

Grow Food

NORTHAMPTON



Strategic Plan FY21-FY24

Developed in Partnership with Allgood Strategies



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Executive Summary

For more than a decade, we have been committed to building a just and resilient local food system that nourishes our community and the earth. Starting with the purchase of our community farm, we have steadily grown to become an integral part of the Northampton community with programming spanning many different aspects of the food system. Through this strategic planning process, we reviewed and updated our mission, vision, and programmatic strategies to be reflective of what we have learned and the changing needs of our community.

Our strategic plan, as detailed in the pages that follow, lays out a course for the continued growth of our organization both internally and externally. In particular, over the next few years, we will be focused on the following:

- Building and implementing our post-COVID program model
- Strengthening our people
- Increasing our financial sustainability
- Actualizing community power

We look forward to continuing to be a cornerstone of the Northampton community for many years to come and we hope you will join us in our quest to ensure equitable land and food access for everyone.

Our History and Current Programs

History

The Community Farm is the backbone of our organization and where it all began. Thanks to a collaborative preservation effort of the Trust for Public Land and the City of Northampton, two farms previously known as the Bean and Allard farms were restricted from development. In 2010, the Trust for Public Land purchased both farms, a total of 180 acres for \$2.5 million, then sold 60 of these acres to the City of Northampton to establish a recreational complex and a river greenway. On the remaining 121 acres of land, the City and the Massachusetts Department of Agricultural Resources purchased an Agricultural Preservation Restriction to ensure forever-protected farmland.

Through enormous community organizing efforts, citizens of Northampton came together to purchase this farmland and form what is now the non-profit organization, Grow Food Northampton. In only six months in 2010, we raised over \$670,000 to buy all 121 acres of land. In 2011, Grow Food Northampton purchased the Agricultural Preservation Restriction farmland from the Trust for Public Land and the Grow Food Northampton Community Farm was born.

Over its first decade, Grow Food Northampton first focused on securing the land and legal agreements, establishing uses, recruiting users, and creating agreements with tenant farmers. We developed successful educational programming and built and managed what is now known as the Grow Food Northampton Organic Community Garden. In more recent years, we created and manage the Giving Garden, purchased the Tuesday Market, and focused on programming along with community outreach, financial stability, and organizational development among our many accomplishments. During this period, we established a reputation as a solid, progressive organization and valued community partner. Staffing and programs also grew considerably over the last decade.

In 2020, our organization experienced a leadership transition and shortly after, was confronted with the challenges of the COVID pandemic. Despite the challenges, we were able to pivot existing programs and create a new program, the Community Food Distribution Project, in response to food insecurity associated with the pandemic. The community responded to our leadership with increased donations and funding.

With a strong reputation and established impact in the community, we had a solid foundation on which to design the future of our organization. Stepping into 2021 and this strategic planning process, we had key questions related to programs, operations, and finances to explore.

Current Programs

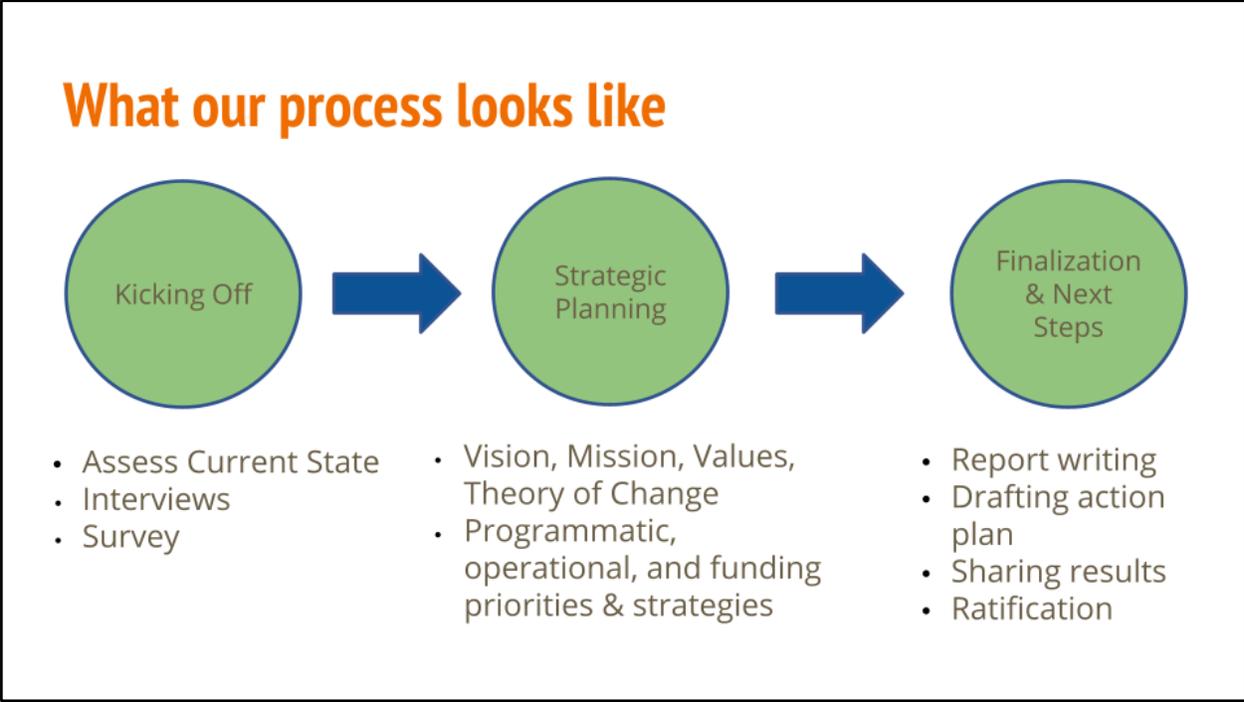
At the time of this strategic planning process, our programs included:

- Tuesday Market: Tuesday Market is a vibrant farmers market in downtown Northampton providing the freshest seasonal farm products to people of all incomes and backgrounds living and working in and around Northampton. Founded in 2008 by Oona Coy and Ben James of Town Farm, Tuesday Market proudly became a program of our organization in 2016.
- Giving Garden: Through the Giving Garden, we grow and donate food to food pantries and community meal sites. The Giving Garden began in small community garden plots in 2012, expanded in 2015 and 2016, and is now donating thousands of pounds of vegetables to food pantries and community meal sites, including the MANNA Community Kitchen, the Easthampton Community Center, and the Star Light Center. These fresh, sustainably grown vegetables are incorporated into free meals or distributed to families who rely on pantries to help stock their kitchens with food. The Giving Garden also serves as a “living laboratory” and outdoor classroom for teaching about regenerative and organic gardening and farming techniques.
- Community Garden: The Grow Food Northampton Organic Community Garden, serving approximately 400 members of the Northampton community, is comprised of 330 plots available for lease to community members who want to get their hands dirty, enjoy nature in the company of other gardeners, and grow their own food organically. The Community Garden includes three experimental areas, the Lydia Maria Child plot, the Medicine Garden, and the WMMGA Pollinator Garden, as well as bramble and gooseberry patches and fruit trees for community foraging.
- Community Farm: The Northampton Community Farm sits on 121 acres of the former Bean and Allard Farms, land that is now permanently protected as farmland. As the largest community farm in Massachusetts, we lease most of our land to small farmers in plots of less than an acre to as much as 90 acres, and for time periods from 1 to 99 years. In doing so, we seek to address well documented challenges in land access for farmers with a flexible and innovative approach to leases on land and infrastructure, while striving for a mix of economically and environmentally compatible and sustainable farm operations. We currently lease land to eight farms, half of which are owned and run by immigrant, refugee, and other farmers of color.
- Community Food Distribution Project: In March 2020, in response to the needs of the community during the COVID-19 pandemic, we partnered with the Northampton Survival Center and other local organizations such as Community Action Pioneer Valley, the Northampton Housing Authority, the City of Northampton, and Northampton Public Schools to swiftly launch the Community Food Distribution Project (CFDP). The CFDP ensures that members of our community who are experiencing increasing food insecurity in the pandemic have access to nutritious food on a weekly basis. Our role in the project is unique: we purchase fresh produce, winter-storage crops, and other farm products

from local farmers to keep them afloat during this time. This local produce, along with other food items from the Northampton Survival Center, is a staple in all food packages distributed and delivered by GFN volunteers throughout the community.

- Grow Food Shares: We increase access to locally grown fresh fruits and vegetables by matching SNAP benefits used at our farmers market and by underwriting CSA shares for community members who utilize SNAP benefits.
- Grow Food Kids: We offer free field trips in the spring to our Giving Garden and Community Garden, and in the fall field to Crimson & Clover Farm. The field trip package provides bus transportation and includes one hour of hands-on activities. Students have the opportunity to prepare soil, plant seeds, or harvest crops, as well as learn about what happens on an organic farm, and gain a deeper understanding of where their food comes from and why it is important that everyone in the community has access to local food. In addition, we offer in-classroom workshops throughout the school year. In our cooking workshops, students learn how to prepare healthy dishes with local produce. In our science workshops, students learn about plant biology and where their food comes from.
- Farm to School
The Farm to School program introduced more local fruits and vegetables to the school lunch program through engagement of students in the decision-making process about which products to include, worked with students towards the implementation of district-wide composting, and provided gardening opportunities for middle and high school students. Central to all of these projects has been a commitment to equity, honoring and creating space for diverse cultural heritage, and lifting up student “choice and voice” by empowering youth leaders.

Strategic Planning Process, Context, and Key Decisions



Process

The strategic planning process, begun in December 2020 and facilitated by Allgood Strategies, unfolded over a series of phases. First, the current state of the organization was assessed through review of documents and background information, internal stakeholders (board and staff) were interviewed, and a survey was conducted with current board and staff members. This current state set the foundation on which planning for the future was based.

Second, our core identity as an organization was clarified and honed by the strategic planning committee (SPC). The SPC’s discussions were driven by feedback from external stakeholders (key partners, funders, and program participants) and two virtual half-day retreats of the staff and board which focused on:

- Discussing the vision, mission, and theory of change for our organization
- Discussing current programs and identifying programmatic priorities for the next few years
- Developing financial and operational priorities

The SPC worked to finalize all the components of the strategic plan. The process culminated in a written strategic plan and framework for programmatic decision-making that will guide our organization over the next few years.

Context

There were a number of important factors at play as the strategic planning process was kicking off. These factors shaped both how the strategic planning process unfolded and the outcomes and decisions which emerged from it.

The number of programs had grown as our organization matured

Over the past decade, we added new programs to respond to the changing environment within our local food system, as well as to step into important leadership roles within our community. As can happen with nonprofit organizations, these programs were sometimes added without taking into account the whole picture of the organization. As such, the strategic planning process represented an important opportunity to look at our organization from a 30,000 ft view and assess the changes needed to bring the programming into alignment with our vision, mission, and theory of change.

We had rapidly grown our programs and budget in response to the COVID pandemic

This strategic planning process was kicked off in the middle of the COVID pandemic, which continues at the time of the drafting of this strategic plan. The COVID pandemic has presented many challenges for nonprofit organizations in terms of learning how to work remotely or how to shift programs to virtual environments. We certainly experienced some of these challenges. However, we also saw a rapid growth in our budget and programs in response to the pandemic as we stepped into a leadership role in distributing food to community members experiencing food insecurity, as well as convening and facilitating a local coalition of food systems-related organizations. Now, nearly 18 months into the pandemic, we had questions about how to maintain this increased budget size and scope of programming.

We had just hired a new Executive Director

Leadership transitions offer an opportunity for a new, fresh perspective. However, Alisa's transition into her new role kicked off just two months before the onset of the pandemic. The early months of Alisa's tenure as executive director were spent in crisis management that required long hours and a tremendous amount of energy from our leadership team, staff, and board. As a result, the strategic planning process was started at a time when we were just catching our collective breath after an unprecedentedly challenging year.

We had questions about how to sustain funding

In 2018 and 2019, we had run budget deficits. While funding had increased significantly in response to the pandemic in 2020, there was no guarantee that this high level of funding would continue in 2021 and beyond. A central question for our planning was how to ensure the financial stability of the organization.

We had too few people taking on too many things, which was challenging for our work and our strategic planning

At the time of planning, a number of staff members were covering multiple different programs, juggling many different responsibilities, and being pulled in multiple directions. This was due to how programs evolved over time and had led to a feeling of disjointedness and lack of a clear

direction for some programs. Overall, several members of our team shared a sense of being overwhelmed and burnt out, which limited productive momentum in the strategic planning process, and which, moving forward, may also pose a potential challenge to the strategic plan's successful implementation.

We steward lands today that were expropriated from the Indigenous Nonotuck tribes that farmed it sustainably for millennia

We know that it is only because of a history of expulsion and genocide of the Indigenous peoples of this region that our organization has the privilege of stewarding this land today. Before European colonization and the genocide of Indigenous peoples throughout this area and all of North America, this land was stewarded for thousands of years by the Nonotuck people, specifically the Nipmuc and Pocumtuc tribes, some of whose descendants live in the area today.

Our recently completed 10-year plan for the Community Farm articulated core purposes and core values that informed this strategic planning process

We recently completed a 10-year plan for our Community Farm that guides how our organization's land and its users, uses, and management underpin and advance our mission and effectively integrate land and program. In that plan, we named our core purposes as stewardship, engagement, and equity, each of which should have equal standing. Our core values were based on the transition town movement which engages the grassroots to build community resilience and increase self-sufficiency in the face of climate destruction and economic instability. Our core values light the decision-making path for our farm planning and for our strategic planning process.

JEDI was one of our priorities, but was not yet an organizational strength

We are committed to integrating principles of justice, equity, diversity, and inclusion into all aspects of our organization and programming; however, there wasn't a clear idea of what that would look like. As strategic planning got underway, we had just wrapped up a training session with Soul Fire Farm on dismantling racism in the food system and had a few immediate next steps mapped out.

Key Decisions

A number of key decisions that we made throughout the process informed the development of our strategic plan. These key decisions had implications for the resulting final strategic plan and are shared here to offer important insight into our organization and our next chapter.

We operate on multiple different levels of the food system, and it is important to continue doing so

The SPC, along with input from the board/staff retreats, wrestled with our organization's program model, recognizing that it represented work in many different aspects of the food system. Our programs are interconnected and each is integral to the overall mission and vision of the organization.

We redeveloped our vision, mission, and theory of change to accurately capture our work now with room to grow in the future

As a 10-year-old organization, we already had a solid foundation and track record in the community. The new vision, mission, and theory of change acknowledge where we are today, with a nod to the future that provides space to expand and/or deepen our work. Our updated vision and mission are broad enough to include any and all aspects of the food system and allow the expansion of the programmatic offerings in the future. Our theory of change is rooted in both the immediate and long-term strategies that are required to ensure equitable land and food access for everyone.

Our programmatic work comprises 3 components that underpin our mission: land access & stewardship, food access, and education

During the process, we determined that our programmatic work could be streamlined and organized around these three components, bringing clarification to the strategies driving the mission. The new theory of change articulated in this strategic planning process will be used to reorganize our programs and staff around those three components of Land Access and Stewardship, Food Access, and Education. While some of our programs overlap multiple components, the delineation of these three components allows each of our programs and staff members to have a primary focus and intended impact.

We need to make decisions about whether to continue, change, or grow programs and final decisions will happen during implementation

Because of the complexity of our program model and the overwork within our staff team and board leadership, we were not able to clarify each individual program's priorities during the strategic planning process. These decisions require additional time and consideration and will take place as we begin the implementation of the strategic plan using the program strategy decision-making framework as a guide.

Sustainability of our organization includes shoring up both our finances and people

Our need to improve our organization's financial health was a well-known priority, even at the start of this planning process. For too long, we have taken on too much with too few people. With a big vision to work towards, we need to build monetary and people power within our organization to sufficiently staff our organization, focus on development and fundraising, and increase overall stability for our organization.

Justice, equity, diversity, and inclusion are priorities and require long-term commitment

We identified racial, economic, and social justice, and the principles of equity, diversity, and inclusion as critical values of our organization and we worked to integrate them meaningfully into our strategic plan on both the programmatic and organizational sides. The next steps in our social justice and JEDI journey are to focus on increasing the diversity of our staff/board/advisory team and shifting power to our community.

Our Core Identity

Through this strategic planning process, we articulated the following elements of our core identity.



Our Vision

Equitable access to land and food for everyone.

Our Mission

Grow Food Northampton builds a just and resilient local food system that nourishes its community and the earth.

Our Tagline

Nourishing our community and the earth.

Our Core Values

Community agency; environmental stewardship; and social, economic, and racial justice.

Our Theory of Change

Land Access & Stewardship

We provide ethical stewardship and equitable access to farmland so that people can grow food for themselves and our community.

This is a **foundational, long-term approach**: We provide land, tools, and resources for diverse farmers and community members to grow food for themselves and our community, and thereby increase food access and protect and enrich the earth

Food Access

We partner with community members, farms, and organizations to increase access to locally and sustainably grown food.

This is an **immediate approach**: Guided by the needs of our community, particularly those most affected by food insecurity, we provide an array of opportunities to access nutritious, affordable, sustainably grown, and culturally appropriate local food.

Education

We mobilize and facilitate community members to exchange knowledge about a just local food system, growing and eating nutritious, sustainably grown food, and responsible stewardship of the land.

This is a **foundational, long-term approach**: We offer resources and education to grow community members' participation in our local food system and cultivate the next generations of local food champions.

Goals, Priorities, and Strategies

Goal 1: Build and implement the post-COVID program model

We have a complex program model that broadly and deeply covers many aspects of the food system. This program model allows us to have a great impact on many different levels. COVID added a layer of complexity as new programs were initiated in response to the pandemic. Looking to the future, it is vital that we organize our work around the three programmatic components; make key decisions about each program’s future; integrate JEDI principles explicitly into each program; and increase collaboration to build an impactful program model that will carry the organization forward. This goal and priorities represent a shift towards clarity and collaboration along with a commitment to environmental, economic, and racial justice.

Priority	Strategies to Accomplish Priority
<p>A. Organize our work around three programmatic components: land access and stewardship, food access, and education; and implement our mission and objectives through all its programs</p>	<ul style="list-style-type: none"> I. Organize work and staff around three components II. Rename our programs to clarify their respective roles in structure III. Create a rubric and illustration that shows how all work fits together IV. Finalize contextualizing our work within a public health framework and design corresponding graphic V. Share the new components with our community to build understanding and partnerships VI. Include new components as part of onboarding process and documents for new staff, board, or volunteers
<p>B. Refine program model using key criteria to make decisions</p>	<ul style="list-style-type: none"> I. Use the newly developed program strategy framework to identify a plan for each program II. Identify what (if anything) is missing from our existing programs to accomplish mission/vision III. Use scenario planning as a tool to think through programmatic implications
<p>C. Put our community farm at the center of our work</p>	<ul style="list-style-type: none"> I. Use 10 Year Farm Plan to guide the stewardship of our Community Farm II. Review 10 Farm Plan through the lens of this strategic plan and update to align with strategic plan priorities
<p>D. Continue racial and economic justice work to develop a plan of action and implement it throughout our</p>	<ul style="list-style-type: none"> I. Hire consultants that specialize in JEDI work to conduct an audit and training II. Recruit new board members who provide diverse perspectives III. Finalize framework for how JEDI undergirds all our work

<p>organization and its programs</p>	<ul style="list-style-type: none"> IV. Finalize statement for community about our role in dismantling racism V. Formalize communication style guide with respect to JEDI principles
<p>E. Increase network-weaving and collaboration among complementary organizations</p>	<ul style="list-style-type: none"> I. Work with staff to brainstorm potential and existing partners at the local, regional, and national levels II. Use membership in networks and key organizations to develop skills and knowledge for the purpose of building the power and impact of movements III. Participate in conferences to share and build skills and knowledge IV. Seek out local, regional, and state committee leadership opportunities

Goal 2: Strengthen our people

One of our organization’s strengths has always been the amazing staff, board, and volunteers who dedicate their time and energy to our organization. However, truly realizing the mission and vision requires strengthening internal practices, policies, and culture; giving attention to the diversity of our staff, board, and volunteer base; training our board; and meaningfully engaging community members. These goals and priorities represent a deep commitment to the people who make the work possible and the community members who are equal partners in shaping the future of our organization.

Priority	Strategies to Accomplish Priority
<p>A. Cultivate an internal community of care by investing in our staff</p>	<ul style="list-style-type: none"> I. Assess our staffing model against goals in this plan and add new positions as we are able II. Build stability of staff team by offering more full-time/year-round opportunities to those who want them, as we are able III. Increase wages and benefits to market-rate IV. Build ownership of work and provide internal growth opportunities V. Shore up job descriptions VI. Strengthen onboarding processes (conveying expectations and culture) and ongoing training opportunities
<p>B. Align our culture, policies, practices and partnerships more closely with our core beliefs</p>	<ul style="list-style-type: none"> I. Engage staff to examine existing policies and consider new ones II. Establish a Culture of Care Committee to translate core beliefs into practice and set guidelines III. Conduct staff training on our core beliefs
<p>C. Ensure folks connected to the organization (staff, board, volunteers) reflect the community that we serve and support</p>	<ul style="list-style-type: none"> I. Continue board, staff and volunteer recruitment to reflect greater diversity II. Ensure our staff and board are familiar with methods of appropriate recruitment III. See also first priority on Goal #4
<p>D. Grow and train our board as well as shift its role and structure to support our strategic plan priorities</p>	<ul style="list-style-type: none"> I. Implement a new initiative to pair each new board member with a mentor board member II. Provide ongoing Board education and training on key topics for nonprofits and governance (e.g. lifecycle stage) III. Translate this strategic plan into action plans for board and each committee

E. Engage community members in having a voice in shaping the next chapter of Grow Food Northampton and stewarding the organization and its work

I. See priorities listed on Goal #4

Goal 3: Increase our organizational sustainability

While we are often focused on the environmental side of sustainability, it's important to also recognize that our long-term organizational sustainability requires attention for our organization to flourish. Greater financial stability for our organization will allow for top-notch programming, staff retention and recruitment, and security looking to the future. This goal lays out priorities and strategies designed to strengthen the financial backbone and revenue-generating foundation of our organization as well as provide important fundraising training across the board and staff.

Priority	Strategies to Accomplish Priority
A. Increase our fundraising capacity and capabilities throughout the organization	<ul style="list-style-type: none"> I. Have development committee draft an action plan II. Prioritize hiring for development support III. Provide organization-wide cultivation training IV. Develop an annual development plan, including an individual giving plan V. Conduct grants research and create grants calendar
B. Capitalize on the pandemic-time support and new strategic plan to raise the funds necessary to fund our next budget size	<ul style="list-style-type: none"> I. Refine messaging and update branding II. Look at solicitation timelines and design a plan to capitalize on the support Grow Food Northampton received due to its pandemic-time programs III. Share strategic plan and needed investments widely to gain financial support for the work
C. Focus budgeting and fundraising on the needed investments and on building our organization's sustainability	<ul style="list-style-type: none"> I. Develop capital fundraising plan specifically for our Community Farm II. Continually examine programs for their potential for producing revenue (fee structure work already underway) III. Identify donors who can underwrite specific needed investments

Goal 4: Actualize community power

A core component and theme of this strategic plan is the importance of actualizing community power. We recognize that our community holds a tremendous amount of power, and we see ourselves as facilitators and partners in helping community members realize their power in the local food system and beyond. This goal underscores the importance of integrating this perspective into all aspects of our organization and programming.

Priority	Strategies to Accomplish Priority
<p>A. Build our Board's membership from program stakeholders</p>	<ul style="list-style-type: none"> I. Develop and cultivate program stakeholders for future leadership positions II. Use our existing Food Access Advisory Committee to advise our board and not just our program team III. Identify new spaces and opportunities to recruit board members IV. Conduct proactive outreach to folks within stakeholder communities V. Conduct a call for nominations for board members and ensure an inclusive process VI. Make support available during nomination as well as onboarding
<p>B. Create action plans that shift power within our organization and to the community</p>	<ul style="list-style-type: none"> I. Provide training and coaching, and set expectations at a staff meeting II. Create detailed goals for shifting power to the community III. Engage a professional consultant to facilitate this process IV. Integrate key learnings into our operations and programmatic work V. Ensure a direct and active process for feedback from the advisory committee along with survey results and interviews

Needed Investments

In order to accomplish this plan, a number of investments will be needed above and beyond our normal budget. Below is a list of ongoing and one-time investments which have been identified to date as being necessary to deliver this plan:

One-time Investments

- Farm capital investments
- Infrastructure - e.g. office furniture
- New CRM and consultant to migrate data from current system and train staff on new system
- Update branding
- Website redesign

Ongoing Investments

- JEDI and community power consulting/training
- Rightsizing organizational staff structure to align with goals in this plan
- Adding capacity through new positions and shifting some part-time positions to full-time. Examples: development manager, land manager, education manager (with possible market manager expansion and/or food access manager)
- Increasing staff salaries and benefits to market rate
- Staff and board training and coaching

These investments will allow our organization to meet the goals set out in this strategic plan; deepen our programming and partnership with our community; invest in our people, who make our work possible; meaningfully integrate our values of environmental, economic, and racial justice into all aspects of our work; and actualize power in the community.

Risks

While every strategic plan brings with it many opportunities, there are also risks that may interfere with an organization's ability to deliver its strategic plan. In naming these, we will be positioned to monitor, prepare, and respond should those risks come to bear for us.

One of our biggest risks is that of staff and board burnout. Our staff members are spread too thin by juggling too many different priorities and programs. Our board isn't at full capacity and each board member is holding many different responsibilities. An important part of our next chapter will be to streamline our program model, strengthen our investment in our staff, right-size our organizational chart, and bring on more board members.

We were able to quickly launch and pivot programs in response to the onset of the COVID pandemic and the economic recession. As we start the implementation of this plan, it will be important for us to reflect upon takeaways from pandemic-time programming and bring forth best practices into our new program model.

During the strategic planning process, it became clear that there was no way to simplify our program model and/or programmatic strategies without implementing a decision-making framework to assess programs now and in the future. In many ways, our organization is deeply wedded to our current programs, and we struggled at times to make decisions about programs, despite appropriate questions about our financial sustainability, our staff capacity, and our changing community needs. One significant risk of this plan is that we will maintain the existing program model without streamlining, reducing, and/or making significant changes. With eight major programs and a limited staff, it will be important to reflect and evaluate the current program model so that, moving forward, our program model maximizes impact without sacrificing our people or our financial sustainability.

Increasing our organization's financial sustainability was one of our top priorities prior to COVID. We experienced a significant growth in our financial support as we expanded programs in response to the COVID pandemic and the economic recession. One of our challenges will be to appropriately budget for the financial support going forward as funders and donors settle into their post-COVID giving priorities and funding levels.

Despite these risks, we know we already have all the tools and strategies to mitigate these risks and implement this plan.

Conclusion

Our organization is at a critical juncture in our history.

We grew significantly during the COVID pandemic by quickly responding to emerging community needs in new ways. As we look to our organization's and community's next chapter, we will use this plan to find the appropriate programmatic model that combines land access and stewardship, education, and food access. By doing so, we will position our organization to ensure equitable land and food access to everyone for years to come.

Appendix A: Program Strategy Decision-Making Framework

Instructions:

This worksheet is intended to be a framework to foster dialogue about programs for the purpose of moving towards a decision about a given program. Select a program to consider and go through each of the questions

Decision-Making Criteria

<ul style="list-style-type: none">• Alignment with mission
<ul style="list-style-type: none">• Contributes towards the vibrant, resilient, and just food system we envision AND fits within our programmatic strategies (land access and stewardship, food access, education)
<ul style="list-style-type: none">• Builds community power and resiliency
<ul style="list-style-type: none">• Not duplicative and/or fills an important role that's not being filled by another organization
<ul style="list-style-type: none">• Critical to the local food system and the community
<ul style="list-style-type: none">• Able to be executed exceptionally well
<ul style="list-style-type: none">• Have capacity to do
<ul style="list-style-type: none">• Has depth and scale of impact
<ul style="list-style-type: none">• Return on investment (cost vs. impact)
<ul style="list-style-type: none">• Reinforces and/or connects to other programs
<ul style="list-style-type: none">• Contributes racial, economic, and social justice
<ul style="list-style-type: none">• Increases access to farmland, local food, and/or education
<ul style="list-style-type: none">• Captures the imagination of and raises the profile of the organization in the community
<ul style="list-style-type: none">• Brings in volunteers/donors
<ul style="list-style-type: none">• Short or long-term solution strategy
<ul style="list-style-type: none">• Persistence of need (time-bound or ongoing)

Program:

Part A: Questions When Making Programmatic Decisions

<u>Prompt</u>	<u>Team's Response</u>	<u>Team's Notes</u>
1. Aligns with Grow Food Northampton's mission	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
2. Contributes towards a just and resilient food system we envision AND fits within our programmatic strategies	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
3. Builds community power and resiliency	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
4. Not duplicative and/or fills an important role that's not being filled by another org	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
5. Critical to the local food system and the community	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
6. Ability to execute this program exceptionally well	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
7. Have the capacity to do	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
8. Large depth and scale of impact	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
9. Ratio of investment to impact is aligned	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
10. Reinforces and/or connects to other Grow Food Northampton programs	<ul style="list-style-type: none">• Very well• Somewhat• Not so much	
11. Integrates Grow Food Northampton's	<ul style="list-style-type: none">• Very well• Somewhat	

commitments to racial, economic, and social justice	<ul style="list-style-type: none"> • Not so much 	
12. Increases access to farmland, local food, and/or education	<ul style="list-style-type: none"> • Very well • Somewhat • Not so much 	
13. Captures the imagination of and raises the profile of the organization in the community	<ul style="list-style-type: none"> • Very well • Somewhat • Not so much 	
14. Brings in volunteers/donors	<ul style="list-style-type: none"> • Very well • Somewhat • Not so much 	
15. Strategy aligns with either short-term or long-term goals	<ul style="list-style-type: none"> • Very well • Somewhat • Not so much 	
16. Persistence of need (time-bound or ongoing)	<ul style="list-style-type: none"> • Very well • Somewhat • Not so much 	

Part B: Follow Up Questions to Inform Next Steps

<u>Prompt</u>	<u>Team's Notes</u>
1. Given the dialogue you had about the given program, what is the best path forward?	
12. If you identified a necessary change to the program, what would it take to make this change? When would it occur? Would any investments be needed to do so? Are there unanswered questions that need further discussion or exploration about this program?	
13. List out your next steps based on the decision you made about the given program.	

Appendix B: Special Thanks

This strategic plan is the result of many hours of hard work by the Strategic Planning Committee, staff, and board. It is with gratitude that we complete this strategic plan and give thanks to the many people who worked tirelessly to envision and plan for the future of this organization.

Strategic Planning Committee

- Cheri Cross, Board Member
- Hope Guardenier, Board President
- Gaby Immerman (former board member)
- Alisa Klein, Executive Director
- Niki Lankowski, Communications Manager
- Michael Skillicorn, Associate Director

Staff (in 2021)

- Ellena Baum, Land and Community Educator
- Pat James, Community Garden Manager
- Helen Kahn, Farmers Market Manager
- Alisa Klein, Executive Director
- Niki Lankowski, Communications Manager
- Francie Lin, Food Access Manager
- Megan Saraceno, Community Engagement Coordinator
- Michael Skillicorn, Associate Director
- Suna Turgay, Food Access Assistant
- Jules White, Food Access Coordinator

Board (in 2021)

- Mary Bates
- Cheri Cross
- Aimee Francaes
- Hope Guardenier, President
- Gaby Immerman
- Diego Irizarry-Gerould
- Caitlin Marquis, Clerk
- Susan Pincus
- Jen Smith
- Cynthia Suopis
- Donna Wiley, Treasurer

Community Members

- Missy Bahret, Co-owner of Old Friends Farm and longtime Tuesday Market vendor
- Rebecca Busansky, Northampton Public School Committee member, PVGrows Fund Coordinator
- Wayne Feiden, Director of Planning and Sustainability, City of Northampton, and Chair of the Northampton Energy and Sustainability Commission
- Adele Franks, Founding Board President and Board Member Emeritus, Grow Food Northampton
- Jeff Harness, Chief Community Relations and Communications Officer, Cooley Dickinson Hospital

- Laura Hilberg, former Grow Food Northampton staff member, now a GFN Organic Community Garden gardener
- Phil Korman, Executive Director, Community Involved in Sustaining Agriculture (CISA)
- Emily Laufer, Parent of Jackson Street School student who has received Grow Food Kids programming; Member of the Grow Food Northampton Food Access Advisory Committee
- Lauren Lawernce-Riddell, Teacher, Leeds Elementary School
- Lilly Lombard, Founder and former Executive Director, Grow Food Northampton
- Heidi Nortonsmith, Executive Director, Northampton Survival Center
- Marta Rudolph, Giving Garden and Grow Food Kids volunteer and donor
- Marty Wohl, Founder of the Local Roots Care Giving Circle