



2023 - 2025

STRATEGIC PLAN

Approved by the Board of Directors on September 8, 2022

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



Maria Williford,
Farm Manager



Colleen Yeager,
Assistant Farm Manager



Lisa Grele Barrie,
Executive Director

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**



Site Stewardship

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

1.1

Maintain/increase yield from 2021 with quality cultivars.

Metric: 2021 benchmark: 5,000 lbs | 2022: 11,783 lbs

1.2

Increase biodiversity and balance out soil health.

Metric: Create biodiversity and soil testing process | 2022: Bee population being tracked by NCSU urban pollinator research study; soil tests conducted in October

1.3

Develop talent pipeline from volunteers to fuel Farm team and internship program.

Metric: Nine interns/year with option to extend contract | 2022: 9 interns including 2 Fellow from Community Engagement Exchange. Former intern hired as Assistant Farm Manager

1.4

Research and frame business model options for lease expiration.

Metric: Options framed by December 2023

Goal 2: Education & Engagement



Education & Engagement

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

2.1

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

Metric: 2021 benchmark: ~4,000 hours | 2022: ~5,662

2.2

Increase workshop offerings.

Metric: 2021 benchmark: 14 | 2022: 26 workshops (F2C, AIR, P1, Salve)

2.3

Increase educational content across all marketing and communications activities.

Metric: Track emails, blogs and social content | marcomm analytics

Goal 3: Leadership Development & Capacity



Leadership Development & Capacity

Grow the next generation of leaders to ensure sustainable growth

3.1

Grow a more diverse board, including board apprentice program.

Metric: 2021 benchmark: 8% board racial diversity | 2022: 21% and one board apprentice

3.2

Develop a succession plan for executive leadership.

Metric: Succession plan in place by December 2022. | completed

3.3

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

Metric: Ongoing feedback loop and refinement with Salvation Army Team

3.4

Refine internship program with growth in professional opportunities and stipends.

Metric: 2021 benchmarks: \$750 intern contracts, orientation, mentor opportunities | 2022: completed

Goal 4: Resource Development



Resource Development

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

4.1

Develop hybrid finance/fundraising committee structure.

Metric: Create charter by end of 2022 | completed

4.2

Grow budget to support investments in internal capacity.

Metric: Develop 3-year budget to underwrite equitable staff pay by end of 2022 | completed

4.3

Maintain 3-5 months of cash operating reserves.

Metric: 2021 benchmark: ~3 months of cash | 2022: 6 months

Goal 5: Food Insecurity & Access



Food Insecurity & Access

Increase equitable access to healthy food to support a healthier community

5.1

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

Metric: Advance PT Farmstand Coordinator position | completed

5.2

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

Metric: Steward existing partners and cultivate 1-2 new partners/year | 2022: 2 new partnerships

5.3

Increase Farmshare donations to nonprofit partners.

Metric: 2021 benchmark: 54% of produce shared with nonprofit partners | 2022: 48%



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