

Waltham Fields Community Farm, CFO Inc.

Strategic Plan 2018-2021

OUR MISSION

Waltham Fields Community Farm promotes local agriculture and food access through our farming operations and educational programs, using practices that are socially, ecologically, and economically sustainable. We encourage healthy relationships between people, their food supply, and the land from which it grows.

Goal 1: Provide access to local farm products and meaningful relationships to our farm for a diverse range of Waltham and Greater Boston residents.

- 1.1 Continue to engage in sustainable, organic vegetable production, providing the foundation for our organizational programming.
- 1.2 Allocate and secure funding to provide 20% by value of total harvests for low-income populations through a variety of food access channels.
- 1.3 Continue to develop capacity for members of the public to access local farm products.
- 1.4 Become a central organization in diverse facets of the Waltham community, promoting the rich agriculture history of the region.

Goal 2: Provide high-quality, accessibly priced, on-farm educational experiences that engage participants in local food production and consumption and promote environmental responsibility while maintaining financial viability.

- 2.1 Maintain a focus on educational programs that bring people to the farm and directly engage them with organic food production and land stewardship.
- 2.2 Maintain and build the infrastructure of our Learning Garden space to facilitate group gardening activities, farm-to-table food preparation and programming in inclement weather conditions.
- 2.3 Maintain a strong scholarship program to enable participation from low-income individuals and families.

2.4 Offer volunteer opportunities and community service for all ages according to a schedule that allows staff to accomplish production and program goals while still being able to offer engaging and rewarding service learning experiences.

2.5 Manage costs and staff time to maintain financial viability of education programs both through direct revenue and targeted fundraising.

2.6 Participate in public forums and events addressing farm-community connections when mission fit and impact are high and staff resources are available.

Goal 3: Participate actively in the development of new farmers.

3.1 Prioritize training for farm staff that provides skills and knowledge to foster future generations of organic farmers.

3.2 Maintain active participation in professional development and farm-to-farm networking and skill sharing for farm staff.

3.3 Operate a viable farm that contributes to the body of knowledge guiding regional farming systems.

3.4 Promote best practices for sustainable vegetable production and environmental stewardship of farmland and be open to partnerships that promote research into best practices.

Goal 4: Continue to plan for organizational longevity by pursuing a long-term land lease for our base of operations and managing the land we farm with a commitment to environmental stewardship and sustainable food production.

4.1 Collaborate with the University of Massachusetts to revitalize their Waltham property and secure the long term future of our organization on that site.

4.2 Work with the University of Massachusetts and our legislative delegation to support the development of the Center for Urban Sustainability on the UMASS Waltham site, and ensure that WFCF is an integral partner with that organization.

4.2 Continue to manage our growing practices in ways that allow for maximum production without compromising long-term environmental health of the land we farm.

4.3 Continue to evaluate opportunities for farming additional land on the basis of considerations including but not limited to proximity to our current site, agricultural history and suitability, and potential to serve as a base of operations.

4.4 Continue to build and strengthen our relationships with community members, land-trust organizations, and local government to build a strong base of support for current and future agricultural endeavors.

Goal 5: Balance program goals with achievable organizational and operational infrastructure improvements to ensure that all programs and staff are well-supported.

5.1 Attract and retain high quality staff by providing ample compensation and benefits, a positive work environment, a reasonable work-life balance with flexibility where possible, and opportunities for growth and development.

5.2 Ensure that all existing and new programs have adequate staffing, work space, and financial support.

5.3 Prioritize infrastructure improvements that aid improved organizational efficiency and effectiveness, including upgraded office facilities, farm structures, technology, and equipment.

5.4 Develop board capacity for effective governance and fundraising, including board composition that matches organizational priorities and anticipates future needs.

5.5 Choose fundraising events with staff burden and overall impact in mind. Ensure sufficient staff, Board, or contract support for any large fundraising events.

Goal 6: Enhance financial stability to support organizational effectiveness.

6.1 Enforce strong fiscal policies to maintain programs and staff.

6.2 Manage our farm sales initiatives to fully cover their own expenses and generate profit to benefit other organizational efforts.

6.3 Build fundraising capacity to attract grants and donations that provide core organizational support.

6.4 Target funding strategies and make program choices that balance financial return with our mission.

6.5 Expand our membership and donor base through diverse cultivation efforts, including an increased focus on creating public awareness of our charitable work.