



Strategic Planning for The Real World

Or...How to Put NO Staff, NO Money
and BIG Dreams to Work for Your
Organization (Really)



Your Presenters

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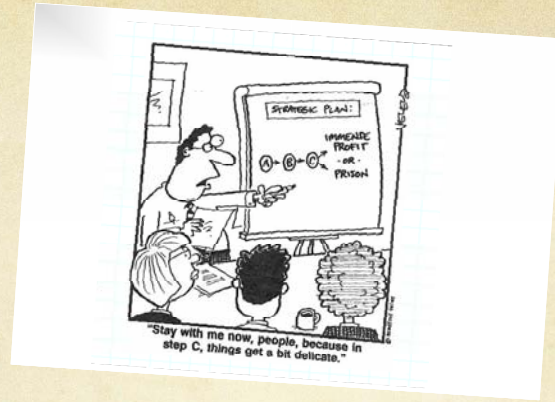
About this Presentation

- Overview of Strategic Planning
- Specifics from OFMA's strategic planning journey
- Tailoring the Process to *your* Organization
- Best Practices



Myth of Strategic Planning

Bureaucratic exercise accomplishing nothing



Myth of Strategic Planning

It's all about making more, more, more



Let's Get Real

Farmers Markets and the associations that love them need strategic planning that works for their unique businesses

What is strategic planning?

- Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:
 - "What do we do?"
 - "For whom do we do it?"
 - "How do we excel?"
- In business strategic planning, the third question is better phrased "How can we beat or avoid competition?".

Source: Wikipedia

Strategic Planning Process





OFMA's Story

A Classic Tale of
Dreams & Transitions

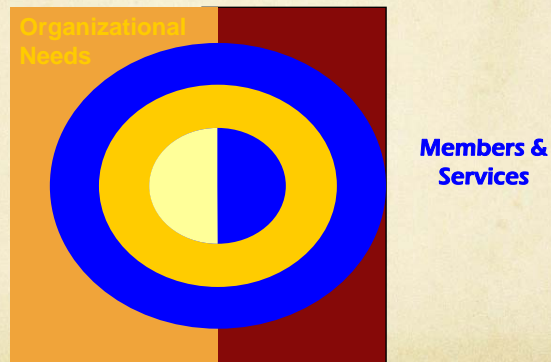
With... 'NO Staff, and No
Money'

Who Are We

(= Why We Do We Do)

- **Mission & Vision** holds true and steady, but needs continuity and re-investment
- Are we our 88 members - and who are they?
- Our board of directors?
- Are we what we *do*?? Our actions?
- A mother hen? A Medusa?
All of the above?

Organizational and Board Activities versus Member Services

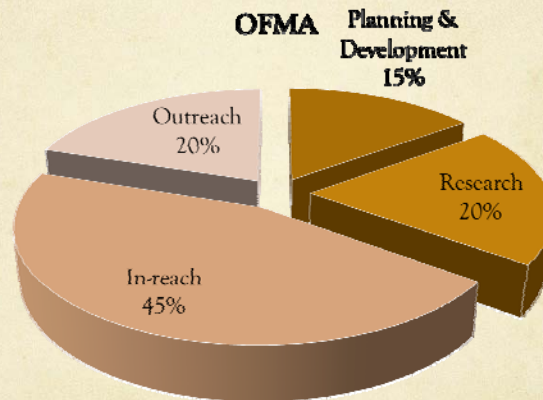


Size Matters...

- There is no strict recipe, only questions and options for what style and size is right for you
- Assess your current capabilities and need for a strategic plan
- Engage staff, board, stakeholders, at all stages of development and implementation



A full-fledged interactive process....



OFMA Question | Home | Close | Delete

1. In regards to Market Management, what direction of change you'd wish to see at the primary market you attend, if you're satisfied with the current situation, "no change" is the right answer.

	Increase	Decrease	No Change
Market hours of operation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Number of days of each week open for operation	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Length of the market season	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Market fees - stable and/or membership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enforcement of market rules	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertising of the market	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of product vendors	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Number of non-product vendors	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall diversity of market product mix	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Or simple surveys?

Strategic Planning Without Pain

- It's about finding *your* organization's style

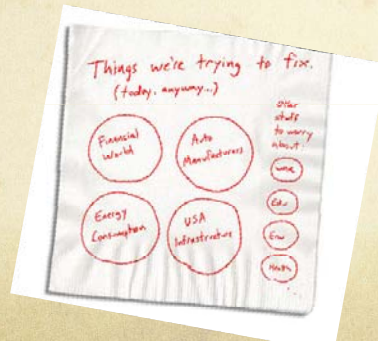


The No \$, No Staff Style'?

- Get a grant
- Hire a contractor or consultant
- Send them out into the world to make a plan for you
- Bring on new Board Directors
- Start the market season and get real busy "doing stuff" that's more fun/urgent than planning
- Sounds painless to Us.....

What kind of strategic planner are you?

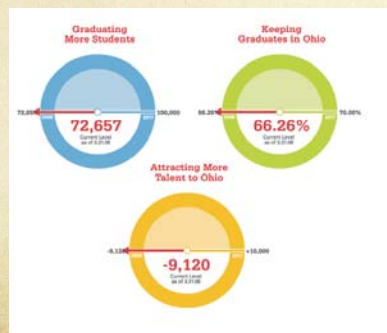
- Just-in-time Planner – you know you need a plan and someone who controls your purse string agrees. You fit it into the rest of your workload and you alone develop it.



- Characteristics:
 - Responsive to current environment/situation
 - Usually sounds better than it plays
 - One person carries the load of implementing it
 - Once or twice a year, people refer to the plan
 - If this is you, you are not alone. You are among 79% of the planning population. There's help for you.

What kind of strategic planner are you?

- Hybrid Planner – You're busy but you like to run your market or organization not the other way around. You employ strategic thinking and develop planning processes to meet your custom needs.



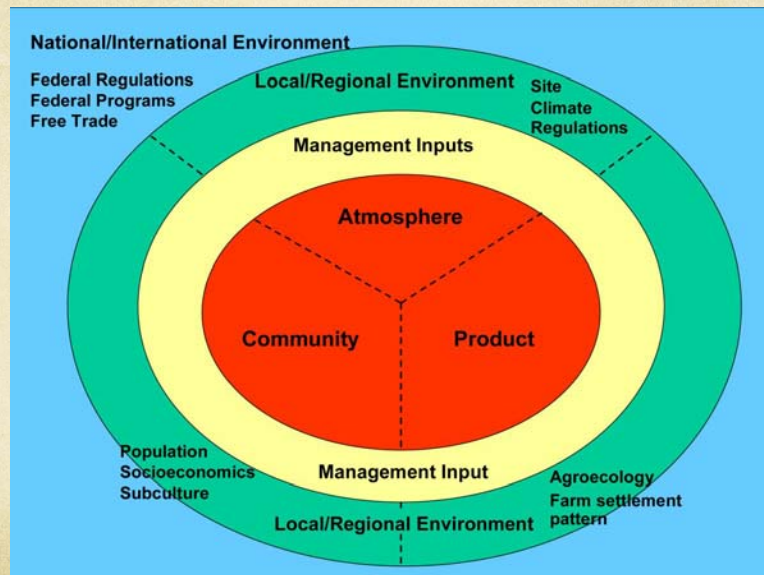
- Characteristics:
 - You identify whether you have board/stakeholder buy-in and plan accordingly (If you don't, you tend to eschew a process that won't be supported. If you do, you assign stakeholders "ownership" to planning).
 - You might use multiple types of planning: scenario based, goal based, etc., and you feel free to mix and match according to your needs and situation.
 - If this is you, congratulations! You are probably happy with how planning works in your organization. You are one of the approximately 20% of the population.

Must Haves

For any strategic planning process

- Shared vision
- Respect and trust
- Belief in “the process”
- Accountability
- Ground rules
- Continuous and open communications before/during/after
- Established goals and objectives that are measurable
- Commitment to the goals and objectives
- Value added by process

How We Did It - the framework

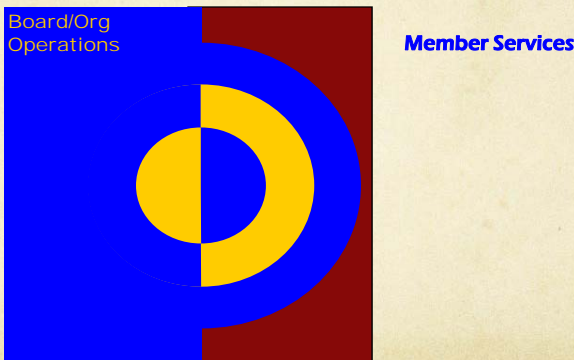


Strategic Areas of Focus

Identified for OFMA

- **Association Development & Growth:** Increase OFMA's ability to effectively conduct its business, while adapting and renewing itself to meet future needs
- **Education & Training:** Increase management skills & capacity of market managers, vendors & boards
- **Farmers' Market Visibility:** Increase public awareness of farmers' markets
- **Niche Research & Development:** Enhanced viability & availability of farmers market in communities

Organizational and Board Activities versus Member Services



What Do We Do Now?

- A few things to remember when you're asked to "plan" and be "strategic"...?
- 'Better to do it right, than do it over' - assess capacity, time, imperatives, before embarking on the journey
- Develop a phased planning and implementation process
- Note the little steps and successes along the way

Strategic Thinking

- **Proactive** - not responding, thinking ahead
- **Selective** - not all things to all people, a few things, to the right people
- **Integrated** - not interested in "the latest" as much as how new information fits into a bigger picture
- **Focused** - on that big picture and able to act with agility and flexibility when situations change

Quick Template

Vision/Mission:

- Who are we?
- What do we do?

Objectives:

- What do we need to do to realize our vision?
- How will we know we're making progress?

Analysis/Decisions

- What is happening around us that may impact us (+/-)
- Where do we fit in amongst others like us?
- What are the five most important things we can do?

Implementation/Reflection

- How will we accomplish our priorities? Who/What/When?
- When do we plan to stop, reflect, and adjust?
- What's our process for that?

STRATEGIC PLAN

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Conclusions

Strategic Planning ...

- Does not determine the Outcome
- Is about a Process and People, not the Document
- Works best in the 'plainspeak' of your organization not the "planspeak" of academics or experts
- Is not to be RIGHT, but to be READY