



NOFA-NH Strategic Plan 2021- 2026

Mission Statement

Who We Are

NOFA-NH is a 501(c)3 non-profit organization dedicated to building a community of farmers, gardeners, homesteaders, land care professionals, educators, environmentalists, food activists, and educated consumers to help support New Hampshire's local organic farming community.

We help people build local, sustainable, healthy food systems by actively promoting regenerative, ecologically-sound gardening, farming and land care practices for healthy communities.

What We Do

With a focus on organic farming in New Hampshire, NOFA-NH supports our diverse stakeholders through a variety of programs, including:

- Affordable year-round educational opportunities including an annual winter conference, organic gardening programs, organic lawn care programs, film screenings, farm tours, workshops, panel discussions and networking events.
- A Bulk Order Program offering discounted prices on organic farming and gardening supplies.
- A Farm Share Program providing low-income families with organic community supported agriculture (CSA) shares at reduced prices across New Hampshire.
- An Organic Gardening Series educating new and experienced gardeners on how to grow their own nutritious and organic produce.
- A peer-to-peer farmer-led CRAFT Program (Collaborative Regional Alliances for Farmer Training) facilitating professional and workforce development, networking, and mentorship through on-farm educational events.
- A free, interactive Organic Farm & Food Map featuring New Hampshire's organic farmers and producers that enables eaters and visitors to locate certified organic, farm fresh food throughout the Granite State.
- Public policy education and advocacy.
- Member benefits like marketing, business promotion, and discounts on events.
- Outreach and collaborations with individuals and organizations at local, state, national, and international levels to increase public awareness and appreciation of the benefits of equitable, regenerative, organic farming practices.

What We Believe

- All things are interconnected.
- The Earth has regenerative and synergistic capacities.
- 15,000 years of organic living trump 100 years of chemical dependency.
- Slow Food principles are valuable.
- The combination of local *and* organic represents the highest and best standard in food.
- Food justice is social justice. Everyone is entitled to clean food.
- By promoting organic food, we are protecting farm workers from exposure to chemicals.
- We will take reasonable, adventurous leaps of faith to advance the cause of organic agriculture.

Our Impact

- **As a founding member of NOFA in 1971**, NOFA-NH has been a voice for organic farmers and eaters in New Hampshire for 50 years. Today, we are one of 7 state NOFA chapters working to promote organic agriculture across the Northeast.
- **Education:** Since 2016 alone, NOFA-NH has reached over 5,680 people through 288 educational workshops, farm tours, webinars, film screenings, panel discussions, and our free monthly e-newsletter. We maintain a free electronic clearinghouse of educational resources for farmers, gardeners, educators, and eaters; and engage with more than 6,000 social media followers. We work with youth through multiple organizational collaborations, and have been a host, co-host or lead partner on numerous events and media campaigns promoting organic food and land care, food security, climate resilience, racial justice, and local food promotion.
- **Bulk Order:** Since 2017 alone, NOFA-NH's annual Bulk Order has reached 472 farmers, gardeners and homesteaders.
- **Food Access:** Since 2017, our Farm Share Program has partnered with 13 certified organic NH farms to provide 250+ community members with 77 discounted organic farm shares. This program focuses on benefitting local farmers, children, families and seniors.
- **Organic Gardening Series:** Since 2019, our "Feeding the Family" Organic Gardening Series has reached 242 gardeners and developed 5 free organic gardening video tutorials. The videos have been viewed 1,140 times.
- **The CRAFT of Farming:** Since 2019, NOFA-NH has worked with 7 certified organic farms to host a series of live and virtual farm tours and Q & A's as part of "The CRAFT of Farming." Nine farm tours have reached a total of 220 learners, including 6 virtual farm tours that have been viewed 1,055 times.
- **NH Feeding NH:** In 2020, we collaborated with the NH Food Bank, NH Food Alliance, and NH Farm Bureau Federation to develop NH Feeding NH, a program supporting the procurement of fresh, local foods by food pantries across the state. This program benefits both New Hampshire's farmers and food insecure residents. The program partnered with 75 farms in its pilot year. NOFA-NH will continue to serve as a lead partner on this important initiative.
- **Pandemic Response:** We advocated for the support of small and mid-sized farmers in a testimony that helped the Governor decide how to spend New Hampshire's \$1.25B CARES Act funds. NOFA-NH surveyed 178 stakeholders on the impact of COVID-19 in preparation for our testimony and mobilized our community to expand the reach and impact of the relief funds.
- **Policy & Advocacy:** NOFA-NH promotes local and national opportunities to support sustainable and organic agriculture policies that safeguard people and planet, and promote the tenets of organic farming. We've participated in policy teams developing programs, conferences,

briefs, and legislative proposals in conjunction with the NH Food Alliance, the NH Farm to School Network, the NH Save Our Pollinators Coalition, the NH School and Youth Gardening Network, a variety of soil health groups, and the NOFA Interstate Council. In 2020, we testified on behalf of 6 bills in the State Legislature related to pesticide bans, landcare, and food access, and were a co-signator on numerous policy letters at both the state and national level.

- **Racial Equity & Social Justice:** In 2020, NOFA-NH published a Diversity, Equity, and Inclusion statement on our website and launched a Diversity, Equity, and Inclusion Committee to help center racial equity and social justice in our programming and operations.
 - **Membership:** Our passionate 365+ members receive discounts on NOFA programs and events, access to educational publications, a membership listserv, free monthly classifieds, and promotional tools.
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Strategic Goals

The importance of a resilient, equitable, and healthy organic New Hampshire food system has been highlighted by the historic events of 2020, which exposed major flaws in a globalized food chain largely dependent on industrial agriculture. People appreciate the importance of having fresh, nutrient dense, local foods readily available and grown sustainably by people they know and trust. More and more people recognize the need for nutritious, healthy food that's grown right here in New Hampshire using non-toxic, regenerative methods. They also have a renewed interest in home gardening and self-reliance, food sovereignty, food security, environmental and social justice, as well as community and climate resiliency.

NOFA-NH recognizes this profound moment of cultural awakening and the value of our fifty-year history of building sustainable, healthy communities. Our intention is to continue amplifying our work of fostering ecologically sound, just food systems in New Hampshire and the Northeast. We recognize such endeavors' power to heal people, ecosystems, economic disparities, and even the climate. These endeavors have the potential to reinvigorate local communities even as they provide dignified, prosocial work and nourish self-reliance and health.

Achieving this broad vision begins internally. Our strategic goals for the next 5 years include:

1. Increase public awareness and commitment to the benefits of organic practices.
2. Increase the impact and visibility of NOFA-NH's educational offerings.
3. Support resilience, security, and sustainability at every level of the food chain.
4. Promote diversity, equity and racial justice in our organization and the organic community.
5. Improve NOFA-NH's financial health to allow it to transition from a Board-led organization to a staff-led organization.

NOFA-NH is poised for growth. Our impact and value to the community, coupled with the public's increased hunger for local and organic foods makes the moment ripe for NOFA-NH to blossom.

Goal 1: Increase public awareness and commitment to the benefits of organic practices

2021 Objectives

1. Support and develop social media campaigns that encourage local production and consumption, public health, pollinator health, biodiversity, and ways to combat climate change
2. Leverage organic message through partner organization platforms, i.e. New Hampshire Food Alliance; the Department of Agriculture, Markets and Food; Kearsarge Food Hub; Seacoast New Hampshire Permaculture; Merrimack County Conservation District; New Hampshire Audubon; the Real Organic Project; Seacoast Eat Local; New Hampshire Farm Bureau Federation, etc.
3. Continue to support policy work, including organic land care, pollinator protection, and pesticide reduction; justice and equity in the food system; food security and food access; organic integrity; equitable farmland access; support for small farmers; climate change and climate resiliency; and soil health.

2023 Objectives

1. Convene workshops on organic farmland succession, preservation, tenure
2. Policy work to protect farmer viability, such as the Origin of Livestock Act
3. Identify farms/businesses in New Hampshire that are organic practicing but not Certified Organic
4. Create and launch an Organic Pledge campaign for organic practicing farmers that are not Certified Organic to encourage farmers to become NOFA-NH members, and allow farmers to self-certify their production methods
5. Collaborate with state and regional partners to bring carbon sequestration and climate resiliency educational programming to NOFA-NH's audience
6. Protect organic farmers by promoting organic program integrity

2026 Objectives

1. Develop a Transition to Organic rollout kit including outreach plan
2. Increase NOFA-NH's member farms by 30% through the Organic Pledge program
3. Add program to support larger organic farms with access to farm workers/interns
4. Contribute to the Food Solutions New England goal of New England developing 50% of its food by 2060 by working to increase farm viability and farm markets in NH

Goal: 2: Increase the impact and visibility of NOFA-NH's educational offerings

NOFA-NH's program goals focus on developing our educational programs, increasing membership and visibility, and our organization's financial health. Our top goals are:

Program Development:

1. Increase attendance at NOFA-NH's Winter Conference by 10% annually

2021 – 2023 Objectives

1. Create robust, member-driven educational programming for the Winter Conference as identified by NOFA-NH’s annual “Voice of Our Members” survey
2. Evaluate and prioritize marketing budget allocations to effectively promote the Winter Conference

2024 – 2026 Objectives

1. Continue adding new workshops and increase promotion to build attendance at the Winter Conference
2. Increase participation in and revenue from the Bulk Order program by 10% annually.

2021 – 2023 Objectives

1. Evaluate and prioritize marketing budget allocations to effectively promote the Bulk Order
2. Evaluate and refine the Bulk Order catalogue and pick-up days based on responses from the “Voice of Our Members” survey

2024 – 2026 Objectives

1. Continue to add and refine products, and increase promotion of the Bulk Order program to increase participation and sales
 2. Expand the program into Cheshire and Sullivan counties by 2024
 3. Expand the program into Grafton, Belknap, Carroll and Strafford counties by 2026
3. Increase participation in NOFA-NH’s “Feeding the Family” Organic Gardening Series by 10% annually.

2021 Objectives

1. Host a virtual “Feeding the Family” organic gardening workshop series in 2021 to refine the program and measure repeat response.

2022 Objectives

1. Host a combination of virtual and in-person “Feeding the Family” organic gardening workshops across the state.

2025 Objectives

1. Expand the program into a spring and fall series offered in key large communities and rotate workshop locations annually. Workshop locations will include Nashua, Concord, Durham, Plymouth, Lebanon, Keene, Littleton, Conway.

4. Expand the CRAFT Program (Collaborative Regional Alliances for Farmer Training)

2021 – 2023 Objectives

1. Seek funding to expand the CRAFT Program to host 1 farm tour each in Merrimack, Hillsboro, Cheshire and Rockingham counties. Include a virtual component to increase the reach and audience of each tour.

2024 – 2026 Objectives

1. Seek funding to expand the CRAFT Program to host one farm tour each in Merrimack, Hillsboro, Cheshire, Rockingham, Grafton and Carroll counties annually including a virtual component and on farm dinner by 2026.
2. Develop a community of CRAFT farmers supported by a suite of educational and professional development resources developed from the tours, such as videos from each tour, technical education, and fair labor resources by 2026.
5. Establish partnerships with community, state and/or regional organizations to offer four new educational programs on topics related to organic farming, gardening, soil health and food systems, such as educational film screenings, panel discussions, organic lawn and land care workshops, peer-to-peer networking events for farmers and ranchers, educational programming for beginning farmers and ranchers.

2021 – 2023 Objectives

1. Work with partner organizations to develop new mutually-beneficial educational/fundraising projects for new and beginning farmers, established farmers, organic land care professionals, children, families and the public as outlined above.
 - Expand NOFA-NH’s educational offerings outside of Winter Conference to cover topics including: vegetable and fruit growing, animal husbandry, compost, perennial foods, permaculture, transitioning to organic, and the implications of organic practices for personal and public health, environmental restoration, resiliency and climate remediation, social justice, and community economic/cultural vitality.
 - Add 2 new webinars in 2021 and 2022 on the above topics. Webinar topics will be further guided by the Voice of Our Members survey.
 - Increase school and gardening programming and organic food outreach by compiling a list of organic farms that are available to host field trips and 1 – 2 hour teacher workshops.
2. Develop a Speakers Bureau/Advisory Group of farmers, gardeners, academics, herbalists, and advisors in small business finance, law, agricultural finance, etc. to present in-person programs or webinars, serve on panels, provide expert commentary to the press and legislators or advice to the Board. Speakers would be available to help in efforts to advocate for increasing local organic agriculture. Update and add speakers/advisors annually.

2024 – 2026 Objectives

1. Continue identifying opportunities for collaboration with other organizations and developing new and unique educational programs that are in-person and online.
2. Develop virtual or in-person quick monthly eater-focused workshops on topics such as making fermented foods.
3. Develop an Advisory Group out of members of the Speakers Bureau to provide in-depth advice to NOFA-NH as needed.

Membership:

1. Increase membership by 30% annually by cultivating new members and retaining current members.
2. Maintain 90% of current members annually.
3. Implement an annual month-long membership drive to cultivate members.
4. Develop a plan to encourage more active membership.
5. Develop a detailed plan for increasing membership.
6. Showcase member businesses on a new “Members” webpage.
7. Maintain and update NOFA-NH’s Farm & Food Map featuring New Hampshire’s organic farmers and producers.
8. Develop a written plan for investing in a new Constituent Relationship Management (CRM) platform for non-profits in 2021, leading to increased efficiency of member management activities.

2021 Objectives

1. Increase membership to 430 paying members
2. Add 100 new members

2023 Objectives

1. Increase membership to 500 paying members
2. Add 125 new members

2026 Objectives

1. Increase membership to 625 paying members
2. Add 150 new members

Marketing & Visibility:

1. Increase visibility for NOFA-NH through the above programs and participation in statewide agricultural events like NH Farm and Forest, NH Food System Statewide Gathering, NH Eat Local Month, sustainability fairs, New England Vegetable and Fruit Growers, and others.

2021 – 2023 Objectives

1. Develop written marketing plans including budgets for each of NOFA-NH’s annual programs in 2021: Winter Conference, Bulk Order, Gardening Series, CRAFT, Farm Share Program, Annual Fundraiser.
2. Continue identifying opportunities for collaboration with other organizations and exhibiting at various agricultural and sustainability events throughout the state.
3. Establish budget to increase promotion of CRAFT, Gardening Series, Farm Share Program and Annual Fundraiser, and measure repeat response.
4. Identify farmers markets where we can have a presence in 2021. Table at three or more high profile farmers’ markets during the season.

2024 – 2026 Objectives

1. Build long-term promotional relationships with complementary organizations on advertising and marketing.
2. Increase participation in all NOFA-NH programs as a result of effective marketing and planning.
3. Increase organic outreach to schools by providing schools with a list of organic farm destinations for workshops and field trips.
4. Use experience gained from repeating existing programs with added promotions, evaluate demand and expand high value programming across the state.
5. Increase social media following by 100% in 5 years
6. Table at 6 or more high profile markets throughout the state to promote NOFA-NH's programs

Fundraising & Finances

NOFA-NH continues to hone its financial model to increase revenue and diversify its funding streams. Our funds come from the following sources: membership dues, programs and events, private and corporate donations, sponsorships, advertising, and grants (private, state, and federal).

Our primary sources of revenue are our members who participate in our flagship programs: Winter Conference and Bulk Order. We continue to seek sponsors for each of our new and existing programs to offset costs and generate additional visibility for our organization.

NOFA-NH will continue to pursue funds from the following income streams:

2021 - 2023 Objectives

1. Fundraising
 - Increase overall organization fundraising by 10% annually
 - Finance Committee will work with Fundraising & Marketing Committee to establish an annual plan for fundraising, marketing and revenue generation.
 - Create and host a high-visibility annual fundraising/social event in addition to existing programming and fundraising activities.
 - Continue to fundraise for unrestricted support
 - Apply for state and/or federal grants by 2022
 - Increase e-newsletter and website advertising sales by 5% annually.
2. Fiscal Management
 - Continue to improve fiscal management
 - Financial review with NH-based CPA firm
 - Improved accounts receivable/invoicing process
 - Revised Chart of Accounts
 - Improved financial reporting procedures consistent with GAAP for not-for-profit businesses
 - Improve invoicing process, budgeting and reporting operations
 - Add an expenditure of 10% to all grant applications to offset the general operating costs of running programs

- Build an Operating Reserve to safeguard NOFA-NH and its employees from sudden changes in the funding landscape.
 - Short-Term: Budget and contribute \$6,500 - \$10,500 to the reserve annually
3. Donor & Sponsor Cultivation
- Actively cultivate donors by sending quarterly “progress reports” to all donors of \$100 or more over the previous 3 years.
 - Establish annual donor levels and include them in annual report
 - Use research to identify and attract new donors and sponsors
 - Create endowment fund
 - Introduce memorial and honorary giving
 - Cultivate corporate donors through the development of corporate giving platforms.
 - Continue to seek participation in corporate giving programs
 - Include corporate giving options in our donation offerings
 - Develop and retain corporate sponsors for new and existing programs, including but not limited to: Winter Conference, Bulk Order, Gardening Series, Farm Share Program, CRAFT Farm Tours, and Film Screenings/Panel Discussions

2024 - 2026 Objectives

1. Fiscal Management
 - Build an Operating Reserve to safeguard NOFA-NH and its employees from sudden changes in the funding landscape.
 - Long-Term: Reach a target of \$52,400 within 5 - 8 years to support NOFA-NH’s day-to-day operations in the event of unforeseen shortfalls and/or one-time, nonrecurring capacity-building expenses.
2. Donor & Sponsor Cultivation
 - Attract 5 major individual donors annually contributing \$2,500 each by 2026
 - Add new giving options for individuals:
 - Employee Matching Donations
 - Planned Giving and Bequests
 - Stocks & Bonds

Goal 3: Support resilience, security, and sustainability at every level of the food chain

2021 - 2023 Objectives

1. Support and promote NH Feeding NH, connecting NH’s farms with the NH Food Bank
2. Increase access to home organic gardening programs and resources by expanding programs virtually and/or in person across NH

3. Education and Policy work related to sustainable food systems (water, land, pollinator protection and also climate stabilization through agricultural practices and re-localization)
4. Provide outreach and policy support related to the protection of the human community (as well as other biological beings) from toxic agricultural and land care products
5. Support SNAP initiatives in NH providing low-income residents with increased access to farm fresh, clean, nutrient dense food, while also facilitating farmers' ability to accept SNAP reimbursements
6. Support local food systems and food sovereignty
7. Work with local food movements in NH including NH Food Alliance, Kearsarge Food Hub, Warner Public Market, Monadnock Farm and Community Coalition, Seacoast Permaculture, Seacoast Eat Local, Farm to School, Farm to Restaurant, etc.
8. Support for increased organic gardening and food education in public schools and childcare settings
9. Policy work for climate resilience – soil health, water protection, pollinator health
10. Policy work to increase the amount of local organic food being grown for children in public schools, and eventually people in institutions such as colleges, universities, prisons, hospitals, and nursing homes

2024 - 2026 Objectives

1. Double funding, reach and effectiveness of food access programs by 2026
2. Work with organizations like New Hampshire Audubon or County Conservation Districts to develop homeowner pollinator habitats
3. Policy work based on NRCS's natural resources conservation programs to reduce soil erosion, enhance water supplies, improve water quality and increase wildlife habitat
4. Continue policy work to increase the amount of local organic food being grown for children in public schools, and eventually people in institutions such as colleges, universities, prisons, hospitals, and nursing homes
5. Add our voice and engage our membership in policy initiatives regarding these concerns.

Goal 4: Promote diversity, equity and racial justice in our organization and the organic community

2021 Objectives

1. Invest in equity training for staff and board
2. Add an Equity section to our resources page with information on equity in food and farming

3. Share racial equity resources on social media and in our e-newsletters
4. Add racial equity/equity in the food system workshops to winter conference in the social justice track, such as 'racial equity on your farm,' more information on the Agricultural Justice Project and its trainings, etc.
5. Seek diverse voices as our keynote speaker and other workshop speakers at our Winter Conference and other programs
6. Continue to work with NOFA IC equity team to increase equity across the region
7. Work with NH Food Alliance's equity team to build an inclusive NH food system
8. Publicly support organizations in NH and the region working to end systemic inequality in the food system for farm workers and farmers of color
9. Collaborate with regional partners to strategize to solve economic inequality and promote policy solutions
10. Focus our educational efforts on land access, succession, economic inequity, financing access, and racial justice in NH

2023 Objectives

1. Revise the mission statement to include the words 'just' or 'justice'
2. Continue to seek diversity on our board, committees and staff
3. Allow staff to participate in the 21 Day Racial Equity Challenge as a part of paid staff time.

2026 Objectives

1. Invest in equity training for staff and Board as needed
2. Offer equity training opportunities for farmers (conducted by groups like the Agriculture Justice Project and others)

Goal 5: Improve NOFA-NH's financial health to allow it to transition from a Board-led organization to a staff-led organization

NOFA-NH is currently governed by a volunteer Board of Directors and 9 board committees: Diversity, Equity and Inclusion; Executive; Finance; Fundraising and Marketing; Governance; Outreach and Education; Membership; Policy; and Quality Assurance. The organization currently has four part-time employees and no Executive Director, making the Board responsible for day-to-day operational decisions as well as leadership critical to organizational success.

The broad vision of this Strategic Plan cannot be achieved without a strong staff-led organization. Transitioning from a Board-led organization to a staff-led organization will require hiring a full-time Executive Director as well as investing in both existing and future staff positions, including a full-time Program Director, part-time Education Coordinator, and additional Coordinators as needed to execute NOFA-NH's operating, administrative, financial and programming goals.

This transition will require continued evaluation of financial resources and staff workload, and the schedule for recruiting an Executive Director will be governed by finance and need. Developing

fundraising plans to hire and sustain two full-time staff leadership positions has been included in the strategic plan.

The Board also seeks to add new members annually and strives to both increase its diversity and add members with expertise not currently represented.

Staff Investment

2021 Objectives

1. Increase full-time employee (FTE) staff to 2.3
2. Hire a part-time Education Coordinator in 2021
3. Develop Executive Director job description in 2021
4. Develop a job description and written fundraising plan to hire a full-time Program Coordinator by 2022
5. Develop and implement strategic internal plans, policies and procedures for NOFA-NH programs, board, staff and committees
 - Develop a written plan for volunteer recruitment and use
 - Develop program manuals for: Winter Conference, Bulk Order, Farm Share Program and Gardening Series
 - Complete and implement public policy manual for public-facing policy positions related to sustainable and organic agriculture, land care and food access resulting in enhanced communication with members, the public, and legislators

2023 Objectives

1. Increase FTE staff to 2.5 (excluding program-specific staff)
2. Develop a fundraising plan for a full-time Executive Director
3. Hire a full-time Program Director

2026 Objectives

1. Develop a written plan to fundraise for and hire other key support staff, including a part-time Policy Coordinator
2. Develop a job description for a part-time policy coordinator
3. Hire a transitioning to organic staff consultant

Board Investment

2021 Objectives

1. Add 5 new BOD members
2. Populate all Board Committees with at least 3 members

2023 Objectives

1. Add 3 new BOD members
2. Populate all Board Committees with at least 4 members
3. Work toward the ideal goal of constantly maintaining a minimum of 10 Board Members. Continue to diversify Board representation by race, ethnicity, age, skillsets, and geographically.

2026 Objectives

1. Add 3 new BOD members
 2. Maintain at least 4 members on all Board Committees
 3. BOD will be 50% less involved in day-to-day operations and freed up to work on higher level organizational goals
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Monitoring the Strategic Plan and Measuring Success:

Monitoring & Reporting

NOFA-NH's Board, Staff, and Committees will monitor and measure the success of this plan regularly through the following actions:

1. NOFA-NH's Operations Manager will review the plan quarterly to track progress towards the objectives. The Operations Manager will report to the Board as needed to confront any obstacles related to the strategic plan.
2. Prior to each annual Board Retreat, NOFA-NH's Board Committees will review the plan to assess progress on objectives related to their Committee. Committees will make recommendations to the Operations Manager and the NOFA-NH Board after each review. Reviews will be included in meeting minutes. Board Members will review these reports prior to the annual Board Retreat.
3. NOFA-NH's Board of Directors will review the strategic plan and committee reports at the annual Board Retreat.
4. The Operations Manager will develop an annual report detailing the actions completed over the previous year as related to the strategic plan.
5. At the 2025 annual retreat, the Board will review the existing plan and strategize for a future 5-year plan. A 5-year plan will be developed and approved in 2026.

Measuring Success

NOFA-NH recognizes the need to allow for flexibility to the strategic plan based on events outside of its control that may impact the organization, such as world and economic affairs like those experienced in 2020. The Board will alter this plan to address such events. Success will be measured based on the number of objectives achieved.

- NOFA-NH will strive to achieve 100% of the goals outlined in this strategic plan, but will also deem the execution successful if 80% of the goals are met.
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Conclusion

NOFA-NH will be a leader in New Hampshire organic agriculture and a community partner, collaborator and go-to educational resource for organic farmers, gardeners, and eaters by achieving the goals outlined in this strategic plan in 2026.