

DEPARTMENT NAME	Farmers' Market
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DEPARTMENT MISSION	The mission of the Farmers' Market is to promote the Farmers' Market and provide retail space and educational products to regional farmers, local food merchants and retail entrepreneurs so they can supply the highest quality products for the Nashville and regional shopping community.
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ISSUE STATEMENTS

Issue Statement One

Over the last several years the overall physical appearance of the property has declined to below current retail standards, resulting in:

- A loss of a wider range of customers
- Complaints regarding cleanliness and appearance
- A decrease in sales
- A negative image
- Difficulty in finding higher quality tenants/merchants
- A decrease in merchant morale

Issue Statement Two

Over the past few years the customer demographics and competition have changed in the Nashville area, while the Farmers' Market and its merchants have not kept pace with those changes, resulting in:

- Decrease in sales
- Decrease in the number of customers
- Lack of direction of the Farmers' Market
- Increase in animosity among merchants
- Lack of ability of Farmers' Market to attract better quality merchants

STRATEGIC GOALS

Goal One

By the year 20XX, the overall physical appearance of the Farmers' Market will be improved, as evidenced by:

- % decline in customer complaints regarding overall cleanliness, restrooms, lighting, parking and directions
- % increase in overall sales at the market
- % decrease in complaints from Farmers' Market merchants, regarding the building

Goal Two

By 20XX, the customer will recognize the improved quality and local emphasis of the products sold by the Farmers' Market merchants, as evidenced by:

- % more locally produced goods, i.e. fresh pasta, salsa, soaps, etc.
- % more regionally grown produce
- % of customers reporting that they were satisfied with the quality of the Farmers Market merchants and goods
- % increase in sales

LINES OF BUSINESS

Line of Business One – Purpose Statement

The purpose of the Facility Management line of business is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

LOB One – Key Results

Percentage of shoppers that feel the Market is a clean and safe environment

Line of Business Two – Purpose Statement

The purpose of the Marketing Service line of business is to provide marketing products to tenants and customers so they can experience the full benefits of doing business at the Farmer's market.

LOB Two – Key Results

Percentage of customers surveyed who say that they spent more money during the current year at the Farmer's Market than they did in the past year.

PROGRAM

Line of Business Purpose Statement

The purpose of the Facility Management line of business is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Program Name

Facility Management

Program Purpose Statement

The purpose of the Facility Management program is to provide facility and safety products for our customers so they can shop in a clean and safe environment.

Family of Measures: Result Measure(s)

Percentage of shoppers that feel the FM is a clean and safe environment

Family of Measures: Output Measure(s)

Number of building cleaning sessions **(KEY)**
Number of customers expressing satisfaction with their shopping experience

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

Family of Measures: Demand Measure(s)

Number of building sessions demanded

Please list measures, if any, for this program that might be determined via a public survey.

None

Products

- Grounds maintenance sessions
- Building cleaning sessions **(KEY)**
- Space rentals
- Security hours
- Preventative maintenance sessions
- Equipment maintenance repair sessions
- Security services

PROGRAM

**Line of Business
Purpose Statement**

The purpose of the Marketing Service line of business is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business to their fullest potential to satisfy the Nashville shoppers.

Program Name

Marketing Service

Program Purpose Statement

The purpose of the Marketing Service program is to provide marketing guidance and business development products to Farmers' Market vendors so they can develop their business.

**Family of Measures: Result
Measure(s)**

Percentage of customers surveyed who say that they spent more money during the current year at the Farmer's Market than they did in the past year.

**Family of Measures: Output
Measure(s)**

Number of classes on "satisfying the customer" provided (**KEY**)

Number of positive "secret shopper" experiences

If you have more than one output measure for this program, please list the one output measure that contains your key product for this program.

**Family of Measures: Demand
Measure(s)**

Number of classes on "satisfying the customer" requested

Number of "secret shops" requested

Please list measures, if any, for this program that might be determined via a public survey.

None

Products

- Classes on "Satisfying the customer"(key)
- Sessions on setting up a farm booth for optimum sales results
- Press releases
- Advertising: print radio, TV, other
- Website