



Over the course of 2012 and 2013 FairShare board, staff, and volunteers conducted a Strategic Planning process to examine current projects and plan for dynamic, thoughtful future programming. The following goals and overview were approved in April 2013.

Farmer to Farmer Networking and Training

FairShare works to make farms viable and sustainable through a grower education program that focuses primarily on documenting and disseminating the unique and valuable knowledge of farmers, and helping farmers learn from each other.

Education Priorities:

- a) Since FairShare's mission is to promote CSA, our education programs are primarily aimed at CSA growers. We would like to build strong CSA farms which are viable and satisfy their members.
- b) FairShare resources and trainings are available to non-CSA growers to the extent that topics relevant to CSA are also of interest to non-CSA growers.

Goal #1

All FairShare Farms sell 100% of **FARM MEMBERSHIP** annually.

Goal #2

Strengthen and sustain capacity and collaborative **COMMUNITY OF CSA GROWERS** through regular regional gatherings, resource development, and other strategies.

Strategies to accomplish Farmer Goals:

- Online tool development for resource sharing
- Develop additional forums for collecting and sharing farmer knowledge
- Host 4 social networking events per year
- Host 8 skill-building & resource-sharing events per year
- Expand the geographical location of events to ensure that all farms can attend at least one event within 1 hour's drive from their farm.

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FAIRSHARE

CSA COALITION

Expanding CSA Membership

Increasing participation in CSA is at the heart of FairShare's work. As a coalition, we are committed to reaching out to new audiences with targeted messages about the benefits and realities of CSA membership and providing them with tools to make informed decisions, options for payment, and avenues for farm connection through CSA. FairShare is committed to not only expanding the number of CSA memberships, but also to working toward equitable access to CSA shares for low income families and families with limited access to information about CSA in their community. Collaborative partnerships, food access initiatives, and creative outreach and promotion will help us create and maintain a culture of creative ingenuity and collaboration, and will inspire ongoing elevation of program goals and possibilities.

Goal #1

Expand **CSA MEMBER OUTREACH** activities to increase non-Dane County membership by 10% annually and overall farm membership by 15% annually

Goal #2

2 % of shares sold through FairShare endorsed farms are sold to **LOW INCOME FAMILIES** utilizing assistance programs administered by FairShare

Strategies for accomplishing Membership Goals:

- Establish data through comprehensive member and farmer evaluations to inform CSA outreach and farmer initiatives
- Incentive program development (HMO rebate expansion, business partnerships)

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Development/Fundraising

FairShare Strives to diversify fundraising capacity to meet program, operation and staff needs as outlined in strategic plan. The development committee has outlined the following strategic goals to build fundraising capacity and sourcing diversity to create infrastructure that will allow the committee to develop annual fundraising plans to meet evolving organizational needs.

Goal #1

DIVERSIFY FUNDRAISING to increase organizational 10% annually AND build programmatic revenue for new programs and organizational growth.

Goal #2

Support **FARMER-INITIATED MEMBER DONATIONS** to fund at least 50% of PSP participant payments

Strategies to accomplish Development/Fundraising goals:

- Sell two nationally marketed cookbooks with sales of \$500,000 over 5 years
- Establish individual donor appeal
- Develop major donor campaign
- Host Fundraising events
- Expanded business sponsorship program that supports the entire organization (not just BTB)
- Continue to pursue grant funding to support program innovation and operations as needed
- Create fundraising materials that communicate (quantitatively and qualitatively) the educational and outreach initiatives of FairShare.

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Staff and Organization

FairShare seeks to create a stable, professional work place that attracts and retains top quality employees through strategic hiring of additional staff and improving the benefits and structures of existing staff positions. FairShare seeks to maintain a comfortable, healthy, creative work environment that encourages and respects diversity and accommodates the needs of FairShare employees. Staff hiring and work plan development should focus on allowing the Executive Director to pursue long-term, high-level strategic planning and fundraising. Increasing staff capacity will engage the organization in the national and international CSA communities and expand our organizational capacity through increased efficiency.

Goal #1

Hire 1 **ADDITIONAL P/T STAFF** to address current administrative needs and ensure appropriate levels of staffing as determined by strategic plan program development and expansion.

Goal #2

Provide market competitive salaries, benefits packages and employer-matched retirement programs for all employees scaled on % of FTE to **RECRUIT AND RETAIN HIGH QUALITY STAFF**.

Goal #3

Increase FairShare's collaboration with other CSA farmers and groups to **STRENGTHEN CSA MOVEMENT** regionally, nationally, and internationally and to assert our leadership role in sustainable food systems.

Goal #4

Strengthen and sustain organization by **ENHANCING VOLUNTEER ENGAGEMENT** on board and program committees.

Strategies for accomplishing Staff and Organizational Goals:

- At least once per year, seek out opportunities for FairShare staff and member farms to present at national or international conferences and events to promote CSA and the coalition model for outreach and to maintain
- Develop strong volunteer roles & structures for contributing
- Develop board handbook, job descriptions and position profiles to target appropriate candidates

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