michigan Farmers Markets Food Assistance Partnership.
MSU		2011	
Organic Farming Research Foundation		2011	Melissa Hornaday attended a committee meeting to discuss the organization and their Farm Bill priorities and advocacy work. Donna and Cousin Don attended an event in Kalamazoo hosted by the organization that focused on identifying SW Michigan regional areas of commonality related to Farm Bill advocacy.
Agriculture Committee Of Senate and House		2012	
Commissioners of Ag/ MDARD Director		2012	DrU has a strong working relationship with a number of the Agriculture Commissioners and the MDARD Director.
Governors' Office		2012	On 9/8/10, DrU participated in a Michigan Food and Agriculture Round Table with gubernatorial candidate Rick Snyder. The Governor is now familiar and generally supportive of MIFMA's work.
Inform			
Evaluate			

**Big Hairy Audacious Goal (BHAG) #5, Added in 2011: To Increase Food Access
Food Assistance Partnership**

Goal: To have 50% of Michigan farmers markets accepting Bridge Cards by 2013. To have farmers markets accepting Bridge Cards in 50% of Michigan counties by 2015.

Purpose: To provide networking opportunities, share resources, and facilitate collaboration between individuals and organizations working to increase consumers' access to healthy, locally-produced foods through farmers markets. Our focus is on those consumers who are eligible for food assistance including the Supplemental Nutrition Assistance Program (SNAP); Farmers Market Nutrition Program/Project FRESH for both Women, Infants and Children's (WIC) clients and seniors; and similar programs.

Partnership Coordinator: Amanda Segar³
Advisory Team members: Dru Montri, Diane Golzynski, Hollie Hamel and Pam Weinstein

Strategy	What	Who	Target Dates	Completed
Develop participation structure with opportunities for partners to contribute financially	Develop annual Commitment Form with levels of involvement and option for financial commitment	Coordinator, Advisory Team	Jan 2011	Commitment Form can be found online at http://www.mifma.org/food-assistance-partnership/become-a-partner/
	Evaluate commitment levels and revise commitment form appropriately	Staff, Partnership	Annually at November meeting	
Create advisory team for the Food Assistance Partnership by identifying partners and MIFMA members with needed skills and contacts	MIFMA Director and Partnership Coordinator review membership lists and identify 3-4 members who could enhance the team		Aug 2011	Advisory Team was formed with 4 members and held its first meeting on 9/12/11.
At least one Board member active in the Partnership and function as board liaison		Board	July 2011	
Work with the Professional Development Committee to develop new educational	Webinar on Accepting Bridge Cards at Farmers Markets (for market managers) Trainings for individual farmers/vendors needed	Staff, Partnership	February 2012 and annually	

³ A full list of partners for 2011 is available at <http://www.mifma.org/food-assistance-partnership/become-a-partner/>.

programs and maintain targeted annual educational offerings, expanding when possible	Develop annual calendar of events and timelines for planning events		Ongoing		Develop and publish a step-by-step manual for farmers markets implementing Bridge Card programs	Draft descriptive and informative content	Staff and MSU partners	March 2011	Completed in August, 2011			
					Distribute to select market managers accepting Bridge Cards for peer review	Partnership	July 2011	Peer reviewed by Julie Darnton and Cyndi Paparelli in August, 2011				
Provide current and concise information on accepting food assistance benefits at farmers markets	Raise consumer awareness of farmers markets that accept food assistance benefits through outreach efforts	Staff	Quarterly		Update the Food Assistance Partnership portion of www.mifma.org	Staff, ANR Communications	Aug 2011	Completed 10/4/11				
					Publish the guide and distribute both electronically and in print		Oct 2011					
Develop and maintain targeted communication with food assistance consumers, expanding when possible ⁴	Increase consumer demand for fruits and vegetables through nutrition education efforts	Staff, Advisory Team, Partners	Ongoing			Policy Committee, Board Approve	Annually and as needed		In 2010 and 2011, compiled regional flyers that were distributed electronically to markets accepting Bridge Cards and partners. Compiled and printed mini-brochures and distributed them to markets accepting Bridge Cards and partners.			
									Increase consumer access to farmers markets through transportation initiatives			
									Prioritize policy work			
Work with the Policy Committee to identify policies affecting federal food assistance programs and their acceptance by farmers markets	Research policies, articulate and coordinate policy position											

⁴ This strategy aligns with recommendations 4.1, 4.4, and 4.7 of the White House Task Force on Childhood Obesity Report to the President available at <http://www.letsmove.gov/white-house-task-force-childhood-obesity-report-president>.

Secure outside funding to expand partnership activities including educational offerings and promotional efforts		Staff, Advisory Team, Board	Ongoing	<p>Have Fair Food Network Contract from 9/2010- 9/2013 to be part of Double Up Food Bucks advisory team.</p> <p>Have sub-award from the Center for Regional Food Systems at MSU from 3/2011-9/2013 to develop a loan program for farmers selling at markets accepting food assistance benefits.</p> <p>Submitted a FY 2012 Specialty Crop Block Grant application. Funding was recommended by the state and we are waiting to confirm federal funding.</p>
Evaluate and Plan	<p>Conduct an annual survey of markets accepting Bridge Cards to gather and distribute information about the successes and challenges of food assistance programs at farmers markets</p>	Staff, Advisory Team	<p>Annually between October and December</p>	<p>A report on the results of the 2010 survey is available at http://www.mifma.org/wp-content/uploads/2011/05/2010-Bridging-the-Gap-Report.pdf. The 2011 survey was reviewed by the Advisory Team on 9/12/11.</p>
	<p>Hold annual, face-to-face meeting to reflect on past year's efforts and lay plans for the following year</p>	Staff, Advisory Team	Annually in November	<p>The 2010 annual meeting was held in Flint had over 30 participants. The 2011 meeting is scheduled for Monday, November 14th in Ypsilanti.</p>