

Barrington Farm School Strategic Plan 2021-2024 Approved March 9, 2021

Over the winter of 2020-21, the Barrington Farm School worked to develop a strategic plan to guide the development of the farm through the 2024 growing season. The goal was to solidify plans for the future and allow the farm to continue thriving, growing, and serving the community of the East Bay and beyond. The planning process involved the formation of a subcommittee, multiple reviews by farm board members and volunteers, reaction to the draft plan from the broader community, and final revision and approval by the Board of Directors.

Below are the mission, vision, major goals, action items, metrics, and persons responsible. Progress on the plan will be reviewed at least yearly.

Mission – To grow food, inspire learning, build community, and foster connection to the land, with the support of dedicated volunteers. We invite and welcome you to visit, participate in, and enjoy this historic farm.

Vision – The Barrington Farm School is a thriving, inclusive community farm committed to growing healthy food, restoring soil health, offering environmental education, promoting equitable food justice, and instilling an appreciation for the natural habitat and bounty around us.

Vision for 2024 – To inspire a healthier community by

- educating the community and ourselves about the environment and agriculture
- creating a vibrant gathering space and food for the public
- preserving and restoring the land and soil
- promoting food justice through an equitable and inclusive community

S.M.A.R.T. Goals ~ Specific, Measurable, Attainable, Relevant, Time-bound

Education Goal: Develop a vibrant learning community.

Action Item	Metrics	Persons Responsible
Recruit teachers from diverse community sources who have an interest in environmental education	Solicit volunteer instructors every year by end of April, starting 2021.	Education Committee, farm educator(s)
Develop and pilot creative programs to assess interest in learning with a diversity of subjects and instructors at the elementary, middle school, high school, and adult levels	Appoint volunteer educators recruited from schools, other organizations, and the community, 2021-24.	Education Committee, farm educator(s)

Develop training sessions to nurture and teach all the tasks for the farm	Establish farm rules and expectations by March 2021. Create a schedule and orientation guide for volunteers by May 2021.	Farm manager(s), volunteer coordinator(s), farm educator(s)
Establish a farm recognition program for more advanced learning, reward, and recognition	Certificate program established by 2023.	Education Committee, volunteer educators, farm volunteers, farm educator(s)

Community Goal: Ensure that all people are welcome and are able to experience the farm.

Action Item	Metrics	Persons Responsible
Market BFS as a community resource for families and individuals to gather, connect, and explore	Appoint social media coordinator(s) for 2021. By 2023, an Advisory Board will be created from a diverse list of community leaders, constituents, volunteers, and farm enthusiasts.	Marketing Committee. Advisory Board established by board and committees.
Increase donations of healthy produce to food banks and food insecure households	In 2021, donate one bag of food per week to at least six households of need in Barrington. By 2024, 50% of farm produce will be donated to address food insecurity.	Crops Committee, volunteers
Complete design and construction of accessible Learning Garden to accommodate and engage disabled members of the community	Necessary permits and/or environmental impact assessment obtained for Learning Garden by December 2021. LG installed 2022. Completed 2024.	Learning Garden Committee

Collaborate with a diverse range of organizations and individuals to promote the resurgence and importance of social justice effects in agriculture	In 2021, find three partner organizations (e.g. Boys & Girls Club, YMCA, etc.) to invite people from urban areas to experience the farm. By 2022, have three visits per summer per organization. By end of 2024, have six formal partnerships established.	All committees, board members
Establish a data recording system and database for volunteer information, hours, and finances	Create a Google form for everyone involved to complete the first time they volunteer (2021). Assign data collection responsibilities to volunteers (2021). System developed 2022.	Volunteer coordinator(s), data collection coordinator(s)

Farming Goal: Inspire the community to invest in collective stewardship of the farm and its production.

Action Item	Metrics	Persons Responsible
Develop a crop plan every spring for the summer and fall – timeline and budget for soil amendments, seeding, trans- and direct planting, irrigation, and harvest	Appoint two crop planners and have the plan approved by Crop Committee by March, starting 2021. Initial the printed crop plan in the summer kitchen when each task is completed, check in once/week to see if on schedule (2021). Irrigation system updated and permanent system for gardens established by 2022. Assess crop plan outcomes each year, starting 2022.	Two members of Crop Committee and/or farm manager, compost coordinator(s), volunteer coordinator(s)

Enhance and document composting program and its connections to the community and to schools	Add chipper/shredder (2021) and improve pathways to compost section of farm (2022-24). Sustain 20,000 lbs./year food scrap collection.	Compost coordinator(s), WestFaulkner, grant writer
Define roles and responsibilities of farm leadership and volunteers, i.e. job descriptions	Create written "job descriptions" for each role on the farm by end of February, 2021.	Board, committees, volunteers
Recruit volunteers willing to schedule and commit to farm tasks on a regular basis	Reach out to fill those positions by the end of March, starting in 2021.	Volunteer coordinator(s)
Reward volunteers and participants at the farm through recognition and workshare model	Establish reward and recognition mechanism by fall 2021. Workshare model further explored in 2022.	Volunteer coordinator(s), board
Ensure surrounding natural habitat is preserved and nurtured for environmental health of native plants and pollinators, etc.	Create Master Plan for farm by end of 2021. Establish 500 sq ft of native gardens (2023). Water management plan developed (2022).	WestFaulkner, Crop Committee, volunteers, NRCS

Infrastructure Goal: Complete installation of systems to improve farm efficiency and operations.

Action Item	Metrics	Persons Responsible
Complete installation of solar panels and electrical power connection (National Grid) for farm stand, high tunnel, irrigation, and additional energy needs	Solar power completed by June 30, 2021. Farm electrification completed by end of summer 2022.	Board President, Treasurer, grant writer
Complete and prepare high tunnel to expand farm's growing season	High tunnel completed by April, 2021. Initial soil enrichment and crop planting completed in 2021. Full use of high tunnel completed in 2023.	Special project volunteers
Provide infrastructure that will support educational programming for people outside the immediate vicinity, e.g. shaded classroom and composting toilet.	Composting toilet installed by end of 2021.	Special project volunteers

Governance & Operations Goal: Build the framework and support systems for equitable, accountable core processes.

Action Item	Metrics	Persons Responsible
Document plans and procedures for farm’s constituents and stakeholders, including farm safety protocol	Farm manager(s) appointed 2021. Farm safety protocols established 2021. Documentation of all plans and procedures by end of 2022.	Farm manager(s) and board
Establish and maintain database of donors	Confidential donor database created (2022).	Board President, members
Define and strengthen roles of board and committees to improve engagement with other communities and organizations	Develop a list of expectations for the time commitment and responsibilities of board members (2022). Build membership of committees outside of board (through 2024).	Board, committee chairs
Promote a diversified farm revenue stream from farm stand sales, fundraising, grants, program offerings, and rentals	Find local producers to provide eggs and baked goods at the farm stand by June, starting 2021. Establish reasonable fees for programming by end of May, starting 2021. Fundraising increased by 20% (2024). Grant funding increased by 20% (2024).	Farm stand manager(s). Board establishes fee structure 2021. Grant writer.
Establish budget to hire part-time farm manager	By 2022	Treasurer