



FRIENDS OF THE FARMS

Our Mission is to “Preserve and Enhance Local Farming”

Five Year Strategic Plan
January, 2010 –
December , 2014

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I. Executive Summary

This strategic plan was created by Friends of the Farms (FOF) to help advance our mission and prioritize our work over the next five years. It is informed by our accomplishments to date, our five-year vision and our collaborations with other partners. The plan defines our primary goal to ensure availability of land for sustainable commercial and community farming on Bainbridge Island (City), our four secondary, supporting goals and the strategies to achieve them. This plan also includes associated work plan elements, benchmarks and organization development goals.

FOF has been entrusted with a five year contract with the City to manage City-owned agricultural lands. FOF service on City-owned agricultural lands has included but is not limited to providing access for farmers to raise crops; increasing community awareness of and access to City agricultural lands; repair and upkeep of structures on agricultural lands; basic land maintenance; and development of cooperative neighbor relations.

FOF is currently working toward providing the legal infrastructure for farmers to lease public agricultural land, owned by the City, at affordable rates on a long term basis to assure that the land is used for agricultural production in perpetuity. FOF also strives to provide opportunities for new and existing farmers to have access to affordable farmland, whether publically or privately owned. FOF is developing a model to ensure the preservation of island farmland, to making farmland accessible and affordable to farmers, and to helping assure the vitality and availability of local food on our island.

The City, the farmers, and members of the community are increasingly turning to FOF to provide services and answers concerning the use and opportunities of City-owned agricultural lands as well as more general agricultural issues. The efforts of FOF have substantially improved the infrastructure and production value of publicly-owned agricultural lands. FOF views the City lands management as a major project, but recognizes that the City lands cannot meet all of the farming needs of the Bainbridge community.

We believe that the history of farming on Bainbridge Island is a legacy worth cherishing and that our efforts to keep farming alive and flourishing will create a more resilient local economy, protect the natural beauty of island landscape and provide healthy food for our community. This strategic plan outlines our strategy to achieve our vision of farming on Bainbridge Island.

II. Statement of Community Need

Initial Information:

Like all areas of Puget Sound, Kitsap County has been experiencing significant residential growth pressures. Farmlands, along with other open space lands, have been under a state of siege from encroaching development. Many acres of historic farmlands have been lost in recent decades. Since 2001, Friends of the Farms has

acted as an advocate and facilitator for Bainbridge Island community farm needs. Through our efforts, and the efforts of our partners and volunteers, we have begun to reverse the trend of farm loss on the Island.

Statement of Need:

Local farming is vital to the community because local farms secure a source of healthy food, provide jobs, enhance natural ecosystems, and increase the aesthetic value of our lands. Our quality of life would be significantly impaired without the value provided by local farms. Local farming has historically been the foundation for our community's economy, and remains an essential element of our plans to grow our community with a sustainable, locally-based economy.

III. History

The Friends of the Farms ("FOF") was initiated as the Trust for Working Landscapes ("TWL") in 2001 to assist the Bainbridge Island community with the promotion and preservation of our agricultural heritage. The primary goal of the organization since that time has been to ensure access to land by the farming community. To meet that goal, FOF has worked as an advocate and a sponsor to ensure active use and preservation of agricultural lands owned by the City of Bainbridge Island ("City") and some private individuals. FOF has worked closely with the farming community to assist with the management of sixty acres of public farmland owned by the City. The current effort by the City to identify a long-range management plan for this public farmland has arisen largely due to the advocacy efforts of FOF. Members of the FOF board and FOF staff have dedicated countless hours to discussions and planning for the public farmlands with City officials, members of the public, and the farm community.

FOF has been entrusted with a five year contract with the City to manage the City-owned Morales Farm property, Johnson Farm property, to control the Day Road Farm area for the purpose of installing a major irrigation project funded in part by federal grants secured by FOF, and to assist where possible with the management of remaining City agricultural lands.

FOF service on City-owned agricultural lands has included but is not limited to providing access for farmers to raise crops; increasing community awareness of and access to City agricultural lands; repair and upkeep of structures on agricultural lands; basic land maintenance such as removal of scotch broom and other invasive weeds; well maintenance and upkeep; and development of cooperative neighbor relations.

The City, the farmers, and members of the community are increasingly turning to FOF to provide services and answers concerning the use and opportunities of City-owned agricultural lands.

The efforts of FOF have substantially improved the infrastructure and production value of City agricultural lands through projects like the irrigation project at Day Road Farms

and the installation of deer fencing. FOF has ensured the active use and cultivation of City farmland such as the Morales Farm, which would have otherwise remained fallow and unused following the City's purchase of that land. In addition, FOF has ensured the preservation of land such as the Johnson Farm which would have otherwise never been purchased or have been resold instead of serving as a significant connection to the Island's agricultural history by serving as the location of the annual Harvest Fair and for other farm-related activities.

Recently FOF has been focusing on expanding its ability to serve the farming community beyond the City lands. FOF views the City lands management as a major project, but recognizes that the City lands cannot meet all of the farming needs of the Bainbridge community. To this end FOF has begun efforts to coordinate private land owners who are interested in making their lands available to local farmers.

In 2010 FOF changed the name of the organization from Trust for Working Landscapes to Friends of the Farms to clarify our role for the public, grant agencies and clients.

IV. Mission

Mission

To Preserve and Enhance Local Farming

Interpretation of the Mission: Friends of the Farms is the only local organization specifically dedicated to ensuring the availability of local farmland. Friends of the Farms is uniquely positioned to facilitate other aspects of the local food community including education, marketing, community involvement, recreation and farm-related housing.

Small-scale farming has become endangered on Bainbridge Island. Our island-city is experiencing rapid "suburbanization," with dramatic loss of land that is suitable for farming. Through a variety of means, Friends of the Farms is reversing this trend, by:

- advocating for local farming,
- managing city-owned farmlands,
- involving the community in volunteer efforts,
- accomplishing farm infrastructure projects,
- performing community outreach,
- providing on-farm educational experiences, and
- creating opportunities for more land to become farmland.

Because one of the major barriers to the renewal of small farming here is the high cost of land, our organization focuses on providing workable land for farmers, through a variety of means: acquisition of land through

city-sponsored initiatives, collaboration with land trust organizations, creation of leases for appropriate use of city-owned farmland, matching private landowners with farmers, and developing legacy land-giving programs.

We believe that the history of farming on Bainbridge Island is a legacy worth cherishing and that our efforts to keep farming alive, will create a more resilient local economy, protect the natural beauty of the landscape, and provide healthy food for our community.

V. Vision

Friends of the Farms' vision for our organization and local farming:

- Friends of the Farms (FOF) will be the lead community organization on Bainbridge Island working to preserve and enhance farmland and viable farms.
- FOF will work toward achieving 180 acres of public farmland in commercial production on Bainbridge Island within 15 years.
- FOF will work toward implementation of the City's Comprehensive Plan Goals for Agricultural within 10 years.
- FOF will work toward maintaining an economically viable commercial farming industry on Bainbridge Island.
- FOF will secure titles or easements on at least one working farm, and will negotiate leases or easement agreements that will assure active and sustainable farming of this property.
- FOF will be active in local and regional partnerships dedicated to a shared vision of local agriculture and promoting sustainable farming, local food production, technical and economic support for small-scale farms, and secure land tenure for farmers and farm-related households.
- FOF will build a large public membership and volunteer network to financially and actively support the work of the organization.
- FOF will strive to integrate locally grown food into the daily lives of Bainbridge Islanders.
- FOF will ensure its own sustainability as an organization committed to long-term stewardship responsibilities. It will accomplish this goal with a realistic funding strategy and reliable public financial support from its membership and community partners, adequate to maintain a professional staff to implement FOF's mission.

Vision Narrative:

Friends of the Farms is developing an innovative model to preserve, utilize and manage local agricultural lands. Friends of the Farms envisions a broad range of uses for local agricultural lands. Uses of such lands include, but are not limited to, farming (e.g., row crops and livestock), vineyards, tree and bush crops, orchards, wetlands and other

ecosystems managed for native plants and crops, farm-related housing, education and recreation. Friends of the Farms' model involves a variety of legal and contractual management structures in order to be adaptable to local circumstances and market conditions.

Values:

- Economics: Support and promote local agricultural and other local industries, with a goal of each project becoming financially self-sustaining.
- Ecology: Protect local environment; use land sustainably; integrate agriculture with the local ecosystem where possible; enhance wildlife habitat.
- Esthetics: Nurture the human soul through engaging people with the land and its aesthetics and history.
- Education: Support local education by connecting people, particularly young people, with the land.
- Recreation: Support and increase local recreation opportunities including, but not limited to participation in agricultural activities, walking, hiking, biking, and horseback riding.
- Community involvement: Build an organization that involves the community in fulfilling its vision.

VI. Goals and Strategies

A. Service Goals

1. Scope of Service

Friends of the Farms will provide management and consulting services for farmland, open space and related sustainable land uses for public and private sector clients with common objectives on Bainbridge Island and in Kitsap County on a case-by-case opportunity. Friends of the Farms will provide consulting services for other clients outside this geography with common objectives on a case-by-case opportunity.

2. Primary Goal: Ensure availability of land for sustainable commercial and community farming.

Like all areas of Kitsap County, Bainbridge Island has been experiencing significant residential growth pressures. Farmlands, along with other open space lands, have been under a state of siege from encroaching development. Many acres of historic farmlands have been lost in recent decades. Friends of the Farms has identified the availability of land for commercial and community farming as the primary need to ensure the viability of local food production.

Policy: Look for redundancy; bullet points

For the properties managed by the organization, Friends of the Farms will develop and plan a mix of property uses consistent with the owner's values, philosophies and plans for commercial farming. This plan anticipates a broad range of uses for farm properties; therefore, Friends of the Farms will identify a desired mix of uses based on local circumstances, owners' guidance and community involvement.

Friends of the Farms' model for land management is applicable for a variety of ownership and utilization structures, including public or private ownership, with or without conservation or other easements. Should a client who wishes to evaluate the most appropriate ownership and utilization model engage Friends of the Farms, the organization will assess and determine how to proceed on a case-by-case basis.

a. Terms and conditions of contract and lease agreements between property owners and Friends of the Farms and between Friends of the Farms and sub-lessees need to be flexible enough for all lessees and users to be able to implement a sufficiently wide variety of production, educational and sales/marketing tactics in order to have the greatest possible opportunity to manage their own sustainable enterprises. For example, if a landowner is considering granting a series of ten-year leases, farmers or orchardists may not feel enough certainty to invest in cultivation infrastructure that only pays off over a long term period. Similarly, investors in affordable housing will need a long enough lease to warrant their investment. Thus, land leases require a threshold level of predictability.

b. If compensation is asked from farmers for management of or access to farmlands compensation requirements will be commensurate with the goal of reducing or removing the cost of land from the cost of farming in suburban areas.

Objectives:

1. Provide contractual and/or lease management of public or private working lands.

Friends of the Farms will employ a variety of contractual farm management options depending on the specific needs and opportunities of each property it may manage. The purpose of managing the properties shall be to ensure availability of farmland to commercial and community farming. Management options may include:

a. Contract management arrangement whereby Friends of the Farms holds a contract for a specific duration to facilitate farm operations for a specific property. Land availability to farmers will be ensured via direct ownership or lease.

Example: City of Bainbridge Island

The primary land management project for Friends of the Farms for the past six years has been assisting the City of Bainbridge Island manage sixty acres of public farmlands. To facilitate this management Friends of the Farms holds a five-year management contract with the City. The management contract is reviewed annually to identify necessary projects and budgetary needs. Friends of the Farms is currently

b. Short or long term lease arrangements whereby Friends of the Farms holds a lease for a specific duration to facilitate farm operations for a specific property. Land availability to farmers will be ensured via sub-lease.

c. Agricultural conservation easement whereby Friends of the Farms holds and enforces the easement. Land availability to farmers will be ensured via direct ownership or lease.

assisting the City and farmers working the public farmlands by negotiating leases between the farmers and the City. Friends of the Farms has initiated discussions with the City about a long-term lease for Friends of the Farms to utilize in its management efforts.

Means of Measuring Objective: Identify number agreements held, identify number of new agreements in a given year or period, quantify the amount of land held by agreements, quantify the amount of lands added by new agreements in a given year or campaign period, quantify the amount of land held by agreements.

2. Develop a network between private land owners interested in promoting agricultural activities on their property and farmers.

One aspect of the growing interest in local food production has been the emergence of private property owners who are interested in having their property farmed.

Friends of the Farms will cooperate with property owners to develop a list of available lands.

Friends of the Farms will cooperate with established farmers, and farmers who have completed a farmer application, to match them with available lands.

Friends of the Farms may provide services such as lease agreements, work parties, and infrastructure improvements, to property owners and farmers on private lands on an as needed basis, and according to organizational capacity.

Means of Measuring Objectives – Track the number of property owner and farmers that connect with the network.

3. Provide consulting services such as feasibility studies, strategic planning, and other expert advice regarding management of commercial and community farms.

Friends of the Farms may seek consulting relationships with public and private property owners to apply its model approach in advising clients on their farmland management practices. Such consulting contracts may take the form of strategic or business plan development, feasibility studies, guidance on contract administration with related

parties, facilitation of community involvement processes with a goal of developing community farming programs, etc. As consulting relationships are cultivated, it is expected that some consulting contracts may eventually lead to contracts for land management.

Means of Measuring Objective: Identify number agreements held, and identify number of new agreements in a given year or period.

4. Seek property ownership.

Friends of the Farms will seek opportunities to hold fee simple ownership of agricultural lands. As Friends of the Farms develops its capacity to hold and acquire land it will work with individuals, entities and the public to transfer ownership to the organization.

Friends of the Farms will seek to obtain property ownership via:

- a. public acquisition campaigns,
- b. private donation and or purchase arrangements, and
- c. estate plan gifting of property.

Means of Measuring Objective: Quantify the amount of new acres added to production via ownership in a given year or period.

3. **Secondary Goal: Preserve and enhance farmland operations capacity.**

Background: Sustainable farming on Bainbridge is at risk. Friends of the Farms is committed to working with the farming community to improve and enhance farmland infrastructure.

Objectives:

1. Friends of the Farms will assist farmers in raising money for acquiring and developing needed infrastructure such as irrigation systems, barns, fencing, farm stands, etc.
2. Friends of the Farms will assist farmers by providing labor, expertise, and community outreach to improve farmland operation capacity.

Means of Measuring Objectives: Track amount of money received and spent for farmland operations, hours spent on labor expertise, community outreach, projects within a given year or period.

4. Secondary Goal: Ensure integration of farming activities with educational programs.

Background: Understanding and appreciation of our agricultural heritage, and local food sources is essential for the well being of our community and future generations. Educational programs must meet serve acknowledged and growing public interest in local food and farming. While tending to the current agricultural needs of our Island community, we also must consider the future of farming on Bainbridge Island, and the need to grow the next generations of farmers.

Since 2006, The EduCulture Project, in partnership with Friends of the Farm, has been filling an important need in our local community by providing farmers, teachers, students, schools, and related community organizations. The EduCulture Project provides the organizational, programmatic and curricular support and oversight to cultivate integrated and dedicated programs that mutually serve local farms and local K-12 and community based education.

Friends of the Farm, in partnership with The EduCulture Project, seeks to accomplish the following educational objectives:

1) Assist in delivering a series of K-12 and community based education programs aimed at building stronger bridges between local farms, schools, and residents, and raising awareness, building knowledge, and fostering engagement about local farming and sustainable agriculture.

2) Build a consortium of stakeholders to develop a short and long term strategic plan to incrementally develop and oversee public farmland to meet the capacity of farm-school programs and local school lunch programs.

3) Assist in identifying, auditing, and developing local public and private farm land for dedicated farm-school programs to producing locally grown food to serve in our schools and serve the community.

4) Assist in developing internships and fellowships for young adults to nurture, train, and support the next generation of farmers on Bainbridge Island.

Means of Measuring Objectives: Track number of students and teachers, youth and adults that are served by these programs. Evaluate programs with surveys, interviews, and observations. Measure the economic benefit to local agriculture that comes from these educational programs. Assess the value of collaborative efforts on sharing and leveraging community resources.

5. Secondary Goal: Seek opportunities to provide affordable farmer, farm labor, and farm intern housing.

Background: There is a clear need for affordable housing for the local farm community.

Objectives: Friends of the Farms will explore siting of a mix of multi-family and single family units on a case-by-case basis. Friends of the Farms will work with the HRB or other housing development partners to establish either preferences or units, set-aside for farmers and other farm-related workers. All affordable housing projects will be designed on a case-by-case basis.

1. Make existing residential structures livable on local farmlands.

Means of Measuring Objectives: Track number of livable farm residences added to availability.

6. **Secondary Goal: Seek Opportunities for Farmland Market Capacity and Increase Public Awareness of Local Farming.**

Background: An increased farmland market capacity and increased public awareness of local farming is vital for enhancing and preserving local farming.

1. Friends of the Farms will assist local government in netting legislation that affects the local farming community.
 - Allow signage to advertise farm stand(s) near roadways that might not normally allow such placement.
2. Friends of the Farms will investigate the location, cost and implementation of a public commercial kitchen.
 - Advocate for lowest possible tax rate (in order to be able to earn a livable wage, compensate for barriers to small scale farming, etc).
3. Friends of the Farms will seek to establish local recreation opportunities, so long as such opportunities complement commercial farming activities. These may include, but not be limited to walking, hiking, biking, and horseback riding
 - Maintain grandfathering rules of farming rather than more current regulations. For example, maintaining regulations that have historically applied to farms such as building setbacks, fencing, etc.
4. Friends of the Farm will assist the local farming community to develop a farmer cooperative if the farming community is interested.
 - Mitigate overly strict enforcement of growth management and other regulations where they conflict with proven, operable farm management practices that don't undercut the intent of regulations.
5. Friends of the Farms shall encourage and advocate for community gardens and pea-patches, on a case by case basis.
 - Seek agricultural use or "nuisance" easements on residential lands adjacent to farm uses.

B. Organization Development Goals

1. Friends of the Farms Governance

Board Composition, Recruitment and Renewal

To implement this strategic plan, the board is seeking to recruit members with the skills, experience and connections required to perform the basic roles and responsibilities of non-profit boards. These roles are, specifically:

- develop and communicate mission and purposes,
- determine, monitor and strengthen the organization's programs and services,
- select and support the Executive Director; assess his or her performance,
- ensure effective organizational planning,
- ensure adequate resources,
- manage resources effectively; ie, financial oversight,
- recruit and orient new board members and assess board performance,
- enhance the organization's public standing, and
- ensure legal and ethical integrity and maintain accountability.

Friends of the Farms will employ the following six-stage process to recruit and renew board members:

1. Forecast
2. Identify
3. Cultivate
4. Recruit
5. Orient
6. Evaluate

The following three foci represent the goals of Friends of the Farms' board development efforts in 2010-2014:

- A. Friends of the Farms will maintain a significant portion of its board with relevant skills, experience and connections to govern programs in community farming and management of community lands.
- B. Financial self-sufficiency is a high organizational priority, and Friends of the Farms needs to develop and execute effective fundraising strategies and systems to be successful in raising necessary earned and philanthropic income.
- C. In addition, board recruitment will target members who have experience and understanding of corporate governance and non-profit sector issues.

Geographical Scope of Board

When feasibility of geographic growth is established, board member recruitment should grow beyond the founding and early board members who have resided primarily in

Bainbridge Island, and focus on a larger portion of Friends of the Farms' target market of Kitsap County.

Identification and Cultivation

When approaching prospective new board members, a dialog surrounding their desired role on the board will be engaged at the outset, to insure clarity of expectations. Prospects will be offered options, such as serving on a committee or the board, in order to allow both parties to determine the best fit, and not put inordinate pressure on either the prospect to accept, or on the organization to alter its policies or procedures. When the full scope of board member responsibilities is articulated, most prospects approached for the board will decline to serve. Thus, committee membership will be an attractive option to bring needed skills, experience and connections into the organization.

Recruitment

When cultivation reaches the point of recruitment, potential board members will be invited to an executive committee meeting and then a full board meeting. Friends of the Farms' board member job descriptions will provide clarity of board member roles and responsibilities, and avoid misunderstandings.

Board and Committee Operations

Friends of the Farms will shift its board meeting agendas toward oversight and support in implementation of this Strategic Plan. Currently with limited staff, the board shares operating roles for the organization. As staff capacity increases, the board will continue to think and act strategically, leaving operational functions to the staff, allowing the board to focus on and perform its appropriate roles as listed above.

Leadership Development

Develop and institutionalize a leadership training program for board leaders, including elements such as:

- participation in regular board development workshops,
- use of consultants/trainers,
- reading materials (see www.boardsource.org; <http://mapnp.nonprofitoffice.com/>).

Board Evaluation of Organizational Effectiveness

The Board of Directors will monitor the effectiveness of the organization's implementation of this strategic plan as follows:

- Board meetings will be structured to allow a major portion of each meeting's agenda to focus on a discussion of the agency's performance relative to the plan's objectives.
- The Executive Director's evaluation will be based in large part on his/her success in achieving the objectives in the plan.
- Each year, the agency's accomplishments will be compared to the objectives set out at the beginning of the year, and an evaluation summary will developed and made available to funders.
- Results of the year-end evaluation will be used to adjust the strategic plan, and each successive year's workplan and budget.

2. Staff & Operations

Staffing a farm program

Managing a community farming program of any significant size and scope as envisioned by Friends of the Farms will require professional staff with experience in the farm issues outlined in this plan. In total, Friends of the Farms seeks to provide a high level of coordination, communication, relationship-building and other business support to the local farm community.

Required staff

Friends of the Farms has recognized that the following staff support is essential to maintaining the organization and to meeting its goals:

A. Administrative Staff

Friends of the Farms is currently supported by a part-time office administrator. Administrative support shall be provided on a part-time basis for supporting: mail, billings, bookkeeping, database management, etc.

B. Executive Director

Within the first year of this plan (2011), Friends of the Farms seeks to hire an Executive Director to serve at least part-time.

The Executive Director is responsible for:

- board relations and board development,
- partner organization relations,
- fundraising via grant writing and local campaigns,

- legal, political and contractual relationships,
- spokesperson for Friends of the Farms, and
- contract administration.

Until a Farm Program Manager is hired, the Executive Director's duties shall encompass those duties described below for this staff role. The Executive Director duties, listed above shall be the priority for the Executive Director and the Farm Program Manager duties shall be taken on by the Executive Director to the extent this can be achieved within Friends of the Farms' budget and the Executive Director's work plan.

Additional Staff

The Farm Program Manager is the lead staff for the community-farming program, and will be responsible for:

- fulfillment of farm lease or contract obligations,
- ensuring farmer compliance with farm leases and contracts,
- implementation of farm management plans including results of any farm evaluation,
- implementation of adopted goals, policies and practices for farmlands managed by Friends of the Farms,
- farmland site committee participation, and
- Harvest Fair – Friends of the Farms will continue to hire a Harvest Fair Manager to make Harvest Fair successful but will maintain a volunteer approach overall to make this event profit profitable.

Policy/Regulatory: Depending on the skills and experience of the executive director and farm program director, and the extent of regulatory and policy issues Friends of the Farms faces in managing its property portfolio, Friends of the Farms may wish to hire a policy/regulatory specialist to address such issues and allow farmers and the farm program director to focus 100% of their resources on cultivating their lands and marketing their products. Of course, such a hire would be dependent upon securing adequate funding.

Development: Depending on the fundraising skills and experience of the executive director, Friends of the Farms may hire a development director or fundraising campaign advisor.

Harvest Fair and other events: Friends of the Farms needs to allocate sufficient staff and/or contractors to make Harvest Fair and other future events successful for educational purposes, but maintain a volunteer approach overall to make events profitable.

3. Development

Marketing

Establishing and Maintaining a Public Image Consistent with Friends of the Farms' Values and Market Conditions

Friends of the Farms will design programs, materials and events that project an image that is consistent with market conditions and Friends of the Farms' values.

Identifying Potential Clients

Friends of the Farms will identify potential landowners who may have an interest in outsourcing management of their lands for farmland or other public uses consistent with Friends of the Farms' mission.

Where supported by market conditions, Friends of the Farms will also coordinate with current and potential customers to explore feasibility of additional land and easement acquisition.

Partnerships

Friends of the Farms will continue to develop and expand its partnerships with the following organizations in order to refine its model of community farming and farmlands that serves the local community's interest. To this end, these partners provide the essential ingredients to make community farming a success, and form the basis for Friends of the Farms consulting elsewhere:

Bainbridge Island Metropolitan Parks and Recreation District

Bainbridge Island Land Trust

Housing Resources Board

Kitsap Conservation District

Kitsap Economic Development Alliance

Bainbridge Island School District

Kitsap Community & Agriculture Alliance

The Bainbridge Island Grange

Global Source Education

Sound Food (Sustainable Bainbridge)

4. Financial Management and Development

Friends of the Farms has a goal of being financially self-sustaining, with no need for long term government subsidy of organizational operations. A spreadsheet of five-year financial projections is shown in Attachment A.

Friends of the Farms' primary financial goals are:

- achieve a decreasing level of annual government grant support, compared to a baseline three to five year startup phase,
- attain a balance of earned and philanthropic income, and
- achieve a 5% annual contribution to operational reserves.

Financial development objectives for the organization include developing:

- a. A paid membership program
- b. Grant program calendar and grant application schedule and program
- c. Website and donation capacity increase
- d. Management contract and lease income increase
- e. Non-profit based business development and implementation

Developing Individual Donors

Friends of the Farms will develop an annual program to solicit individual donors. The program will have two primary objectives:

- Develop a major donor campaign that ramps up to a goal of raising \$100,000 annually within five years.
- Grow a cadre of supporters throughout Friends of the Farms's service area to educate the community and generate increased community support.

Institutional Donors

Friends of the Farms will seek institutional donors for both capital projects and program support, especially in the early years of implementation.