

NOFA STRATEGIC PLAN

(WHO/WHY)

Mission Statement

Who We Are:

NOFA-NH actively promotes regenerative, sustainable agricultural practices, ecologically sound land care, and local, organic food systems.

What We Do:

- NOFA-NH educates farmers, gardeners, land care providers and consumers of food on the benefits of natural, organic and ecological growing practices.
- NOFA-NH encourages a natural husbandry of the earth that is permanent, renewable and sustainable
- NOFA-NH promotes public and environmental health by encouraging the use of safe, non-toxic materials for farmers, gardeners and land care providers.
- NOFA-NH strengthens the future of agriculture and local communities by actively supporting the growth of local, sustainable food systems
- NOFA-NH conducts pilot projects to demonstrate the feasibility and benefits of using organic agricultural practices

We grow healthy communities through local and organic practices (or culture).

What We Believe:

- We believe that 15,000 years of organic living trump 100 years of chemical dependency.
- We believe that all things are interconnected
- We believe in the regenerative capacities of the earth
- We believe in slow food
- We believe in synergy
- We believe that the combination of Local AND organic represents the highest and best standard.
- We believe in taking reasonable, adventurous leaps of faith to advance the cause of organic, clean agriculture.

Achieving our Mission
(Strategies, Projects/Initiatives)

1. EDUCATION - Our goal is to transition people from conventional to organic, in production, consumption and land care and to increase public awareness of organics. We will do this by developing and implementing new programs in 2009, and 12 in 2010.

ADDITIONAL INFORMATION

- To develop programs in each of the following areas no later than 2009. Farmers, gardeners, consumers, landcare. (conversion from conventional to organic; organic gardening basics; farmer to farmer; mentoring)
- Maybe present programs in conjunction with other groups.
- The Education Committee's success measured by: programs should be self-sustaining (they should rarely lose money). (including workshops, farm tours, co-op events) Can use grants, fees, sponsorship.
- Create a strongly-functioning education committee with a leader.

PROJECTS AND INITIATIVES IN EDUCATION

1. Winter Conference
2. Workshops (Spring and Fall)
3. 6 Summer tours (charging for them: \$5 for members, \$10 for nonmembers, \$20 for all six.
4. Food map
5. Brochures
6. NOFA Notes
7. Farm and Forest Workshops
8. Newsletter
9. Speakers
10. The LOFP Manual
11. Community garden IPM projects. Elizabeth to coordinate this.
12. State House lawn converting to organic (part of the Safe Lawns project).
13. Scott's Community Agricultural Support group
14. Growers' meeting
15. Internship Initiative
16. Organic Hotline

2. **REVENUE** – Our goal is to increase our revenue by 50% and exceed expenditures by 30%. Revenue should be sufficient to support NOFA staff positions and relevant expenses.

ADDITIONAL INFORMATION

- Revenue should come from a variety of sources: grants, donations, program fees and/or profits.

PROJECTS AND INITIATIVES IN REVENUE

1. Membership dues (**increase membership**)
2. Bulk Order (**Fall and Spring Bulk Order**)
3. Winter Conference
4. Workshops
5. Grants
6. Appeal Letter
7. Donors and donations, unsolicited
8. **Corporate Sponsorship**
9. Farm tours (\$5 for members, \$10 for nonmembers, \$20 for all six)
10. Internet (To own and leverage our website to generate \$3,000 in revenue by 2010.)
11. Fundraisers (One fundraiser for 2009; find a coordinator.)
12. “Donate now” button on website
13. Localvore
14. Merchandise
15. Volunteer hours
16. Advertising
17. Local Currency
18. Bequests
19. Organic license plates (see separate page – from Jim’s e-mail on 9/30/07), The State of NH has no funds presently for this project; revisit the issue in 2010.
20. Plant Sale
21. **Local Foods Fest**
22. **HerbFest**

3. MEMBERSHIP – Our goal is to increase membership to 1000 by the end of 2009.

ADDITIONAL INFORMATION

- Have a common renewal date.
- Ask current members to introduce NOFA to one new-member (Have a raffle at the end of the year. A member's name goes into the raffle once for every member generated. Raffle will be held at the end of the year; \$200 to the winner.
- Executive Director would have significant responsibility here.
- Create organizational membership categories: nonprofit and for-profits.
- Change name from Northeast Organic Farming Association (NOFA) to either NOFGANH (Northeast Organic Farming and Gardening Association), or to NHOFGA (New Hampshire Organic Farming and Gardening Association). Will first present this suggestion at the Winter Conference Annual Meeting, and will have a membership vote on this at the Oct./Nov. Annual meeting.

PROJECTS AND INITIATIVES IN MEMBERSHIP

1. 519 currently.
2. Working memberships – trade membership fee for (?) hours working for NOFA
3. Discounted new memberships at workshops, farmers' markets, CSAs
4. County subchapters of NOFA
5. Improving membership brochures
6. Membership raffle

4. VISIBILITY – Our Goal is to increase our visibility as an organization to government and the general public and other organizations. This would be measured in part by increased hits to the web site, requests for information, membership numbers, merchandise sales.

ADDITIONAL INFORMATION

- Partner in some way with all of Concord’s 9 green businesses (ad space and vending space at Winter Conference)
- This would be one important role of the Executive Director

PROJECTS AND INITIATIVES IN VISIBILITY

1. Leverage technology to advertise and increase visibility (website update)
2. Presence at **small to medium NH events (NHSEA conf, RMA workshops, Hopkinton Green event, Moultonboro GALA Community).**
3. Festivals, fairs (solar conference, alternative energy conferences)
4. Co-sponsored events
5. Farm and Forest
6. Merchandise
7. Brochures (every health food store and co-op. Get a volunteer to distribute materials.
8. Bumper Sticker
9. Business Card
10. Advertise
11. Scholarships (Research this in 2009; implement in 2010)
12. Link on Dept. of Agriculture page (**certification and main page**).
13. Master Gardeners – have MG interested in organics add another dimension in the MG program to increase visibility for NOFA.

Media Presence:

Letters to the Editor

Articles, My Turn

Press Releases

Radio

T.V.

5. EXPERT RESOURCE(S) – Our goal is to identify and utilize a list of in-house experts among our membership by the end of 2010, and publicize them at events. Use emails; list on website.

PROJECTS AND INITIATIVES IN EXPERT RESOURCES

Get cooperative extension service to recognize us as experts

Partner with state and private universities and maybe prep schools

Organic hotline

Link on Website – “Ask NOFA”

Create a Farmers’ Advisory Committee

6 NETWORKING, ALLIANCE-BUILDING AND POLICY – Our goal is to increase the number of requests for our opinion and have a seat at the table in major agricultural events, decisions, policies and strategies affecting NH Agriculture

ADDITIONAL INFORMATION

- NOFA/organics would become part of the conversation.
- The Executive Director is to be a familiar face in NH agriculture, able to coordinate and implement programs.
- Increase in bills passed in the Legislature that support organic agriculture, food labeling, etc.
- NOFA being part of the legislative process.
- Network with the Coalition for Sustainable Agriculture (Maybe Lauren)

PROJECTS AND INITIATIVES IN NETWORKING

1. Link with extension service
2. Dover community gardeners
3. Stonyfield, etc.
4. UNH Extension Service
5. UNH Organic Garden Club
6. UNH Organic Dairy
7. Dartmouth Organic Groups
8. And other agricultural nonprofits
9. Mentoring component
10. The LOFP Manual .

7. INCREASE THE PRODUCTION AND CONSUMPTION OF LOCAL, ORGANIC FOOD – Our goal is a 200% increase in the number of certified farms and consumption of local, organic food by 2010.

ADDITIONAL INFORMATION

- (Jim will find out how many certified organic producers there are). At the beginning of 2009 there are 17 processors and 147 producers.
- (Karen will determine the percent of organic consumers). Karen agreed to get more information on this. NH grows only 8 percent of its food.

PROJECTS AND INITIATIVES IN INCREASING ORGANIC PRODUCTION & CONSUMPTION

1. Canterbury Local and Organic Food Project
2. Workshops and Winter Conference
3. Localvore Dinner
4. USDA Farmers' Market Nutrition
5. The VT (we'll create a NH one) Fresh Network
6. \$10 more/person
7. Public Policy
8. Farm to School Program
9. Farm to Restaurant Program
10. Local Currency
11. The Manual that the Local and Organic Food Committee is creating.

8. HEALTHY, ORGANIC, ECOLOGICAL PUBLIC AND PRIVATE LAND

– Our goal is to increase the amount of healthy, organic, ecological public land (as measured by a 10% increase over the next 3 years) and all those that have organic gardens would have organic lawns.

ADDITIONAL INFORMATION In the pursuit of the task, increase awareness of the consequences of our actions to ourselves and to the community at large.

- Increase in the number of towns that have public spaces (public side)

PROJECTS AND INITIATIVES IN INCREASING HEALTHY, ORGANIC LAND

1. Certification Program for landscapers, with NOFA holding certification and CEU workshops. Check with Lauren as to why NOFA isn't/can't be involved.
2. Legislation re having public spaces organic (children's' playgrounds, etc. State and local.

Structure, Systems (human, technological), Staff, Processes, Culture

STRUCTURE

STAFF

What's going well that we want to keep?

- Occasionally hands-on when needed
- Consensus decision-making
- Egalitarian

What's going well that we want to do more of?

- Job descriptions (need to complete the description for the ED)

What's not going well that we want to eliminate?

- (we didn't come up with anything here, but we didn't put much time into it, either.)

What's not going well that we need to change or modify?

- Need an Executive Director.
- Too many tasks, too few resources.
- Board not just doing Board work
- No social outlets (does this mean beer at Board meetings again?)
- **Create a marketing/Advertising/Promotion committee**
- **Increase the number of board members**

Staff and Staffing Goals

| <u>Current Staffing</u> | <u>Goal for Future Staffing</u> |
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| One part-time person at 15 hours (primary responsibilities include administrative, workshops, visibility, networking). | |
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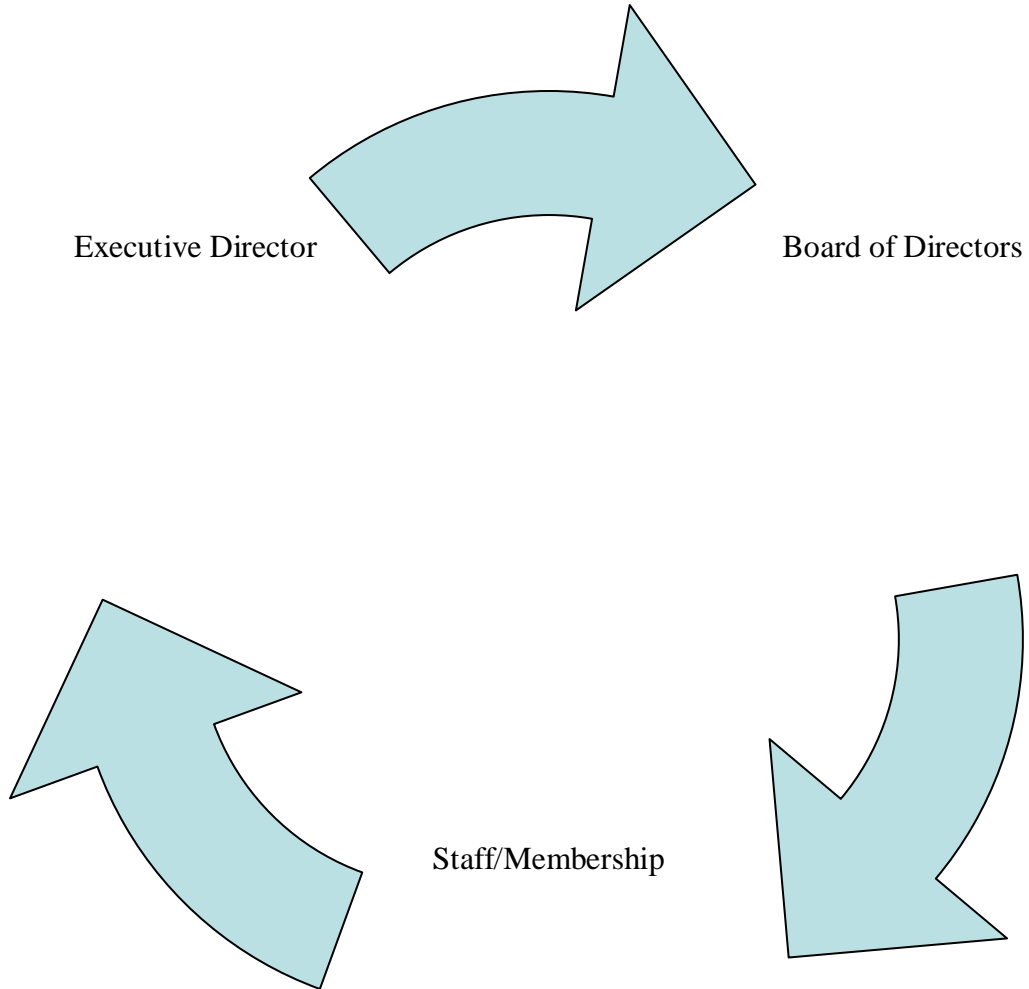
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| One part-time person at 11 or 12 hours (primary responsibilities: bookkeeping, database, some membership issues). | |
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| Goal is to add one full-time Executive Director. S(he) would be responsible for the 8 buckets. (s)he would be responsible for program positions (all other staff positions would report to the ED). The Executive Director position would report the Board with a frequent, 2-way feedback/conversation/communication process, focusing on goals and behaviors. | |
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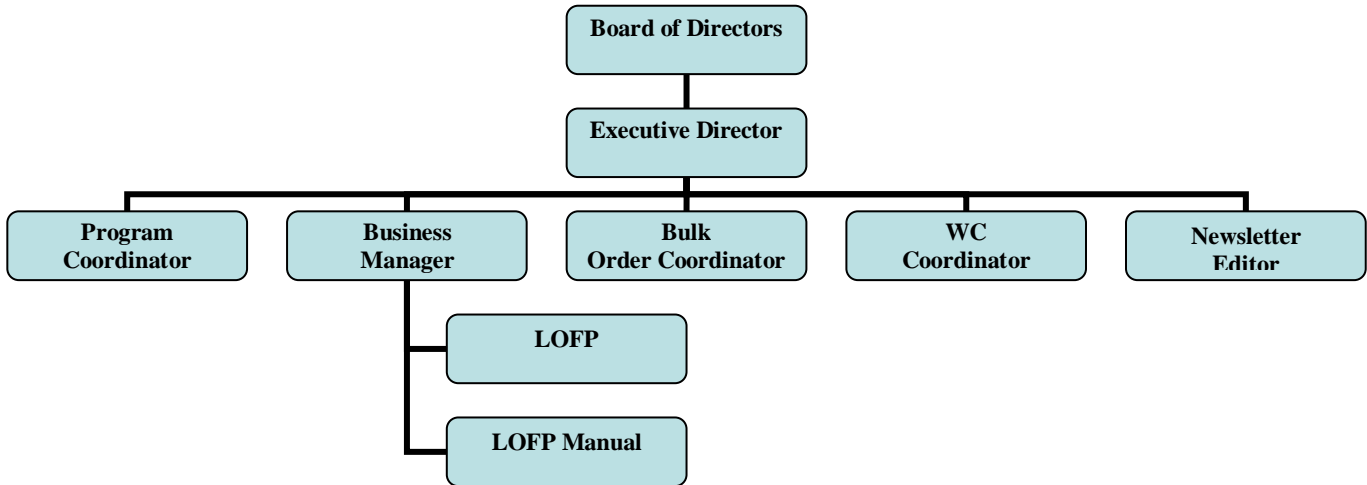
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| Goal is to add one 15-20 hour/week (or other PT level) for administrative support. S(he) would be responsible for mail, phone, marketing, and possibly the volunteer coordinator contacts. | |
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We realize that increasing staff to the goal level would require getting digs of our own, and nothing fancy. Maybe a couple of modest rooms that actually reflected our mission.

COMMUNICATION MODELS



Another Model of Communication



(revised 03/04/2009/eh)