



Strategic Plan

2017 - 2018

Prepared by Friends of the Farms
Board and Staff
Approved January 2017

I. MISSION

Friends of the Farms preserves and enhances local agriculture, increases farmland, and supports the farming community.



We create an environment on Bainbridge Island where local agriculture can flourish by managing approximately 60 acres of publicly-owned farmland, providing affordable housing for farm interns, connecting farmers with landowners for affordable farmland, and advocating the communitywide social and economic value of local farms and food.

II. VISION AND VALUES

Friends of the Farms envisions a robust agricultural scene, with a minimum of 180 acres on Bainbridge Island permanently protected for agriculture, an ever-increasing customer base for locally grown food, and opportunities that attract and retain future generations of farmers.

Friends of the Farms is committed to improving the overall environmental, social, and economic health of Bainbridge Island by:

- Creating the desirable visual presence of a rural community
- Providing cultural and economic diversity
- Preserving our island's agricultural and ethnic heritage
- Ensuring food security
- Protecting our environment



III. KEY ISSUES

FARMLAND STEWARDSHIP

Friends of the Farms works in partnership with Kitsap County Conservation District, the City of Bainbridge Island, the Bainbridge Island Land Trust, private landowners, commercial farmers and other organizations to preserve and enhance opportunities for local agriculture, increase designated agricultural land, and support the farming community.



GOAL 1: Increase opportunities for the next generation of farmers and the economic viability of existing farmers.

Strategies:

- Engage in programs and activities that support agriculture on Bainbridge Island
- Advocate locally for policies and ordinances that support agriculture
- Enhance our collaborative working relationship with COBI staff, City Council, and other local and regional organizations

GOAL 2: Play a leadership role in conserving existing farmland on Bainbridge Island and increasing the overall amount of land being farmed.

Strategies:

- Facilitate programs and activities that strengthen broad community support and involvement with local farms and locally-produced food
- Fully utilize all publicly-owned farmland
- Make use of the Friends of the Farms - Bainbridge Island Land Trust Memorandum of Understanding by collaborating to identify properties to target for agricultural easements and conservation

GOAL 3: Increase the consumer base for local food and locally-produced value-added products.

Strategies:

- Determine and address barriers to participation (cost, timing, location, transportation, lack of awareness, lack of interest)
- Collaborate with other local organizations to maximize resources and eliminate redundancy

GOVERNANCE AND ADMINISTRATION

Friends of the Farms is at a juncture where significant capacity building is essential to the continued success of our mission and vision. We have begun this process by laying the groundwork for a vibrant volunteer and intern program, attracting new committee and board members to innovate, and creating new opportunities for existing members to learn and grow.

GOAL 1: Maximize the use and effectiveness of an engaged and dynamic Board of Directors.

Strategies:

- Attract and retain qualified board members with the skills and attributes needed to achieve the organization's mission and goals
- Strengthen board engagement through active participation in standing committees

GOAL 2: Through effective administration and governance, and sound fiscal policy, provide a stable and supportive environment for staff and volunteers and strengthen the health of the organization.

Strategies:

- Ensure that the organization complies with all appropriate laws and regulations, is fiscally sound, and has resources needed to fulfill its mission
- Ensure operational efficiency through ongoing monitoring of revenue and expense projections
- Provide staff with the resources required to support organizational growth and technical demands

GOAL 3: Broaden the base of volunteer support.

Strategies:

- Develop a robust Volunteer Program with opportunities for participation across all segments of the island's population
- Develop an Internship Program for all areas of activities
- Identify and recruit individuals who will support Friends of the Farms financially, by volunteering, or serving on a committee, as a board member, or advocate



FUNDRAISING AND DONOR DEVELOPMENT

Through one-on-one interaction and mission-driven fundraising events, Friends of the Farms will deepen existing relationships, activate new supporters, and inspire trust and confidence in leadership, creating long-lasting partnerships with donors and sponsors.

GOAL 1: Grow earned and contributed revenue to create a stable, sustainable cash flow and fund a reserve.

Strategies:

- Cultivate donors through personal solicitation and stewardship
- Expand partnerships and sponsorship support from businesses and corporations
- Hold successful, creative, and fun fundraising events that are relevant to our work, to increase earned revenue, cultivate new donors and steward existing donors
- Research and follow through on grant and foundation revenue opportunities

GOAL 2: Maximize revenue or potential to advance the organization's mission with each program or event.

Strategies:

- Cross promote programs and collaborate with other local organizations
- Provide ongoing review and evaluation of all programs and events
- Increase lead-time for events and activities to allow for increased volunteer support, sponsorship opportunities, expanded press coverage, and marketing

MARKETING AND OUTREACH

Friends of the Farms pursues marketing and outreach initiatives that advance our mission while also raising our profile, broadening our base of support, and raising money. We provide information across multiple platforms where people can learn and play a role in improving the overall environmental, social, and economic health of Bainbridge Island through local agriculture.

GOAL 1: Establish a brand identity for Friends of the Farms.

Strategies:

- Create compelling, high quality marketing materials in a fresh and contemporary style for use across multiple platforms
- Maintain a consistent look for all materials
- Ensure Friends of the Farms name is always prominent

GOAL 2: Raise the profile of Friends of the Farms and broaden our base of support.

Strategies:

- Effectively communicate the impact of the work of Friends of the Farms on the quality of life on Bainbridge Island
- Strengthen media presence and public relations
- Work hand-in-hand with the fundraising committee to provide the tools needed to facilitate donor solicitation and stewardship, solicit sponsors and partners, and promote fundraising events



Photography by Joel Sackett

