

The **Washington State Farmers Market Association** of Suquamish, WA received **\$87,509** to develop an improved Market Management Tool Kit; purchase and distribute promotional brochures; and convene 3 strategic planning sessions for the Washington State Farmers Market Association Board of Directors.

[Final Report FY 10](#)



USDA FMPP
Final Performance Report
Washington State Farmers Market Association



DATE: March 28, 2013

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TITLE: Beyond Duct Tape and Bungee Cords: Building the Future of Washington State Farmers Markets through Organizational and Professional Development

GRANT: WA 375-2010-G-1206
Grant #: 12-25-G-1205

LOCATION: The WSFMA office is in Seattle, WA; however the project work is statewide.

Project Summary:

“Beyond Duct Tape and Bungee Cords” focused on organizational and professional development for market managers, market boards and the Washington State Farmers Market Association (WSFMA) board and staff. The project sought to increase the organizational capacity of the over 110 member farmers markets so that they could become more sustainable and provide more targeted support and services to their vendors and customers. It also enabled the WSFMA to improve its organizational capacity so that it could do a better job retaining member markets, generating revenue, managing resources, and providing strategic support and services to farmers markets in Washington State.

Through this project, the WSFMA has:

- Created the organization’s first ever three-year strategic plan (2012-2014);
- Increased staff capacity from 1 part-time staff to 1 full-time and 1 part-time staff;
- Organized and held six regional workshops with 76 participants representing 54 farmers markets;
- Updated and printed 500 “Washington State Farmers Market Manuals”;
- Created a new “Washington State Farmers Market Management Toolkit,” printed 300 binders, and posted it on the WSU Small Farms Team website.

The regional workshops, Washington State Farmers Market Manuals and Washington State Farmers Market Management Toolkit were achieved through a subcontract with WSU Small Farms Program, working principally with Colleen Donovan.

Project Approach:

There were three primary approaches to this project:

1. Work with a facilitator, the WSFMA board, staff, and member markets to develop a three-year strategic plan for the WSFMA.
2. Work with member markets and the WSU Small Farms Program to hold regional workshops around the state to meet with market managers, board members and other organizers.
3. Work with member markets and the WSU Small Farms Program to create a new “Washington State Farmers Market Management Toolkit” and update the “Washington State Farmers Market Manual.” The Washington State Department of Agriculture is also a collaborator on the latter publication.

Goals and Outcomes Achieved:

1. WSFMA STRATEGIC PLANNING

Through this project, the WSFMA was able to do an intentional strategic planning process for the first time in its organizational history. The growing demands (and opportunities) on farmers markets translate into growing demands (and opportunities) for the state-wide association. Questions around organizational capacity have loomed large in discussions about the best way to move forward, especially given the dearth of financial resources in the farmers market community.

After an interview process, the WSFMA contracted with a strategic planning consultant to guide the strategic planning process. This included collecting input from member markets, partner organizations, and national farmers market leaders, researching other state associations, and organizing board retreats. Our initial goals included:

- Clarifying WSFMA’s primary customer;
- Determining the most sustainable financial model for WSFMA; and
- Determining priority activities for WSFMA.

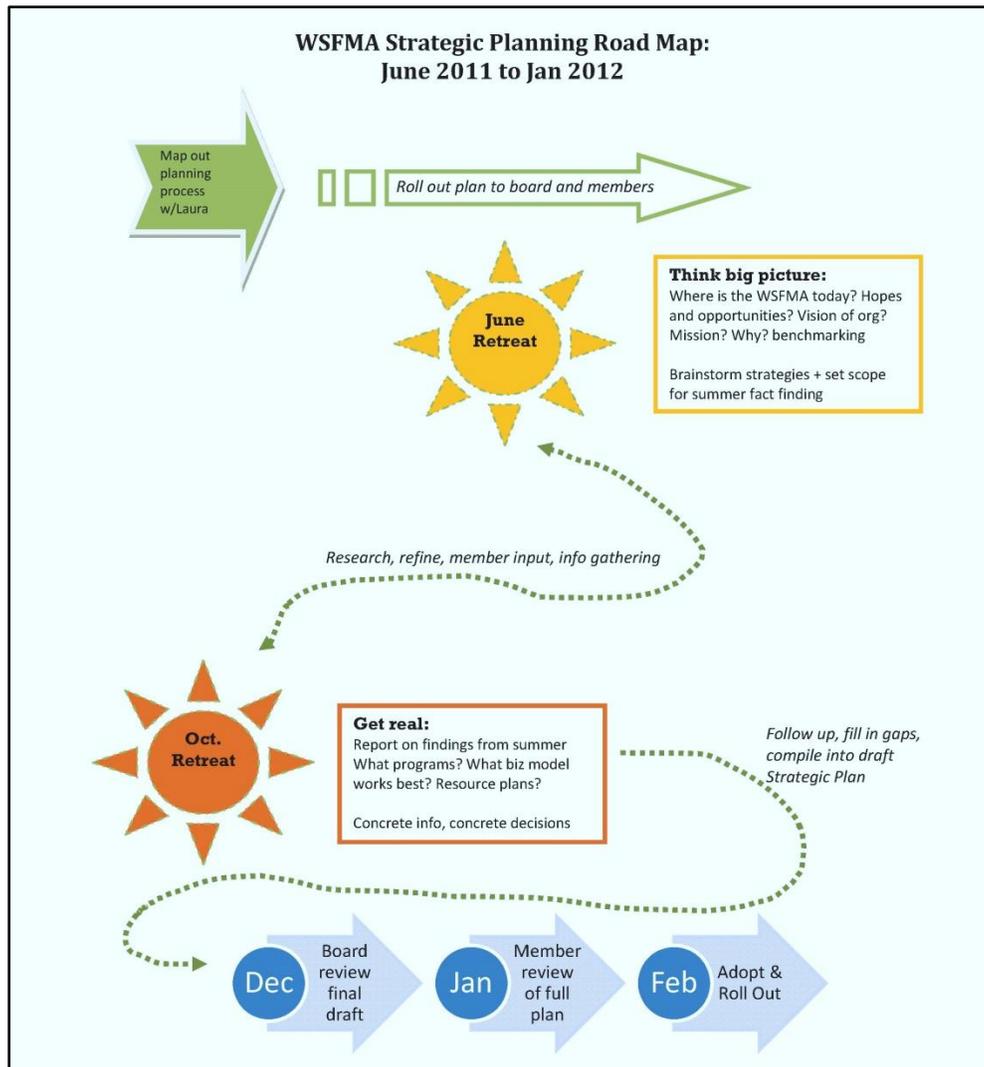
On April 16, 2012, the final Strategic Plan for 2012-2014 was approved by the board. It includes a renewed mission:

“To support vibrant and sustainable farmers markets in Washington State through member services, education and advocacy.”

And vision for 2014:

Throughout Washington State, there are strong, resilient farmers markets that effectively leverage their collective knowledge, actions and interests to better achieve their goals and create a powerful, professional farmers market community. Vendors are successful and sales (especially from farm products) continue to grow at all farmers markets. Farmers markets are highly valued by the public, educated consumers value Washington agriculture, and this ethic is reflected in local and state policy.

The Washington State Farmers Market Association is an engaged, well-respected, and trusted organization; all members understand, support, and contribute towards its success representing and sustaining the farmers market community. With adequate staff capacity and skilled board leadership, the WSFMA has diverse sources of revenue to sustain itself financially. The WSFMA is an effective advocate and the go-to organization for farmers market issues in Washington State and nationally.



The WSFMA's four strategic priorities to achieve its mission and vision:

- **Expand critical business services:** Leverage the collective power of members to provide critical business services to individual markets at affordable rates, such as expanded insurance options.
- **Grow networking, annual conference and trainings:** Develop funding and leverage partnerships to organize new and improved trainings that build the capacity of members to achieve their goals.
- **Represent farmers markets in advocacy, research and promotion:** Working with strategic partners, provide leadership on behalf of WSFMA members in statewide advocacy, policy, research and the promotion of farmers markets.
- **Strengthen the organizational capacity of the WSFMA:** Transition the WSFMA to a stable, mature organization that has appropriate systems, funding and staffing to fulfill its mission, implement plans, and uphold all responsibilities to its members.

2. REGIONAL WORKSHOPS

With support from the FMPP grant, we held six regional workshops throughout Washington State. Our original plan was to do four regional workshops. But due to the demand we were able to stretch resources and hold a total of six workshops. The intention of doing the workshops was to better network markets both locally and throughout the state; share news about and get input for the WSFMA, raise awareness about key policy issues, and share news about upcoming training opportunities. While the WSFMA does hold an annual conference, not all markets can afford to attend it and those that can often are only able to send one person. So the regional workshops were an experiment based on the requests of member markets.



Kingston



Mount Vernon



Seattle

The workshops were held in the spring and fall, either before or after the main market season when managers were available. In all, 76 people participated in the workshops, representing 54 farmers markets or about half of the WSFMA membership.

Region	Partner	Date	Location	# Participants	# Markets Represented
Kitsap/Olympic Peninsula	Bremerton FM	4/19/2012	Kingston	15	7
Central WA	Wenatchee FM	5/4/2012	Wenatchee	5	4
Eastern WA	WSU Extension	5/7/2012	Spokane	10	5
Northwest WA	Anacortes FM	10/17/2012	Mt Vernon	11	7
South Sound	Des Moines FM	10/18/2012	Des Moines	14	8
Seattle & N/E King Co.	WSFMA	12/5/2012	Seattle	21	23
Total				76	54

Each workshop was evaluated and received extremely positive feedback. Full summaries are included with this report package. In particular, participants across the board seemed to value:

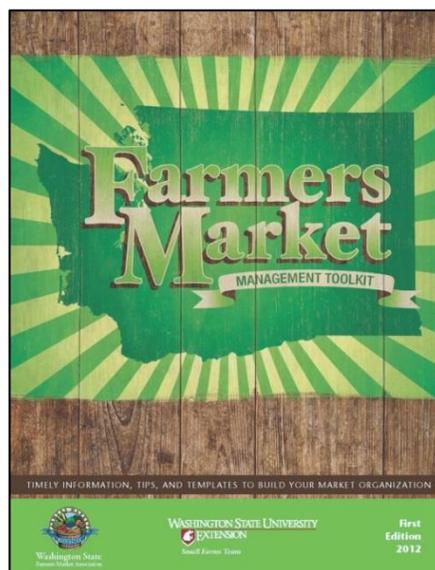
- Learning about the Washington State Farmers Market Association
- Getting local markets together; networking
- Learning about/problem-solving EBT/SNAP and FMNP concerns
- Materials shared

Surprisingly, participants suggested they would have preferred an even longer workshop. There was strong consensus that markets would like to see the regional workshops continue.

3. MARKET MANAGEMENT TOOLS

With support from the FMPP grant and in collaboration with the Washington State University Small Farms Program, we created a new “Washington State Farmers Market Management Toolkit” and updated the “Washington State Farmers Market Manual.”

The Toolkit focuses on the “behind-the-scenes” work of building a *strong market organization*. We know there is no “one-size-fits-all” approach to any farmers market. Each chapter is organized to present essential background information, key issues, pros/cons, questions to ask during decision making, successful strategies used by some markets, best practice tips, templates and resources. Our hope is that markets get enough information to adapt these tools to their individual market needs and then can offer improvements based on their experience. In addition, the Toolkit is intentionally designed to be updated in real time. Each Chapter and section is in Word so that anyone can enter changes and we don’t need to hire a graphic designer.



Updates will be posted online. The Toolkit comes in a binder so that updated sections or new information can be easily added. This design feature was at the request of the market managers. Just over 300 Toolkits were printed with FMPP support. In addition, each chapter has related tools and templates that can be downloaded and adapted, as needed. The web version of the Toolkit is currently hosted by the WSU Small Farms Team site: <http://csanr.wsu.edu/pages/FMMToolkit/>. When the WSFMA has sufficient web and technical capacity, it can migrate to the WSFMA website. However, for now, it makes more sense to have WSU host the site and provide a link from the WSFMA site straight to the Toolkit and Manual.

Toolkit chapters currently include:

Organizational Blueprints for Farmers Markets

- Strategic Planning Tools for Your Market Organization

Markets Count! Collecting, Managing & Deploying Your Farmers Market Data

- The “Markets Vitals” Project
- Rapid Market Assessments
- Farmers Market Research and Data for Washington State



Volunteers help share distribute the new Market Management Toolkit and Manuals to nearly 60 different farmers markets at the WSFMA's 2013 annual conference in Vancouver, WA.

Finances, Fundraising & Financial Management

- “Farmers Market Wireless Technology Accounting Manual” (available online)

Happy Vendors, Happy Managers

- Vendor Relations and Boundaries for Market Managers
- Effective Communications in the Cultural Marketplace
- Recruiting Farmers

Accepting “Multiple Currencies” at Your Farmers Market

- The “A to Z” of EBT, Credit & Debit Cards in Washington State
- Farmers Market Nutrition Program
- Glossary of Nutrition Assistance Program Terms for Farmers Markets

Marketing Your Market

- Farmers Market Listings for Washington State

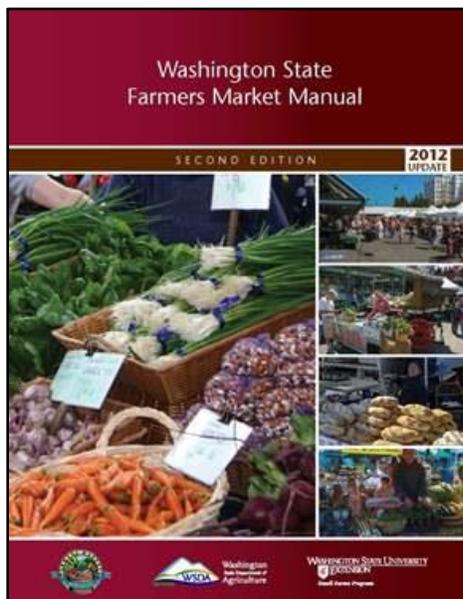
Legal, Regulatory & Policy Issues in WA State

- Market Notes on ASCAP and BMI

- Insurance Options
- Food Safety at Our Farmers Markets
- Market Safety and Emergency Preparedness
- Farmers Market Advocacy and Policy

Additional sections of the Toolkit are in progress and will be completed in April 2013:

- Staffing and Volunteers, Boards and Advisory Committees, Sample Job Descriptions
- Business Models: Non-profit, Government and Business
- To 501c3 or Not to 501c3? Applying for Federal Non-profit Status.
- Market Bookkeeping and Budgeting 101
- Revenue Recipes for Your Market
- Developing Market Policies and Vendor Applications
- Farm Verification
- Thinking Outside the Info Booth: Ideas for Every Market Size; Working with the Media; and Inspiring Sample Promotions.
- “Free Speech at Your Market.”



The “Washington State Farmers Market Manual” was first published in 2007. With support from the FMPP project, we were able to update the Manual and print 500 copies. This Manual is in high demand by new markets, new managers and board members at existing markets, and agricultural professionals working with farmers markets.

The “2012 Update” has new information about insurance and risk management, federal food programs, technology (including wireless EBT machines), and additional resources such as the Farmers Market Coalition. Hard copies are distributed by the WSFMA, WSDA and WSU Small Farms Program. Free downloads of the entire Manual are available online.

4. OVERALL OUTCOMES

Overall Indicators	Outcomes
WSFMA strategic plan created?	Yes, adopted in April 2012
Staffing capacity	Increased from 1 part time staff to 2 part time staff to 1 full-time and 1 part-time staff.
Board of Directors	Number of members has remained the same; the quality of engagement and leadership has increased.

Internal systems	WSFMA has completely overhauled its bookkeeping system by hiring a new accounting service, separating bookkeeping functions in the office, drafting a new accounting manual, formalizing monthly bookkeeping procedures and approvals, and moved toward implementing an annual budget process.
Budget growth	The WSFMA's operating budget has grown from \$ 70,000 in 2010 to \$170,000 in 2013. Includes two new grants totaling ~\$190K over two years to help fund priorities set out in the strategic plan.
Overall farmers market membership	112 market members in 2012
Number of regional workshops held	6 (4 were proposed)
Number of participants in the regional Market Management Tool Kits trainings	76, representing 54 markets
Member feedback on usefulness of format and content	Extremely positive
Number of Market Management Tool Kits produced	300
Number of updated sections and new topics developed	17, with 13 more in progress.
Number of updated and printed Farmers Market Manuals	500
Number of sections updated	4
Distribution to date (by WSFMA):	55 Manuals and 61 Toolkits. In addition, the WSDA and WSU Small Farms Team collectively have ~200 "Washington State Farmers Market Manuals" to distribute.

Beneficiaries:

This project has and will continue to benefit the Washington State Farmers Market Association and its 112 member markets as well as non-member farmers markets in Washington State. This includes not just the market manager, but also market board of directors, program managers, sponsors, and city officials. Having this information on the website expands the audience nationally to people who use the Farmers Market Coalition resource library and within Washington to partner organizations such as the Washington State University Small Farms Program and Extension Agents, local health departments and others who want to support farmers markets in their area.

Many partners provided professional input and review when developing the toolkit and manual. These two pieces have information about technology and food access which will help markets be better partners and support local and state policy goals around food access. This work was reviewed by Janet Charles (Washington Dept. of Health, Nutrition Services), Des Boucher (EBT program manager for Dept. of Social and Health Services), Sharon Lerman (City of Seattle Office of Sustainability), partner organizations working with low income communities, Washington State Dept. of Ag, and multiple collaborations with WSU. This work builds on the partnerships with WSU's Farmers Market Technology Specialty Crop Block Grant program, Farmers Market Access Team and Small Farms Team.

Lessons Learned:

The needs of farmers market organizers and vendors continue to grow in ways that are increasingly demanding and complex. Markets and vendors have very limited resources to dedicate to meeting these demands. And so they look to the WSFMA for help and answers. Our organizational strategic directions and plans are sound and validated by member markets. Our tools are extremely well-received and relevant. This is a time of tremendous opportunity for the WSFMA; however, the WSFMA's capacity is also very limited and this tension is extremely difficult to manage. The FMPP grant was critical to providing the resources and imperative to set up internal systems and focus the WSFMA's internal organizational and programmatic work. At the same time, allocating time for grants management is also a challenge when there are so many other demands on limited staff time and scant organizational resources.

Other lessons learned:

The opportunity to do work that we had wanted to do for so long unleashed a degree of enthusiasm that made it difficult to contain the scope of the project. We went overboard with our collection of good ideas. Consequently, it was impossible to maintain the pace of productivity we set out for ourselves. We learned multiple times that we had to strategically prioritize topics to ensure the project was completed on time and included the most useful subjects.

The framework for the "Washington State Farmers Market Management Toolkit" was based on the work of Garry Stephenson at Oregon State University, especially his piece on "why markets fail" and management needs. This approach worked really well for the Toolkit.

The Toolkit is designed to be kept up-to-date; chapters and individual sections are in Word and can be reposted to the website with minimal effort. The challenge, we have learned, will be budgeting the time to monitor and maintain the Toolkit. For now, we have a board member who is able to help, but there needs to be a longer term strategy on how to sustain the tool.

A lesson from doing the six regional meetings was the importance of face-to-face contact. With all of the cheap technology available these days, it's easy to rely on listservs and webinars for communicating with member markets. Having that face-to-face, small group interaction at the regional workshops was extremely effective in terms of communicating about the WSFMA and

helping members understand the value of their membership. This is critical because often the manager needs to explain to his or her board about why they should join the WSFMA. Coming to the regional workshop, learning about the WSFMA's plans and meeting staff makes the value of the WSFMA exponentially clearer to everyone. We also believe that the regional workshops made new board member recruitment to the WSFMA much easier and more effective.

As a statewide organization, it is also extremely helpful to be present in other areas of the state. This helps dispel any possible preconceptions about the WSFMA being Seattle-centric and allows managers to "show off" their region when hosting the regional workshops.

Another key lesson from the regional workshops is how having this personal connection to a manager facilitates other activities within the organization. More specifically, the regional workshops went a long way toward being able to enlist the support of these managers for advocacy work, conference workshops, and, as mentioned, board recruitment.

As with the new management tools, one of our lessons from the workshops is to recognize the effort needed to create something brand new. This simply takes more time to do and do it well. In the future, we anticipate doing more regional workshops as they were enormously well-received. However, we cannot replicate them at the same level without additional staff capacity. The lesson is to remember to scale future workshops in accordance with the time available or find someone that can help with logistics.

Additional Information:

Developing the strategic plan has provided the foundation for developing two successful grant proposals to build on the key priority areas related to food access and farmer vendor services. This grant has allowed WSFMA to expand staff and build services that respond to needs Washington market managers have identified to help them strengthen their operations and respond to opportunities to partner with local organizations. The Farmers Market Promotion Program grants are essential for farmers markets to continue to adapt to a changing marketplace, expand their ability to serve low income shoppers, create vibrant sales venues for local farmers and a place where healthy food is celebrated and valued. Thank you!

- The WSFMA Strategic Plan: 2012-2014
- Summary of Regional Workshop Evaluations
- *Washington State Farmers Market Manual (2012 Update)*
- *Washington State Farmers Market Management Toolkit (2012)*

Contact Person:

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ExecDirector@wafarmersmarkets.com or (206) 265-3788 cell

Washington State Farmers Market Association



1. What is the name of your Market/Organization?

2. What is your name?

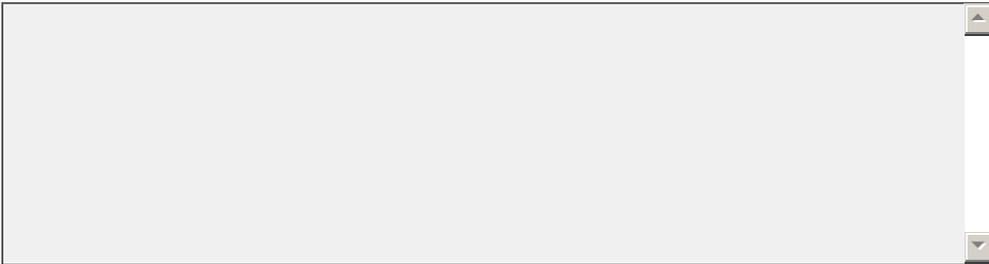
3. In your opinion, what is the most critical thing the WSFMA does for farmers markets in Washington State?

4. Thinking in terms of your market's long-term goals, what can the WSFMA do, continue to do, or start doing to support your market's priorities?

5. How well do you feel that your type of market (size, location, age) is served by WSFMA?

- Very well
- Well
- So-so
- Not very well
- Don't know

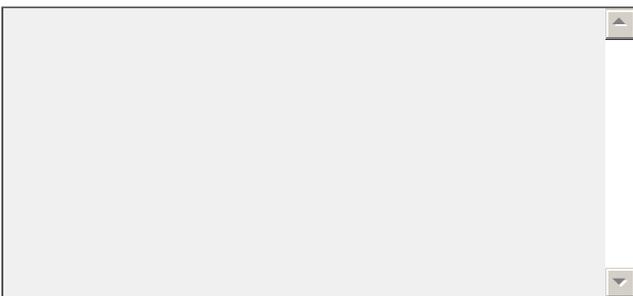
Comments:



6. Historically, "farmers markets" have been the primary members of the WSFMA. In looking to the future, we're exploring the possibility of creating new membership categories to broaden who we serve and who supports our work. Of the possible categories below, please check any category you think we should prioritize.

- Farmer vendors
- Craft vendors
- Local government agencies/partners (e.g. County Health departments)
- State government agencies (e.g. Dept. of Health, DSHS, WSDA, etc.)
- Food assistance groups like food banks
- Partner and support organizations
- Chefs and/or restaurants
- Shoppers and farmers market "friends" at large
- Other

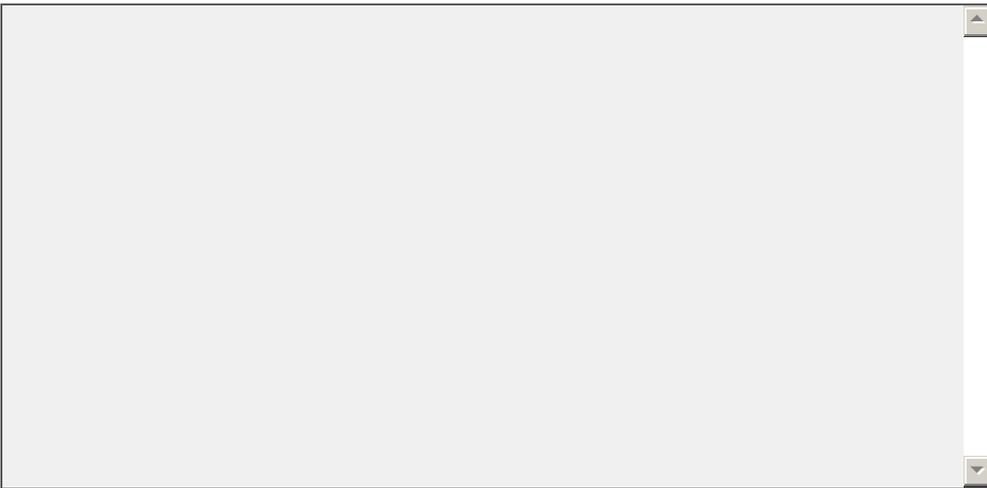
Other (please specify) and/or Comments



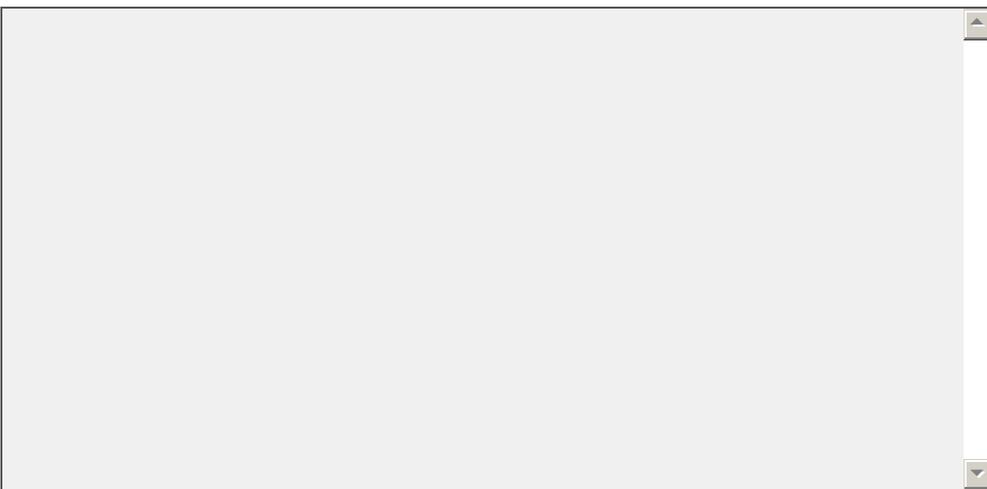
7. Along the same lines, how do you feel about the WSFMA exploring a new system with two to three membership categories for farmers markets based on their size and vendor mix?

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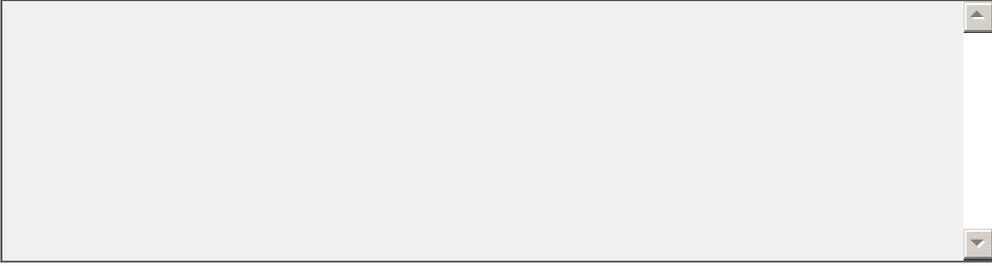
8. What suggestions or ideas do you have for how we can improve the WSFMA as an organization?

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9. To conclude, as we go through our strategic planning process, what three things should we be absolutely certain to focus on or prioritize? You may include comments.

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10. What additional thoughts or comments would you like to share with us at this point?



A big thank you for responding! If you want to talk more about any of this, please contact Karen Kinney, WSFMA Interim Executive Director, at (206) 265-3788. The WSFMA Board plans to use the survey responses for a retreat in October. If you want to give additional input, we'd like to hear from you. This is part of the USDA FMPP grant.

THANK YOU SO MUCH FOR PARTICIPATING IN THIS SURVEY!

Washington State Farmers Market Association

Strategic Plan

2012-2014



“To support vibrant and sustainable farmers markets in Washington State through member services, education and advocacy.”

Washington State Farmers Market Association

Strategic Plan

Approved on April 16, 2012

Introduction

In 2010, the Washington State Farmers Market Association (WSFMA) board of directors recognized the organization needed to develop a strategic plan. During the previous ten years, the farmers market industry in Washington State has blossomed with unprecedented growth in new markets, increasing demand for food sold by the farmer who grew it, and a loyal shopper base. As markets have become popular, the market place has changed and markets today are facing the challenges of a successful industry – more competition, increased complexity and the need for more professionalization. As the industry has changed, the board realized the organization has to change to continue to be relevant to the industry.

Since its founding in April, 1979 by 14 farmers markets, WSFMA has provided a core set of services to members: a) insurance; b) education and networking at the annual conference; c) advocacy to retain and expand programs that benefit markets and farmers; and d) a variety of services to help new and existing markets. The board felt a strategic planning process would provide a disciplined, reflective process to evaluate the organization's strengths and challenges, history, refine its mission and become more strategic about its services and activities so better support the farmers market industry. This will help ensure that farmers markets continue to provide effective sales locations for Washington's family farmers and the communities that love and value their markets.

This strategic plan will be used by the board to guide its priorities and activities over the next three to five years. It provides a framework for decision-making. This is a working document that the board will use and update regularly. The purpose is to provide a framework so that WSFMA can continue to provide needed services and be strategic about responding to new opportunities, while remaining true to the needs and expectations of its membership. Washington is blessed to have many organizations that provide support services to farmers, guide policy, work to develop a stronger, locally focused food system and increase access to healthy food in all communities. This plan helps define WSFMA's role in this broad and deep network of organizations so that our membership, partners, and the public know what to expect of us.

About the Planning Process

Washington State Farmers Market Association (WSFMA) undertook strategic planning, with a focus on planning for sustainability, in 2011. With grant funding from USDA Farmers Market Promotion Program, the organization was able to hire a professional planning consultant. The board met for two planning retreats, in June and October. In addition, a wide range of members and stakeholders were consulted via surveys and telephone interviews conducted by board and staff. This input came from member markets throughout the State, non-member markets, partner organizations, other state associations, national farmers market advocates, farmers and funders.

We would like to thank the board and staff members who played a leadership role in developing this plan:

- Teri Wheeler, Board President, Pike Place Market

- Will O'Donnell, Board Treasurer, Port Townsend Farmers Market
- Lori Musgrave, Board Vice-President, Spokane Northside and Deer Park Farmers Markets
- Judy Kirkhuff, Board member, Grants Advisory Team, Seattle Farmers Market Association
- Karen Kinney, Interim Executive Director
- Don Eastridge, Board Member, Yakima Farmers Market
- Christina Martin, Board Member, Lake Forest Park, Kirkland and Crossroads Farmers Markets
- Colleen Donovan, Board member, WSU Small Farms Program
- Joel Wachs, Advisor to the Board, Legislative/Policy Team Chair
- Patrice Barrentine, Advisor to the Board, WSDA Outreach and Food Safety
-

Mission –

“To support vibrant and sustainable farmers markets in Washington State through member services, education and advocacy.”

Vision for 2014

Throughout Washington State, there are strong, resilient farmers markets that effectively leverage their collective knowledge, actions and interests to better achieve their goals and create a powerful, professional farmers market community. Vendors are successful and sales (especially from farm products) continue to grow at all farmers markets. Farmers markets are highly valued by the public, educated consumers value Washington agriculture, and this ethic is reflected in local and state policy.

The Washington State Farmers Market Association is an engaged, well-respected, and trusted organization; all members understand, support, and contribute towards its success representing and sustaining the farmers market community. With adequate staff capacity and skilled board leadership, the WSFMA has diverse sources of revenue to sustain itself financially. The WSFMA is an effective advocate and the go-to organization for farmers market issues in Washington State and nationally.

Strategic Priorities

To achieve its mission and vision over the next three years, the WSFMA will focus on four strategic priorities:

- **Expand critical business services:** Leverage collective power of members to provide critical business services to individual markets at affordable rates, such as expanded insurance options.
- **Grow networking, annual conference and trainings:** Develop funding and leverage partnerships to organize new and improved trainings that build the capacity of members to achieve their goals.
- **Represent farmers markets in advocacy, research and promotion:** Working with strategic partners, provide leadership on behalf of WSFMA members in statewide advocacy, policy, research and the promotion of farmers markets.
- **Strengthen the organizational capacity of the WSFMA:** Transition the WSFMA to a stable, mature organization that has appropriate systems, funding and staffing to fulfill its mission, implement plans, and uphold all responsibilities to its members.

Goals and Objectives	2012	2013	2014
EXPAND CRITICAL BUSINESS SERVICES:			
<i>Improve insurance and explore additional business services that the WSFMA members need.</i>			
1. Offer liability insurance to member markets, evaluating regularly to improve the offering.			
2. Research additional insurance policies (e.g. Directors and Officers, vendor insurance, etc.), evaluating feasibility and revenue potential			
3. Continue to set industry standards through evolution and monitoring of ROOTS guidelines.			
4. Work collaboratively to begin to address vendor integrity issue <ul style="list-style-type: none"> a. Create fact sheet b. Convene discussion with key partners 			
5. Research best avenue to offer market manager professional certification.			
6. Become the leading resource to support expanded use of EBT wireless technology at farmers markets, working closely with partners			
GROW NETWORKING, ANNUAL CONFERENCE & TRAININGS:			
<i>Improve members' ability to network and share resources among themselves; develop funding and leverage partnerships to organize new and improved trainings that build the capacity of members to achieve their goals.</i>			
1. Facilitate peer-to-peer networking by upgrading electronic tools.			
2. Organize and systematize annual conference and continue to improve quality.			
3. Organize market manager training opportunities: <ul style="list-style-type: none"> a. FMPP funded Market Manager Toolkit and regional workshops 			
4. Explore organizing training for vendors on critical needs (e.g. marketing, signage, etc).			
REPRESENT FARMERS MARKETS IN ADVOCACY, RESEARCH & PROMOTION:			
<i>Working with strategic partners, provide leadership on behalf of WSFMA members in statewide advocacy, policy and research.</i>			
1. Refine annual WSFMA Member Directory and improve distribution so that it is more useful to targeted audiences.			
2. Research, strategize and advocate for policy affecting members. <ul style="list-style-type: none"> a. Defense of federal food assistance programs b. Identify priority issues for advocacy annually c. Provide leadership for Farmers Market Week, including continuation of farmers market tours for legislators 			
3. Develop accurate, user-friendly information systems for member market data. <ul style="list-style-type: none"> a. Review and revise membership application b. Develop annual "industry" report to members 			
4. Develop, fund and implement "shop farmers markets" campaign.			
STRENGTHEN THE ORGANIZATIONAL CAPACITY OF THE WSFMA:			

Goals and Objectives	2012	2013	2014
<i>Transition the WSFMA to a stable, mature organization that has appropriate systems, funding and staffing to fulfill its mission, implement plans, and uphold all responsibilities to its members.</i>			
1. Develop, refine and document core operational policies, procedures and practices: <ul style="list-style-type: none"> a. Internal controls, financial management, and accounting manual b. Finalize 501(c)3 incorporation c. Overall information management and office infrastructure 			
2. Improve internal, member and external communications: <ul style="list-style-type: none"> a. Review and update website b. Develop and implement communications plan (e.g. newsletters, social media, annual report) 			
3. Increase revenue through new fundraising: <ul style="list-style-type: none"> a. Develop and implement fundraising plan b. Develop a systematic approach to grants (prospect research, proposals, tracking) c. Explore new member categories to improve equity and increase revenues 			
4. Increase board effectiveness through more proactive recruitment, retention and training			
5. Increase staff capacity <ul style="list-style-type: none"> a. Grow the staff to 1.5 FTEs in 2012 b. Provide professional development opportunities 			

A Note about Sustainability

WSFMA is a grassroots, primarily volunteer organization. The organization has made significant strides in operating in a more business-like manner over the past year, and the board is committed to continuing this trajectory in the future. The main sources of revenue for WSFMA are member dues, conference income, insurance premiums and grants. Our goal as an organization is to utilize membership dues to maintain core operations. In addition, we will continue to offer insurance as a member benefit, operating this “program” on a near break-even basis, and to organize the conference, which generates fees and sponsorships and is subsidized somewhat by member dues. We will supplement this core operating budget with ongoing and project specific grants and other revenue streams. We will only seek grants that are in alignment with our mission and offer clear benefit to our members.

Monitoring Our Progress

The board will track progress toward the goals and objectives outlined above via regular reporting by the Executive Director and an annual review of progress at the board retreat. In addition, the board is committed to monitoring organizational health indicators such as financial health and membership renewals, and to ensuring that the systems are in place to operate core programs in a business-like manner with good customer service to members.