



Photo by Chris Gill/WestBoundary Photography

Greetings,

January 2023

With great pride and enthusiasm, we are pleased to be launching The SF Market's next strategic plan for 2023-2026. This plan comes at an important moment, as we celebrate our 60th year here at our Bayview Hunters Point campus and our 10th year as a non-profit organization. Though many of the after-effects of a very challenging past few years linger, we launch this plan looking ahead with optimism for the enduring resilience, vibrancy and impact of our market, a true San Francisco institution and critical part of the Bay Area food system.

The SF Market's 2023-2026 Strategic Plan is our most comprehensive to date, reflecting deep collaboration with and input from key stakeholders across the Market family, from our staff and merchants, to our board, volunteers, community and government partners, customers and vendors.

At its heart, this plan reflects and communicates who we are and what we do, and remains true to our core purposes: 1) ensuring an outstanding business environment for our merchants and the thousands of customers that shop with us, and 2) leveraging our unique scale and position to serve as a mission-driven leader in the regional food and agriculture community.

The plan is organized around four interdependent priority areas that balance a laser focus on our present operational and organizational needs and priorities, with rigorous planning for the Market's future. Together, they reflect our unique institutional complexities, challenges and opportunities, and provide a road map for success in the coming four years.

Our plan is ambitious, and we could not be taking it on without the dedication and talent of the entire Market team. This starts with our merchants, who, in addition to working tirelessly every night to provide the Bay

Area with the highest quality produce each morning, contribute their time and partnership to ensuring the entire Market, and not just their individual businesses, can thrive. It continues with our Market staff, a small but mighty team of dedicated individuals who together make sure our lights are on, the bills get paid, the Market family and broader community are well-served, and the future of the Market is always considered. And it continues with the leadership of our Board of Directors and committee volunteers who give hundreds of hours of their time and heart to support our vitality and growth.

One of the first things we did to prepare for this new plan was to reimagine and refresh our vision and mission statements. These new statements, while still reflecting our unchanged purpose here at the Market, also underscore our commitment to, and place in, something much bigger: our wonderful Bayview Hunters Point neighborhood; the vibrant San Francisco food economy; the broader Bay Area food system; California's critical network of growers and distributors, and indeed, the dynamic national and international food and agriculture community.

As we look ahead to 2026, we are invigorated by the opportunity to serve our merchants, the businesses they serve, and all the communities that rely on The SF Market to access and enjoy the highest quality, most diverse selection of fresh produce.

With gratitude and excitement for what's to come,



Virginia Hines
SFMC Board President



Michael Janis
General Manager

Our Mission We connect and grow the region's food and agriculture community from our wholesale market in the heart of San Francisco.

Our Vision All communities in the San Francisco Bay Area have reliable access to abundant fresh produce.

The SF Market's Key Goals for 2023-2026

1. Deliver Operational Excellence at The SF Market

Ensure the Market continues to serve as an essential place, providing effective and efficient management of physical plant and operating systems that shape the customer, merchant, and visitor experience at The SF Market.

2. Build The SF Market's Future

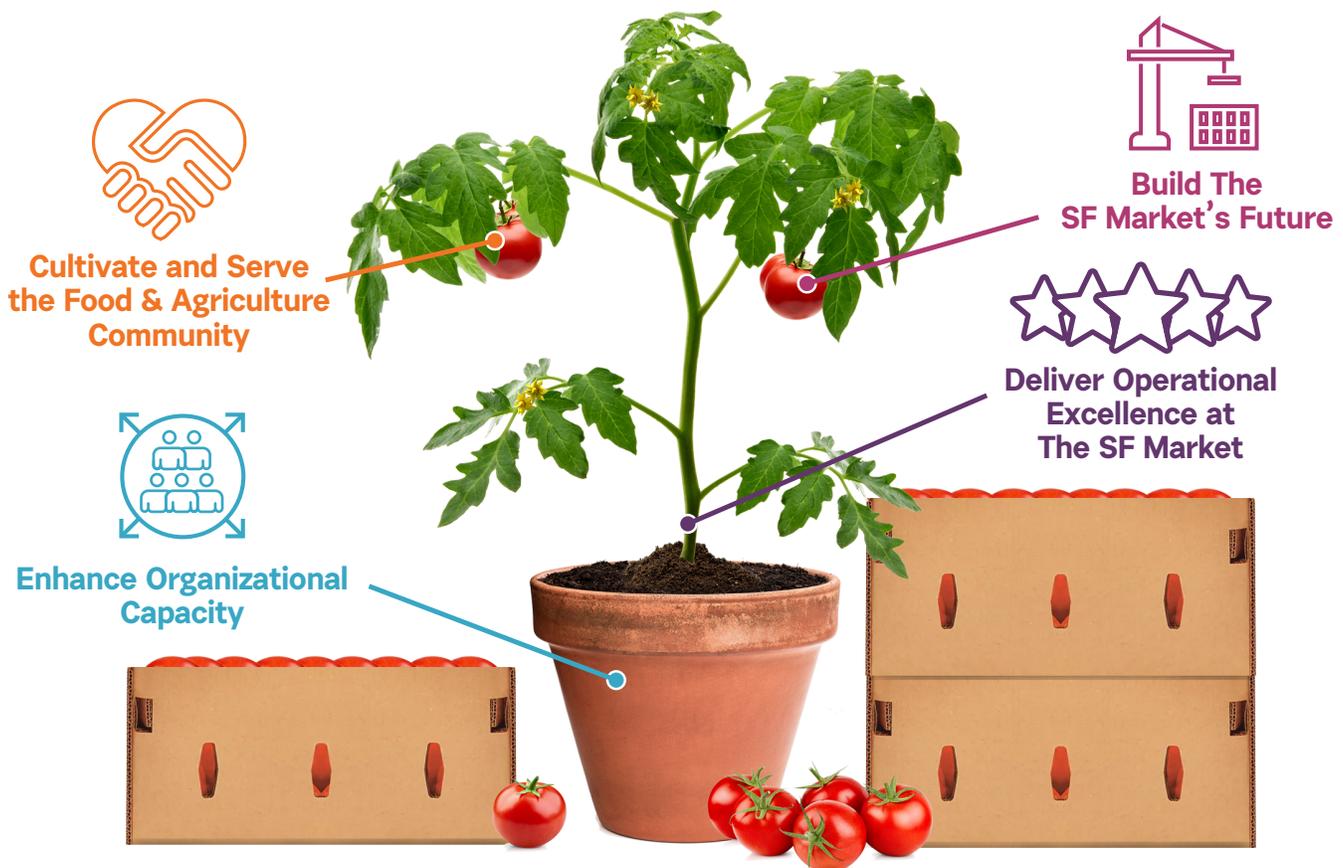
Pursue the critical fiscal and strategic infrastructure needed to protect and advance the interests and stability of the Market in the coming four years, including the development of much needed new warehouse buildings.

3. Cultivate and Serve the Food & Agriculture Community

Solidify The SF Market's leadership in the regional food system, contributing programmatic and political support to improve the health and sustainability of Bayview Hunters Point, the San Francisco Bay Area, and beyond.

4. Enhance Organizational Capacity

Strengthen The SF Market staff team's skills, capacity, and organizational systems needed to support and enable success in the above three other goal areas.



The SF Market's Main Objectives

1. Deliver Operational Excellence at The SF Market

- 1A. Maintain The SF Market's Physical Plant & Operating Systems
- 1B. Sustain Strong Merchant-SFMC Relations
- 1C. Enhance the Experience of Shopping at, Working at and Visiting The SF Market
- 1D. Maintain and Continuously Improve Financial Management



2. Build The SF Market's Future

- 2A. Implement the next phase of The Reinvestment Plan to build a new warehouse at 1900 Kirkwood Avenue
- 2B. Secure Financing for Innes Ave Improvements in Partnership with City of SF
- 2C. Refine and Begin Implementation of Subsequent (post-1900 Kirkwood) Phases of The Reinvestment Plan
- 2D. Optimize Merchant Leasing Strategy to Reflect Current and Anticipated Market Needs and Industry Changes
- 2E. Raise the Visibility, Deepen Understanding and Convey the Value of The SF Market with Priority Audiences and Stakeholders
- 2F. Advocate for The SF Market's Priorities and Needs in Surrounding Market Neighborhood



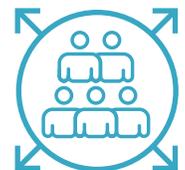
3. Cultivate and Serve the Food & Agriculture Community

- 3A. Sustain and Grow The SF Market's Food Recovery Program
- 3B. Establish The SF Market as a Primary Source of Produce for Community Based Organizations
- 3C. Increase The SF Market's Presence and Engagement in the Bayview Hunters Point Community
- 3D. Optimize Efficiency and Impact of The SF Market's Tour Program
- 3E. Support a Strong, Diverse Workforce at The SF Market
- 3F. Provide Centralized Customer Development Support to The SF Market Merchants
- 3G. Advance The SF Market's Impacts on Sustainability
- 3H. Collaborate with Partner Organizations to Increase the Share of Local/Small Farmer Suppliers at The SF Market
- 3I. Provide Workshops & Trainings to Support Merchant Business Development



4. Enhance Organizational Capacity

- 4A. Enhance Core Administrative & Operational Functions for SF Market Staff Team
- 4B. Build The SF Market Staff Team Culture
- 4C. Increase Staff Professional Capacity, Development and Accountability
- 4D. Strengthen Staffing Structure and Consultant Integration
- 4E. Maximize the Impact of The SF Market's Volunteers
- 4F. Continue to Support and Develop The SF Market's Board of Directors



Each of these main objectives includes a number of more specific goals and key performance indicators detailed in a complementary comprehensive version of this plan, available upon request.



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Tracking and Measuring Success in The SF Market's 2023-2026 Strategic Plan

1

Translating Plans to Action:

Our staff and committees will create detailed annual work plans that reflect strategic plan goals and specify our tactics to realize them. Key Performance Indicators (KPIs) for each goal will ensure clarity on what success looks like and that the plan's goals are met.

2

Measuring Annual Progress:

We will track progress towards our plan's goals each year, relying on two key measurement tools:

- Annual feedback surveys of merchants, community partners, board, committees and staff.
- Organization-wide annual progress report out on all plan goals with reference to established KPIs.

3

Reflecting and Learning:

At the end of the plan period, we will conduct an organization-wide reflection process capturing overall performance against goals, lessons learned in both the plan's development and implementation, and identify priorities for our next plan.



2023-2026 Strategic Plan Success

4

A Note on Agility:

We know all plans are subject to the changing environment in which they are implemented. For us, our four year success means both executing on our plan *and* remaining highly agile, adaptable and resilient in the face of the inevitable changes that might transpire during the plan's period and reshape our priorities and ability to accomplish our goals.