



# FARMERS MARKET FUND





## Farmers Market Fund

# Mission, Vision, and Values Grounded in Learning and Community Voice

### FMF'S NEW MISSION

*We strengthen Oregon's food system to better serve people experiencing food insecurity by reducing barriers to purchasing locally grown food, supporting small farmers and markets, and growing community-based economies.*

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### FMF'S VISION

*Farmers Market Fund envisions a just and nourishing future where Oregonians can access and enjoy locally grown food with dignity. We envision an equitable food system that elevates bold, community-led solutions that address and prevent food insecurity; support farmers and markets to thrive; and build resilient communities for generations to come.*

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### FMF'S VALUES (HEART)

#### HUMAN-CENTERED

*We create a culture of care and make room for our shared humanity in all that we do.*

#### EQUITY

*Equity is the foundation of our work.*

#### AUTONOMY

*Our work empowers participants to choose what works for their family, culture and needs.*

#### RESPONSIVENESS

*A dynamic and equitable food system needs flexibility and timely action.*

#### TRANSPARENCY

*Trust grows when actions are open and accountable.*



## Goal Areas

The following goals and goal areas translate FMF’s mission, vision, and values into clear priorities for action over the next three to five years. Informed by stakeholder input along with the organization’s commitment to balancing impact, sustainability, and equity, these goals and goal areas provide a focused framework to guide decision-making, resource allocation, and accountability, while allowing flexibility to respond to changing conditions and emerging opportunities.

### **GOAL AREA:** **Sustainable and Strategic Resourcing**

FMF will strengthen its financial foundation to ensure long-term stability, independence, and equity across Oregon’s food access network. As a statewide convener, FMF’s sustainability enables greater flexibility to innovate, support partners, and expand impact where the need is greatest. This goal focuses on maximizing and building secure public funding, diversifying revenue streams, and increasing the flow of dollars directly to small farms and markets.

#### **GOAL 1: Secure and Maximize the use of Government Funding to Support Long-Term Program Continuity.**

*FMF will maintain and strengthen its core state and federal funding partnerships to secure reliable, predictable resources for Double Up and related programs.*

#### **GOAL 2: Diversify and Grow Funding Streams through Partnerships.**

*FMF will broaden its funding base by cultivating new partnerships that reflect its mission and values.*

#### **GOAL 3: Increase Funding Flowing Directly to Farmers and Markets.**

*FMF will expand the amount of funding that directly supports small farms, farmers markets, and local food economies.*



## **GOAL AREA:** **People, Culture, Governance**

FMF's long-term effectiveness depends on the strength, stability, and capacity of its people. As FMF's statewide role continues to grow in scope and complexity, sustained impact requires intentional investment in staff and board leadership, organizational health, and governance systems. This goal area focuses on strengthening internal culture and organizational practices; supporting staff through competitive compensation, professional development, and staffing structures; and building a diverse, engaged, and well-prepared board. Together, these efforts ensure FMF has the people, skills, and support needed to advance its mission and steward its work responsibly across Oregon.

### **GOAL 1: Strengthen FMF's Internal Culture and Organizational Health.**

*FMF will maintain and strengthen its core state and federal funding partnerships to secure reliable, predictable resources for Double Up and related programs.*

### **GOAL 2: Strengthen and Sustain a Well-Supported Staff.**

*FMF will broaden its funding base by cultivating new partnerships that reflect its mission and values.*

### **GOAL 3: Strengthen and Diversify FMF's Board to Enhance Governance Effectiveness.**

*FMF will build an engaged, informed, and representative board by investing in governance, development, recruitment, retention, and inclusive practices that reflect FMF's statewide mission and values.*

## GOAL AREA: Communication & Institutional Identity — Clear, Connected, and Recognized Statewide and Nationally

FMF's impact depends on how well people across Oregon understand its mission, programs, values, and statewide role. As food access needs grow and partnerships expand, strengthening FMF's communications and institutional identity is essential for building trust, increasing participation, supporting partners, and securing long term funding. This goal area focuses on becoming a clear, consistent, and compelling presence statewide — elevating FMF's voice as a leader in local food access; improving outreach to funders, policymakers, partners, and diverse communities; and enhancing communication systems internally and externally.

### **GOAL 1: Expand Outreach, Awareness, and Statewide Identity.**

*FMF will build clear, accessible communication strategies and a unified statewide identity that raises awareness of Double Up and FMF's role among participants, partners, and the general public.*

### **GOAL 2: Expand Engagement and Communication with Donors and Funders.**

*FMF will use emerging best practices to cultivate transparent, consistent, and meaningful communication with new and existing funders to strengthen relationships and support long-term sustainability.*

### **GOAL 3: Develop FMF's Statewide Identity.**

*FMF will clarify and strengthen its brand, train ambassadors, and build awareness of its role in Oregon's food system.*





## GOAL AREA: Programming — Adaptive, Equitable, and Impact Driven

FMF will strengthen and evolve its programming to ensure it remains responsive to community needs, effective for partners, and impactful for participants. As the statewide convener and administrator of food access incentives, FMF must balance program stability with thoughtful innovation—maintaining reliable, trusted programs while testing and refining new models that expand access, improve equity, and support Oregon’s diverse farm-direct food system. This goal area focuses on adaptive program design, strong coordination with markets and partners, expanded access points, and continuous improvement driven by data, community feedback, and collaboration.

### **GOAL 1: Build Stable and Reliable Programming That Adapts to Community Needs.**

*FMF will maintain consistent statewide support while piloting and scaling new incentive models that meet evolving community and food access needs.*

### **GOAL 2: Strengthen and Expand Oregon’s Farm-Direct Food Access System.**

*FMF will clarify its statewide support role with markets, stands, and other farm direct outlets by strengthening coordination, increasing local capacity, and expanding access points that connect communities to locally grown food.*

### **GOAL 3: Advance Advocacy and Collaboration to Support Markets and Farms.**

*FMF will actively participate in coalitions that advocate for funding and policy improvements that strengthen local food systems and local food access.*

### **GOAL 4: Improve the Experience of Double Up Participants and Partners.**

*FMF will enhance accessibility, responsiveness, and equity for all Double Up stakeholders.*

