

2021-24 STRATEGIC PLAN



**Community Food &
Agriculture Coalition**

**At the Community Food & Agriculture Coalition
our mission is to grow a healthy local food
community by conserving farmland, supporting
farmers, and making food accessible for all.**



FARMLAND + FARMERS = FOOD FOR ALL



GOAL 1: FARMS & RANCHES

Protect agricultural land to assure there is a foundation for the work we do

STRATEGIES

Identify strategies for greater success in preserving existing farmland

Engage in reducing impacts of climate change on farmers



Support BIPOC (Black, Indigenous, People of Color) leaders' land access initiatives and explore CFAC's role in equitable land access

OUTCOMES



Farmland is protected through a multi-pronged suite of conservation strategies

Working conditions are improved for farmers in Western Montana despite climate change impact

BIPOC communities have more access to affordable land and are partners in the farming community



GOAL 2: FARMERS & RANCHERS

Increase the level of success
and sustainability of farmers
in Montana



STRATEGY

Provide resources to
ensure success of
farmers and ranchers

OUTCOME

Farmers feel supported
and have access to
resources for success
and sustainability

STRATEGY

Expand and grow
markets for farmers,
create a model for
other communities

OUTCOME

Farmers are successfully
connected to buyers, and
community members
have access to locally
grown food

STRATEGY

Explore opportunities
and develop plan for
potential Farm
Incubator and/or
Ag Resource Site

OUTCOME

Land access is more
equitable and
affordable for small-
scale farmers and
CFAC has a space for
training and projects





GOAL 3: FOOD

Ensure access to local food for all



STRATEGIES

OUTCOMES

Equitably expand Double SNAP Dollars Network and number of locations offering DSD through diversification of program models



DSD is offered at 35 locations by 2024 that serve diverse communities through equitable program models

Grow food access program to include Produce Prescription projects state-wide



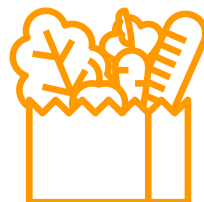
Montana has a cohesive network of Produce Rx practitioners that are well-resourced, connected, and collaborative

Retain and grow leadership in food access policy advocacy



State and local policy reflects equitable food access for all Montanans as a result of CFAC's strong leadership with organizational partners

Reinvigorate local food programs in Western Montana



CFAC maintains role as food system innovator in Missoula and Western Montana and retains local knowledge of need and opportunity

GOAL 4: ORGANIZATIONAL SUCCESS

Grow our capacity to ensure and sustain success



STRATEGIES

Develop and strengthen staffing and staff support

Obtain a more permanent space for the staff as a good place to grow and continue to serve the community into the future

Establish more avenues of unrestricted revenues

Strengthen board governance and leadership

Regularly evaluate programs and performance, and use results to inform planning and improve results



CFAC has a diverse, dedicated, supported staff who recognize their own leadership and partner together for the success of the organization

CFAC has a permanent office and resource space that provides long term stability and greater presence within the public sphere

CFAC secures a 6mo - 1yr reserve fund and realizes greater flexibility in unrestricted funding, for security and program flexibility

CFAC has a diverse, dedicated, and generative Board of Directors who recognize their role in governance and partner with staff for the success of the organization

Programs and performance are measured annually and evaluation is utilized to improve in the coming year

OUTCOMES

GOAL 5: COMMUNICATION

Expand community outreach, connection and engagement

STRATEGY

Create a strong and comprehensive long-term communication and branding plan for CFAC

OUTCOME

CFAC is recognized as a robust, meaningful nonprofit, engaged with and supported by the community at large

