

**Waltham Fields Community Farm
Community Farms Outreach, Inc.
Strategic Plan 2015-2017**



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 Greater Boston residents.

- 1.1 Continue to engage in organic, environmentally sound 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 our farm products and those of other local farms through retail opportunities.

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 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 farms and 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 farming systems development.
- 3.4 Promote best practices for organic 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 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, 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 fundraising 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.