

# Strategic Plan

Fiscal Year 2025 – 2027



## INTRODUCTION

After a six-month process involving both board members and staff leadership, the Board of Directors unanimously approved the 2025–27 Strategic Plan at the June 2024 meeting. This strategic plan builds on the progress we have made in our 2022–24 Strategic Plan, which sought to stabilize and secure the organization, and resulted in the close of the Agricultural Preservation Restriction of our Harvard orchard and purchase of our Grafton headquarters. Our new strategic plan focuses on farm sustainability, deepening program impact, making technological upgrades to enhance our productivity, and supporting the staff that makes all our work possible.

## VISION

Connected communities ensuring access to healthy food for all

## MISSION

Engage and educate volunteers to grow fruits and vegetables for local hunger relief

While our vision is the same, we added “local” to our mission to specify that we are growing produce for our own community.

## VALUES



### Respect

We believe in the inherent value of all people and will be respectful, honest, and open.



### Inclusivity

We provide a welcoming and engaging environment for all to work together.



### Commitment to Nutrition

People should have access to healthy food, and ensuring access is a community responsibility.



### Environmental Sustainability

We use sustainable practices as stewards of our natural resources.



### Education & Advocacy

Awareness of hunger and its impact on health is critical to achieving the change we seek.



### Community

We invest locally and invite the community to invest in CHP as volunteers, funders, and partners in our work.

## PROGRAM GOALS

- #1 Enhance partnerships for members of the community, local farmers, and non-profit organizations.
- #2 Leverage existing and available resources to increase our agricultural output.
- #3 Serve as a systems leader to create impact beyond CHP’s direct services.
- #4 Enhance CHP’s advocacy education program for volunteers.
- #5 Learn from stakeholders’ experiences and similar programs to enhance our work.
- #6 Explore ways to engage a more diverse volunteer population.

## ADMINISTRATIVE GOALS

- #1 Invest in human capital and enhance the staff experience to inspire excellent performance and staff retention.
- #2 Improve benefits for staff.
- #3 Refine the role of the board to steward the organization’s successful achievement of its mission and vision, to focus on revenue generation, and to support and empower Executive Director leadership.
- #4 Raise community awareness and expand marketing reach to properly tell our story.
- #5 Improve barn maintenance and usage plan, as well as other facility usage enhancements.
- #6 Drive administrative efficiency through investment in technology and improve information management and automation.
- #7 Improve internal accounting systems to improve efficiencies.

## FISCAL GOALS

- #1 Increase community engagement in fundraising.
- #2 Build a sustainable resource base by growing organizational reserves and endowment.
- #3 Establish a multi-year comprehensive development plan to leverage CHP’s fundraising potential and features diverse, sustainable revenue streams.
- #4 Develop new revenue stream(s) by increasing focus on earned income opportunities.