

Farm and Ranch Freedom Alliance
3-YEAR STRATEGIC PLAN
Adopted August 2021

GOAL 1. Passing priority legislation and regulations

Objective 1: With input from Board and key stakeholders, including members, develop a transparent process that sets out the factors we consider in deciding what issues to pursue. The final selection process will include the flexibility to address unanticipated crises.

Objective 2: With input from key allied organizations, develop a program to support groups that are aligned with our mission and values to reach their policy priorities, including working with their Technical Assistance/program staff to better serve farmers on the ground on policy-related issues. The program will be funded through fees for the service.

GOAL 2: Building civic engagement for regenerative agriculture and local foods

Objective 1: Increase members' civic engagement through in-person and on-farm meetings.

- Action step: Identify what support is needed to effectively implement a program of in-person/on-farm meetings.
- Action step: Develop and implement a fundraising plan to support hiring necessary staff.
- Action step: Implement a program that includes 1) encouraging members to schedule meetings with their legislators (prioritizing on-farm visits); 2) providing materials that guide members through the process and address the fear of failure; 3) sharing success stories demonstrating the importance of meeting elected officials even before their votes are needed on specific issues.

Objective 2: Expand our Texas Capitol Lobbying Days to engage 100 members each biennium, ensuring that the topics covered are relevant and important to our members and their communities.

Objective 3: Create a program to train youth (teens and 20s) in civic engagement by tailoring current materials to youth audiences and hosting our own workshops as well as offering the program to outside groups working with youth (not limiting those groups to those focused solely on food and agriculture).

Objective 4: Increase the activism capacity of the overall movement by providing advocacy training for outside groups and organization, both fee-based and independently funded, building roads for system change.

Objective 5: Develop greater consumer awareness and support of the need for policy and systemic change in food and agriculture through hosting more events, developing relationships with thought leaders, expanding social media presence, and diversifying our Board.

GOAL 3: Apply our mission of empowering small farmers in an equitable manner to support diverse communities

Objective 1: Improve diversity within the Board, staff, and stakeholders, beginning by adding two new Board members from currently unrepresented communities, ensuring new staff postings are structured and distributed equitably, and increasing involvement by minority farmers and other minority constituents in our conference and program planning.

Objective 2: Build a greater presence within a wider variety of constituencies in Texas, beginning by hosting events that are accessible and relevant to a diverse constituencies (both in-person and virtual) and including race and equity training at our annual conference.

GOAL 4: Increase capacity and sustainability

Objective 1: Complete a strategic plan with Board involvement and buy-in.

Objective 2: Increase Board membership by at least 4 members by 2023, including:

- People from communities not currently represented;
- People with skills in hosting fundraising events;
- Business leaders in alignment with FARFA's goals and values;
- People with philanthropic backgrounds as funders or fundraisers.

Objective 3: Increase fundraising by 20% per year, each year for the next 3 years. This will be accomplished by:

- Building a donor community that includes farmers and other constituencies involved in food and offering opportunities for that community to come together.
- Creating a fundraising plan based on donor research.
- Providing fundraising training to Board members.
- Involving Board members in fundraising projects.
- Providing a calendar of events that will be attractive to sponsors.

Objective 4: Raise Executive Director's salary to be more competitive with nonprofits of similar size.

Objective 5: Hire an additional full-time employee (or multiple part-time contractors or employees) to assure we meet our goals and objectives.