FARRMS
Strategic Planning Final Report
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Megan Laudenschlager
Strengthen ND
1905 2nd St. SE
P.O. Box 982
Minot, ND 58702-0982
**Introduction and Overview**

On July 8th, 2019 Strengthen ND facilitated a strategic planning session for the board of directors and staff of FARRMS to build off a previous strategic plan ending in 2019.

**Methodology**

In order to make the best use of time available, the following abbreviated strategic planning approach was utilized:
- Reviewing Board Member Survey and Past Strategic Plan
- Developing FARRMS’s Road Map
- Distilling FARRMS’s Goals

The raw data from the Board Member Survey can be found in Appendix A.

**Analyzing & Planning Process**

Following the review and analysis of the Board Member Survey and Past Strategic Plan, the staff and board of directors began planning the future of the organization. In order to support an efficient planning process, a road mapping exercise was utilized. The raw data from the road mapping exercise can be found in Appendix B.

During the road mapping exercise, the board and staff identified the desired areas of focus were developing an enhanced organizational infrastructure, organizational sustainability, and programmatic impact. Furthermore, specific 6-month, 18-month, and 3-year goals were discussed. The specific results can be found in the graphic below, with a larger graphic found in Appendix C.
6-Month Goals

Goal 1: By December 31, 2019, FARRMS will enhance its organizational infrastructure through tangible tools and strategies.

Objective 1: Create tools for program and administrative operations to assure consistency and minimize the impact of staff transition for the board of directors.
- Activity 1: Develop board and staff member expectations and job descriptions.
- Activity 2: Create an annual calendar for programming milestones and board duties.
- Activity 3: Develop policy and procedure handbooks for each program.
- Activity 4: Document and divide the ideal target audience for each segment of programming.
- Activity 5: Transition the board of directors to a Governing Board.

Goal 2: By December 31, 2019, FARRMS will create a more comprehensive budgeting strategy.

Objective 1: Develop a tiered budget and staff plan, based on ideal revenues and bare-bones fundraising.
- Activity 1: Compile a salary and benefits table for staff salary comparison to guide the budgeting process.
- Activity 2: Define ideal revenue targets for grants, donations, and earned revenue.

18-Month Goal

Goal 3: By December 31, 2020, FARRMS will enhance its program messaging, recruitment, implementation, and evaluation.

Objective 1: Develop more targeted messaging and communications strategies to support program recruitment and retention.
- Activity 1: Develop a readiness assessment tool for clients to determine the level of programming required.
- Activity 2: Develop a client management process.
- Activity 3: Develop a clear outreach and communications plan for each segment of program clientele.

Objective 2: Enhance the implementation of programming by leveraging partnerships.
- Activity 1: Create a partner/expert map to support FARRMS acting as an information hub.
- Activity 2: Create a scholarship program to support more Farm Beginnings participants.
- Activity 3: Host an annual event that supports public awareness, education, and fundraising.
- Activity 4: Assess the intern market to understand potential growth for the internship program.

Objective 3: Develop a comprehensive evaluation system and success indicators to assess program impact.


**Activity 1:** Create an alumni program and tracking mechanism.

**Activity 2:** Explore Ripple Effect Mapping as a low-cost evaluation system.

### 3-Year Goals

**Goal 4: By June 30, 2022, FARRMS will grow its programming and impact.**

**Objective 1:** Assess the viability of an incubator farm.

- **Activity 1:** Develop and deploy a feasibility study, complete with site selection and funding opportunities.
- **Activity 2:** Determine next steps forward based on the results of the feasibility study.

**Objective 2:** Support the establishment of 30 new farmers or producers.

- **Activity 1:** Assess the number of current farmers/producers currently active.
- **Activity 2:** Enact supplementary activities to drive program enrollment by defined target audiences, including Farm Beginnings and internships.
- **Activity 3:** Assess the number of current farmers/producers active as a result.

**Objective 3:** Re-evaluate grant and loan processing and implementation for added impact.

- **Activity 1:** Develop an annual grant round.
- **Activity 2:** Loan out 80% of the funds available annually.
- **Activity 3:** Adjust fees to assure that the loan funds cover the administrative costs.

**Goal 5: By June 30, 2022, FARRMS will financially sustainable.**

**Objective 1:** Raise 50% unrestricted funds annually.

- **Activity 1:** Develop an individual giving program.
- **Activity 2:** Develop a donor management and recognition process.
- **Activity 3:** Utilize the annual event as a fundraising opportunity.

**Objective 2:** Utilize current programming for added earned revenue.

- **Activity 1:** Develop an ROI assessment for each leg of programming to determine fair and adequate pricing.
- **Activity 2:** Explore opportunities with Dakota College at Bottineau for a curriculum delivery partnership.