

Year 2 Progress & Plan

Path Forward: 2015 and Beyond

We believe that these five high-level strategic goals, guided by our shared vision, will direct our work in different ways over the next three years. To ensure our approach remains thoughtful, meaningful, and successful, we will work to prioritize and identify the actions that will lead us to success in the first year. The strategic objectives listed below are in draft form and will be revised upon further discussion with the Board.

Our intent is to accomplish the goals and objectives set out in this plan by February 28, 2018. We acknowledged the importance of continued discussion to determine additional actions needed to accomplish our goals and objectives. In the early winter of 2016, the Board and staff will re-convene to review progress and to set the stage and action priorities for 2016 and beyond.

GOAL 1: Engage in strong partnerships and collaborations to sustain the farm.

Year 1

- **DONE** Objective 1.1: Define and assess our communities (Clarksburg, Farming, Developmental Disability, Environmentalists, Sustainability advocates, etc..) by developing a stakeholder touch point map (who are our stakeholders and how deep are the relationships)
- **DONE** Objective 1.3: Continue to execute the 20th year anniversary strategic marketing plan and develop suggestions for the 25th year.

Year 2

- Objective 1.1.1: Continue to develop & update stakeholder map on an annual basis.
- **Y1 CARRYOVER** Objective 1.2: Explore lease amendments or extension with the Park (determine what we are going to do about the well and the back 4 acres).
- **Y1 CARRYOVER** Objective 1.4: Update the RWCF Strategic Communication Plan (conduct a communication audit).
- Objective 1.5: ~~Explore current offerings and~~ Identify and connect with other partners in the community who can support RWCF efforts (~~communicate existing opportunities and explore new ones~~).
 - Task 1.5.1: Further develop relationships/partnerships with other mission based local farms.
 - Task 1.5.2: Further develop partnerships with disability agencies to partner with farm programming.
 - Task 1.5.3: Further develop relationships/partnerships with the hyper-local

community.

- Task 1.5.4: Further develop possible fundraising partnerships.
- ~~Objective 1.6: Develop an outreach/awareness plan to better connect with our communities of choice. (the plan is Tasks 1.5.1-1.5.4)~~

Year 3

- Objective 1.3.1: Develop 25th anniversary strategic marketing plan.
- Objective 1.7: Develop a partnership diversity plan.

GOAL 2: Ensure high quality programming that aligns with the RWCF mission and purpose.

Year 1

- **DONE** Objective 2.1: Define distribution philosophy (% of distribution to support low income families).
- **DONE** Objective 2.2: Prioritize & define our mix of programs (CSA, Grower Experience, Youth & Education, Technical Assistance/Consulting) and develop a logic model for each program.
- **DONE** Objective 2.3: Define outcomes measures (informed by the logic models) for each program. *Outcomes should address: how we impact people's lives; the financial sustainability of the program; inclusion; and environmental sustainability.*

Year 2

- Task 2.3.2: Create surveys and evaluations based on short-term outcomes from logic models.
- Objective 2.4: Evaluate the effectiveness of current programs and determine ~~whether to continue them~~ where improvements are needed based on short term outcomes from logic models.
- Objective 2.5: Identify process to evaluate new program ideas. ~~offerings and determine whether to initiate them in lieu of or in addition to current program activities.~~

GOAL 3: Develop a strong management and staffing infrastructure that supports the RWCF's mission.

Year 1

- **DONE** Objective 3.1: Examine the organizational structure and define missing roles and responsibilities, as well as places where people are overstretched and need support.
- **DONE** Objective 3.2: In the short term, examine current resources and workflows to identify immediate actions to sustain current high-quality staff performance.

Year 2

- Task 3.1.1: Develop 5-year ideal organizational structure.
- **Y1 CARRYOVER** Objective 3.3: Develop a long-term succession plan by documenting key processes and cross-training staff where appropriate.

- **Y1 CARRYOVER** Task 3.3.1: Define what we have/need for succession planning for staff.
- **Y1 CARRYOVER** Task 3.3.2: Update the ED's job description and evaluation form.
- **Y1 CARRYOVER** Task 3.3.3: Add cross training requirements to job descriptions.
- **Y1 CARRYOVER** Task 3.3.4: Develop standard operating procedure for the major processes of each role.
- **Y1 CARRYOVER** Objective 3.4: Assess the staff compensation structure and need for change and make appropriate recommendations.
- **Y1 CARRYOVER** Objective 3.5: Create a Board development plan that addresses governance philosophy, recruitment strategies, Board education, etc.
- Objective 3.6: Be an employer of choice – a great place to work.
 - Task 3.6.1: Further develop tool to evaluate staff & grower job satisfaction.
 - Task 3.6.2: Participate in culture study facilitated by MD Nonprofits & Brighter Strategies.

Year 3

- **PUSHED FROM Y2 -> Y3** Objective 3.7: Develop an advisory Board to help with corporate funding and outreach.
- **PUSHED FROM Y2 -> Y3** Objective 3.8: ~~Develop and~~ Implement a recruitment plan (to include funding concerns) to address both short-term and long-term staffing needs.

GOAL 4: Ensure the long-term financial sustainability of RWCF.

Year 1

- **DONE** Objective 4.1: Evaluate current program pricing to determine whether it is competitive with similar offerings elsewhere.
- **DONE** Objective 4.3: Explore new/commercial sponsorships for events. *Focus on 20th anniversary event.*

Year 2

- **Y1 CARRYOVER** Objective 4.2: Assess the current financial structure (i.e. mix of sales, individual giving, grant and event money) and determine the best mixture to grow and sustain funding. *Current sales/technical assistance/program fees = 20%, individual giving = 10%, grant writing = 65%, events = 5%. Complete SWOT analysis.*
- **Y1 CARRYOVER** Objective 4.4: Explore new events that would enhance community awareness of the farm (e.g. house parties and onsite events) and new ways to carry them out (e.g. engage Board members and other partners).
- Objective 4.5: Revise and implement development plan. ~~Develop and execute a plan to attract a broader number of potential individual givers. This is dependent on the~~

~~stakeholder map and strategic communication plan.~~

- ~~Objective 4.6: Develop relationships with local businesses that might be interest in being corporate funders. This is dependent on the stakeholder map and strategic communication plan.~~ (Combined into new Objective 4.5)

GOAL 5: Continue to research new ways of doing things (create a culture of inquiry and innovation) and develop a strategy to assess the cost/benefits of each of these opportunities.

Year 1

- **DONE** Objective 5.1: Explore offering training for adults with developmental disabilities (vocational training/internship program to allow them to prepare for employment at other farms)
- **DONE** Objective 5.4: Make a decision as to when and how to go about becoming LEED certified (Decision: NO)
- **DONE** Objective 5.8: Research sponsored housing for staff & interns

Year 2

- **Y1 CARRYOVER** Objective 5.2: Finalize the facilities/space plan
- **Y1 CARRYOVER** Objective 5.3: Engage the Park in discussion around creating a Community Garden
- **Y1 CARRYOVER** Objective 5.6: Explore where Red Wiggler is in relation to the Maryland Standards for Excellence and determine next steps (Policies & Procedures Handbook 80% complete)
- **Y1 CARRYOVER** Objective 5.7: Engage the Park regarding the use of the Historic House
- **Y1 CARRYOVER** Objective 5.9: Attend farmers' markets (have a booth with information and produce, if possible)- Board: Do in Y2, Y3 or remove from plan?
- Objective 5.13: Determine the feasibility of going to schools (as opposed to only having the school groups come to us)
- Objective 5.14: Explore more ideas to expand the winter program
- Objective 5.15: Focus on season extension (high tunnels)
- Objective 5.16: Develop a therapeutic horticulture program (low impact/senior/transition program)

Year 3

- **PUSHED FROM Y2 -> Y3** Objective 5.10: Develop a flower CSA
- **PUSHED FROM Y2 -> Y3** Objective 5.11: Develop a Friends of Red Wiggler program
- **PUSHED FROM Y2 -> Y3** Objective 5.12: Develop a line of Red Wiggler Products
- Objective 5.17: Research onsite housing for staff & interns
- Objective 5.18: Decide if, when and how to transform Red Wiggler into a Permaculture/Holistic Farm (animals, fruit, recycled water, etc...)
- Objective 5.19: Develop a clear technical assistance plan so that our farm can be replicable in other locations
- Objective 5.20: Be more sustainable (i.e. collect rainwater, solar panels, and other

natural resource issues)

- Objective 5.21: Create an aquaponic program