



2023 - 2025

STRATEGIC PLAN

Original plan approved by the board on September 8, 2022. Updates to the strategic plan approved by the board on January 11, 2024.

About Us

Our Mission

To connect and nourish our community through regenerative agriculture

Our Vision

A healthy community supporting the next generation of farmers

Our Values

Nutrition
Innovation
Collaboration
Equity



Raleigh City Farm is a nonprofit urban farm founded in 2011 on a formerly vacant one-acre lot in downtown Raleigh. We believe in the power of urban farms to create healthier communities and reconnect city dwellers with healthy food production through more frequent encounters with agriculture.

We believe that turning vacant lots into productive, nourishing farmland can create something from nothing – an amenity from an eyesore.

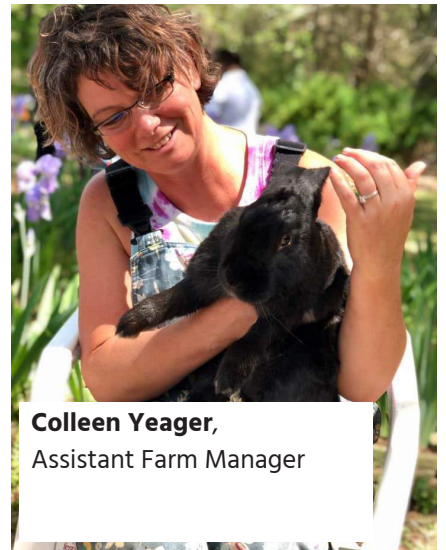
Our Team & Board of Directors



Lisa Grele Barrie,
Executive Director



Maria Williford,
Farm Manager



Colleen Yeager,
Assistant Farm Manager



Shy Palmer,
Community Engagement
Consultant

Special thanks to our 2022 Board of Directors who helped develop this Strategic Plan:

Jamie Ousterout, Co-Chair
Tiffany Lopez, Co-Chair
Michael Scott, Treasurer
Christy Morton, Secretary
John Banask
Lynda Chambers
Melissa Creamer

Ivan Hovis-Gobern
Caitlin Kitchen
Meryl Murtagh
Al Newsom
Ruhi Pitre
Parth Rampal
Amanda Frystock Ronan

Goal 1:

Site Stewardship

Refine regenerative practices and projects in support of plants, ecology and people



Goal 1: Site Stewardship

1.1

Maintain/increase yield from 2021 with quality cultivars.

<i>Metric:</i>	<i>Lbs of food</i>
2021	5,000 lbs
2022	11,783 lbs
2023	13,439 lbs

1.2

Increase biodiversity and balance out soil health.

<i>Metric:</i>	<i>Create biodiversity and soil testing process</i>
2022	Bee population being tracked by NCSU urban pollinator research study; soil tests conducted in October 2022.
2023	Introduced new varieties of pest/disease resistant tomatoes. Increased cover cropping and mulching practices. Decreased soil disturbance practices. Expanded pollinator hedgerows. Built a better compost system and purchased a portable (and powerful) microscope.

1.3

Develop talent pipeline from volunteers for Farm team & internship program.

<i>Metric:</i>	<i>9 interns/year with option to extend contract</i>
2022	9 interns including 2 Fellow from Community Engagement Exchange. Former intern hired as Assistant Farm Manager.
2023	8 interns including 1 International student from Sweden. Implemented working interview format for all interns. Retained 4-5 consistent, long term volunteers.

1.4

Research and frame business model options for lease expiration.

<i>Metric:</i>	<i>Options framed by December 2023</i>
2023	2023: Clarity on lease extension and framing of other options.

Goal 2:

Education & Engagement

Increase volunteer and visitor education, engagement and outreach activities to deepen their knowledge of regenerative agriculture



Goal 2: Education & Engagement

2.1

Increase workday and Wine+Weeds volunteer hours and layer in more ag education.

<i>Metric:</i>	<i>Hours of service</i>
2021	~4,000 hours
2022	~5,662 hours
2023	~5,985 hours with Farm Team offering more ag education.

2.2

Increase workshop offerings.

<i>Metric:</i>	<i>Number of events</i>
2021	14 workshops
2022	26 workshops
2023	31 workshops

Goal 2: Education & Engagement

2.3

Increase educational content across all marketing and communications activities.

<i>Metric:</i>	<i>Total Website Views</i>
2021	52,000
2022	53,000
2023	74,000

<i>Metric:</i>	<i>Email Open Rate (Industry Average is 25%)</i>
2021	32.9%
2022	41.0%
2023	46.0%

2.4

Build internal capacity to support growth

<i>Metric:</i>	<i>Hire a community engagement coordinator in 2024</i>
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Goal 3: Leadership Development & Capacity

Grow the next generation of leaders to ensure sustainable growth



Goal 3: Leadership Development & Capacity

3.1

Grow a more diverse board, including board apprentice program.

<i>Metric:</i>	<i>Racial diversity</i>
2021	8%
2022	21% ; one board apprentice.
2023	27% ; former apprentice joined the board.

3.2

Develop a succession plan for executive leadership.

<i>Metric:</i>	<i>Succession plan in place by December 2022</i>
2022	Ongoing
2023	Ongoing

3.3

Refine Pay-What-You-Can Farmstand Ambassador program.

<i>Metric:</i>	<i>Ongoing feedback loop and refinement with Salvation Army Team</i>
2023	Program refinement with more internships opportunities.

3.4

Refine internship program with growth in professional opportunities and stipends.

<i>Metric:</i>	<i>program refinements that address equity</i>
2021-2022	\$750 intern contracts, orientation, mentor opportunities.
2023	Increase in stipends to \$1,000 in 2024 budget and exploration of scholarships and/or apprenticeship program.

Goal 4:

Resource Development

Steward a sustainable fundraising strategy with balanced & diverse revenue portfolio and partnerships



Goal 4: Resource Development

4.1

Develop hybrid finance/fundraising committee structure.

<i>Metric:</i>	<i>Created charter by end of 2022</i>
2022	Completed

4.2

Grow budget to support investments in internal capacity.

<i>Metric:</i>	<i>Develop 3-year budget to underwrite equitable staff pay by end of 2022</i>
2022	Completed

4.3

Maintain 3-5 months of cash operating reserves.

<i>Metric:</i>	<i>Months of cash on hand</i>
2021	~3 months
2022	~6 months
2023	~7 months

4.4

Develop a comprehensive cash management strategy maximizing returns on cash reserves

<i>Metric:</i>	<i>Complete by end of 2024</i>
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4.5

Launch Future Farms Fund to support Future Farms Plan

<i>Metric:</i>	<i>Launch in 2024</i>
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Goal 5: Food Insecurity & Access

Increase equitable access to healthy food to support a healthier community



Goal 5: Food Insecurity & Access

5.1

Increase staffing to support Pay-What-You-Can Farmstand capacity.

<i>Metric:</i>	<i>Advance PT Farmstand Coordinator position</i>
2023	Folded into Farm Manager responsibilities.

5.2

Grow funding to sustain Pay-What-You-Can Farmstand and Farmshare programs.

<i>Metric:</i>	<i>Steward existing partners and cultivate 1-2 new partners/year</i>
2022	2 new partnerships.
2022	3+ new partnerships.

5.3

Solidify Farmshare and Pay-What-You-Can Farmstand programs

<i>Metric:</i>	<i>95% accessible/affordable outcomes with streamlined partnerships and refined crop plans</i>
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5.4

Develop and Execute Future Farms Plan to address expansion beyond current site

<i>Metric:</i>	<i>Committee formed in Q1 with options framed by end of 2024</i>
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DIG WHERE YOU LIVE

