



ReVision Urban Farm/ New Urban Farm Prospectus

Description:

In 1993, ReVision Urban Farm was launched in the Franklin Field neighborhood of Dorchester, Mass. The one-acre farm functions as both a center of productive work and meaningful community engagement and a supplier of healthy, naturally grown produce. Homeless women who live at the ReVision House shelter gain job-readiness skills by working side-by-side with volunteers from Dorchester and surrounding communities to grow the produce and bring it to market. Produce from the farm is prepared for shelter meals, given to local residents in need, and sold to customers. Through a combination of revenue from grants, donations, and food sales, ReVision Urban Farm, a Victory Programs' social enterprise, is able to sustain its job-readiness training, volunteer, and community benefit programs.

Location: Boston, MA

Website: www.vpi.org/Re-VisionFarm/

Founded: 1993

Current Budget: \$226,000

Geography & People Served:

Homeless mothers and their children at ReVision House; local residents in Dorchester; and schoolchildren and adult volunteer groups in Greater Boston

Social Problem:

- About 30,000 people, including 10,500 families with children, move through the state's system of homeless shelters each year.
- Both homeless families and other low-income populations have difficulty obtaining sufficient food and maintaining a healthy diet.
- The rate of hunger in low-income communities is six times higher than the statewide average, and the food that is available and consumed there can often lead to obesity, diabetes, high cholesterol, asthma, and hypertension.

Key Accomplishments & Social Impact:

- Served more than 760 young, homeless families since its inception.
- In 2007, grew more than 5,000 pounds of produce, donated more than 1,300 pounds, and sold more than 16,000 pounds, generating more than \$32,000 in sales.
- Each year, ReVision Urban Farm provides volunteer opportunities to more than 400 Boston-area schoolchildren and residents.

Two-Year Goals:

- Improve ReVision Urban Farm and launch New Urban Farm.
- Develop a formal vocational training program with multiple tracks (growing, food retail, culinary arts, kitchen skills, etc.) for shelter residents.
- Triple the pounds of produce grown to 16,000 a year, the pounds of produce donated to ~4,000 a year, and the pounds of produce sold to 56,000+ a year, earning more than \$122,000.

Total Investment – Two Years:

Operating: \$428,000 Capital: \$1.8 million

VICTORY PROGRAMS

re
vision
urban farm



Real food. Real local.

Contact Information:

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Ways to Invest

In-Kind Support

- Two or three new board members (in vocational training, farming, & business enterprise)
- Branding & marketing materials
- Website development
- Donated labor from local vocational trainers, farmers, and chefs

Financial Support

\$50,000	Full-time vocational training & volunteer coordinator OR biodiesel pick-up truck OR stipends for job trainees
\$25,000	Wall restoration OR full-time assistant grower
\$15,000	Formal vocational training program
\$5,000	Biodiesel garden tractor
\$1,000	Solar panels

SOCIAL
innovation
FORUM Connecting Leaders, Skills,
Networks, and Capital

a Root Cause social enterprise

Need & Opportunity

Social Problem: Homelessness, Hunger, & Lack of Food Diversity

Massachusetts is viewed as a wealthy state. According to the U.S. Census Bureau, Massachusetts ranks fifth in median household income among all 50 U.S. states and the District of Columbia.¹ In 2006, the median household income for the state was \$59,963.² However, Massachusetts is also starkly divided between the haves and the have-nots.

About 30,000 people, including 10,500 families with children, move through the state's system of homeless shelters each year.³ Both homeless families and other low-income populations have difficulty obtaining sufficient food and maintaining a healthy diet. According to the 2007 Status Report on Hunger in Massachusetts, the rate of hunger in low-income communities is **six times higher** than the statewide average,⁴ and the food that is widely available in low-income communities can often lead to obesity, diabetes, high cholesterol, asthma, and hypertension.⁵

In addition, residents of major metropolitan areas, especially low-income populations, have fewer opportunities to enjoy nature or experience sustainable agriculture,⁶ limiting their firsthand knowledge of a diverse variety of fruits, vegetables, herbs, farm animals, and wildlife that contributes to healthy eating habits and lifelong well-being.

Root Cause Factors & Current Landscape

Homelessness

Many homeless families in Massachusetts and throughout the United States are headed by young parents, often mothers with children, who have suffered from domestic violence or mental illness.⁷ These mothers are often trapped in a downward spiral of poverty because they lack the educational and vocational skills needed to make a permanent transition from homelessness to independence. Various nonprofit organizations in Massachusetts are offering basic education, job-readiness and vocational training, and counseling to the at-risk population to help bridge this gap. However, in addition to needing practical job skills, many homeless women struggle daily just to obtain enough nutritious food for themselves and their families.

Food Insecurity & Hunger

Food insecurity afflicts households that cannot afford to buy enough nutritious food for a healthy life. These families eat smaller meals, skip meals, and sometimes run out of food altogether, leading to food insecurity with hunger.⁸ According to the U.S. Department of Agriculture and the U.S. Census Bureau, 7.8 percent of all households in Massachusetts are food insecure, and a third of those households experience food insecurity with hunger.⁹ Homeless families and other low-income populations are especially susceptible to food insecurity with hunger because they temporarily locate or drift in and out of urban neighborhoods "devoid of good-quality food stores ... [where] traveling to a full-line supermarket ... requires one or two long bus rides or an expensive taxi

¹ U.S. Census Bureau, "2006 American Community Survey," http://factfinder.census.gov/servlet/GCTTable?_bm=y&-geo_id=&-ds_name=ACS_2006_EST_G00_&-_lang=en&-mt_name=ACS_2006_EST_G00_GCT1901_US9&-format=US-9&-CONTEXT=gct

² Ibid.

³ Steve LeBlanc, "Patrick's Budget Aims to End Homelessness," *The Boston Globe*, January 21, 2008. http://www.boston.com/news/local/articles/2008/01/21/patricks_budget_aims_to_end_homelessness/

⁴ Project Bread, "2007 Status Report on Hunger in Massachusetts," http://www.projectbread.org/site/PageServer?pagename=abouthunger_statusreport

⁵ Project Bread, "2007 Status Report on Hunger in Massachusetts," 4.

⁶ According to the U.S. Department of Agriculture, the term sustainable agriculture means "an integrated system of plant and animal production practices that will over the long term: satisfy human food and fiber needs; enhance environmental quality and the natural resource base upon which the agriculture economy depends; make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls; sustain the economic viability of farm operations; and enhance the quality of life for farmers and society as a whole," http://www.csrees.usda.gov/nea/ag_systems/in_focus/sustain_ag_if_legal.html

⁷ National Alliance to End Homelessness Factchecker, February 2007, <http://www.endhomelessness.org/content/article/detail/1525>

⁸ Project Bread, "2007 Status Report on Hunger in Massachusetts," 2.

⁹ Ibid.

fare.”¹⁰ Even when fresh fruits and vegetables are available, they are more expensive to purchase than foods high “in sugar, fats, and salt.”¹¹ For its annual report, Project Bread compared an unhealthy shopping list with a healthy shopping list and discovered that the healthier food items cost **73 percent more** (see Table 1 below)!

Table 1: Project Bread Shopping Lists Comparison, 2007 Status Report on Hunger in Massachusetts

Low-Cost Shopping List			Healthy Shopping List	
	Items	Cost	Item	Cost
Breakfast	Frozen waffles (10)	\$1.81	Cereal (10 oz.)	\$2.79
	Syrup (12 oz.)	\$2.39	Skim milk (1 gallon)	\$4.19
	Fruit punch (1 gallon)	\$1.50	Orange juice (1 gallon)	\$6.89
Snack	Potato chips (6.75 oz.)	\$1.99	Lite popcorn (6.5 oz.)	\$2.79
Lunch	Bologna (1 lb.)	\$4.00	Solid white tuna (1 lb.)	\$3.32
	White bread (1 lb.)	\$2.09	Whole wheat bread (1 lb.)	\$2.15
Dinner	Pasta sauce with meat (1 lb.)	\$2.29	Chicken breast (1 lb.)	\$5.99
	Pasta (1 lb.)	\$1.00	Broccoli (1 lb.)	\$1.99
Dessert	Ice Cream (1/2 gallon)	\$2.69	Strawberries (2 lbs.)	\$3.99
TOTAL		\$19.76		\$34.10

Lack of Food Diversity

Farms, which could help alleviate food insecurity and lack of food diversity in their surrounding communities, are usually located in suburban or rural areas.¹² Local farms in the Boston metropolitan area successfully attract urban residents who have the transportation, time, and money to drive to purchase farm-fresh produce. Some local farms also coordinate onsite visits for urban schoolchildren from all socioeconomic classes to introduce them to a diverse array of fruits, vegetables, herbs, farm animals, and wildlife. However, few working farms, locally or nationwide, actively engage the most vulnerable population (homeless and other at-risk people) in the places where they live or work.

Opportunity

ReVision Urban Farm is a one-acre field located in the Franklin Field neighborhood of Dorchester, Mass. Using sustainable methods, the farm grows vegetables, herbs, and fruits as a platform to alleviate homelessness and hunger and increase food diversity in Boston, Mass. ReVision Urban Farm provides free, healthy food and a comprehensive training program to homeless mothers with children living at ReVision House shelter. It teaches them lifelong lessons in health and nutrition as well as job-readiness skills that permanently transition them from homelessness to independence. ReVision Urban Farm also provides nutritious, naturally grown food at low prices to Dorchester residents who could not otherwise afford or access such a rich diversity of foods. The farm also provides hands-on volunteer opportunities to urban and suburban children and adults to expose them to a wide variety of fruits, vegetables, herbs, farm animals, and wildlife, contributing to healthy eating habits and lifelong well-being.

ReVision Urban Farm is a powerful model because it earns money from selling the produce it grows to fund its ongoing operations. Earned income makes up a greater percentage of the total operating revenues each year, making ReVision Urban Farm a sustainable model and a worthwhile investment.

Scientific studies, news reports, books, and movies released in the past decade have raised environmental awareness about the negative impact of large carbon footprints and the harmful effects of toxins and pesticides, spawning a growing interest in local, farm-fresh, naturally grown foods. ReVision Urban Farm believes that the timing and market opportunity are right to launch New Urban Farm on a three-acre plot of land in nearby Olmsted Green. By increasing geographic size, production output, and earned income, ReVision Urban Farm and New

¹⁰ Mark Winne, *Closing the Food Gap: Resetting the Table in the Land of Plenty* (Boston: Beacon Press, 2008).

¹¹ Ibid.

¹² <http://www.ers.usda.gov/StateFacts/MA.HTM>

Urban Farm will have greater social impact on homeless mothers with children at ReVision House; local residents in Dorchester; and schoolchildren and adult volunteer groups in Greater Boston.

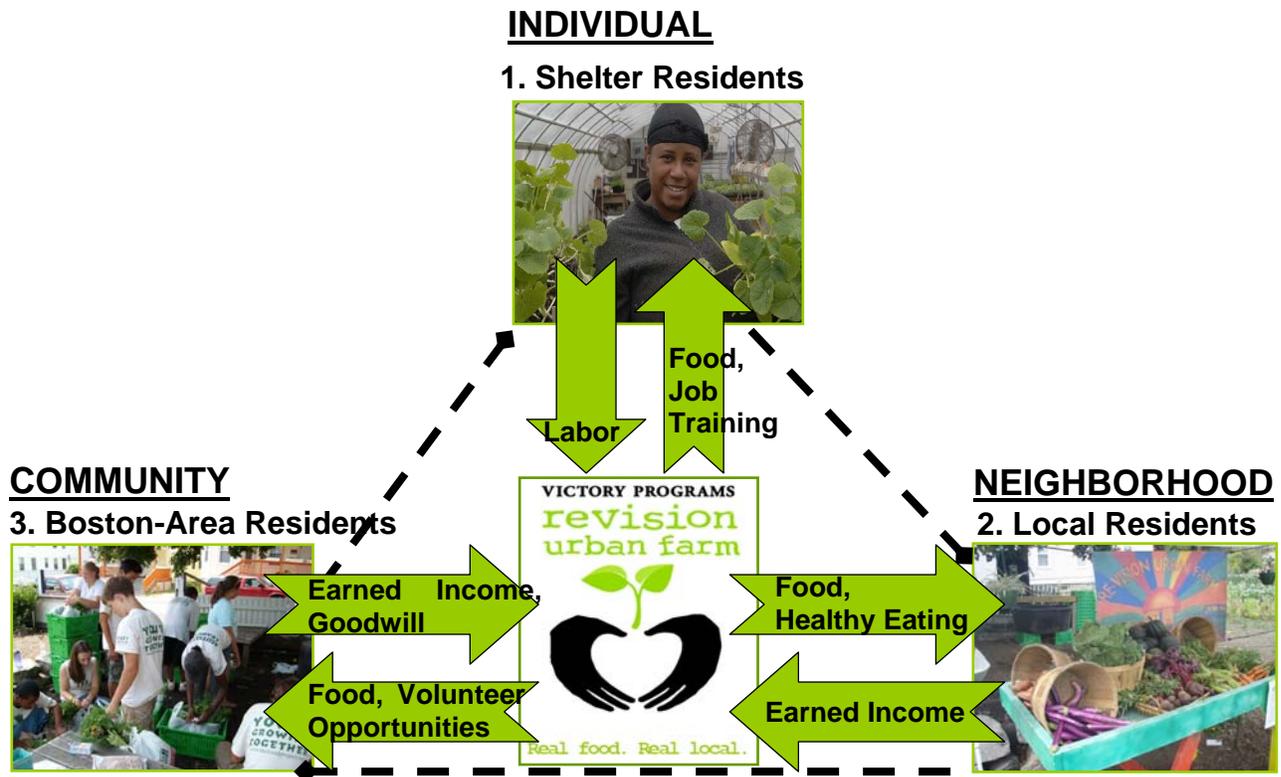
Social Innovation in Action: The ReVision Urban Farm Model

History

ReVision House was founded in the Franklin Field neighborhood of Dorchester, Massachusetts, as a shelter for homeless pregnant women, young mothers, and their children.¹³ Starting in 1993, three vacant lots on one acre of land adjacent to ReVision House were transformed into farm fields to form ReVision Urban Farm. Three greenhouses were built on the farm to grow vegetables, herbs, and fruits and to raise tilapia fish. In 2005, ReVision House and ReVision Urban Farm merged with Victory Programs, a Boston nonprofit organization with a long history of serving individuals and families facing homelessness, substance use, and chronic illness.

Model

ReVision Urban Farm provides food, job-readiness training, and volunteer opportunities to ReVision House, Franklin Field, and Boston-area residents. In return, these residents work on or purchase produce from the farm to support its ongoing operations. This virtuous circle represents a series of mutually beneficial relationships for the shelter, the neighborhood, and the community.



- 1. Shelter Residents:** ReVision Urban Farm works with ReVision House to offer a long-term, holistic program of vocational, educational, personal, and nutritional skills to help transition a small, close-knit group of women from welfare to independence over the course of approximately 6 to 12 months. The women develop leadership, management, workplace responsibility, and other skills as they grow and harvest produce on the farm. They also earn a stipend for their work and receive produce to feed

¹³ <http://www.vpi.org/theprograms.html#residential>

themselves and their young families. Since their inception, ReVision House and ReVision Urban Farm have served more than 760 young families.

2. **Local Dorchester Residents:** In 2007, the farm grew more than 5,000 pounds of fresh vegetables, berries, herbs, and flowers. Of that amount, 1,161 pounds were consumed by families at ReVision House and 205 pounds were donated to community centers in the Dorchester neighborhood. An additional 1,813 pounds of farm-fresh, naturally grown produce were sold at affordable prices to local residents at a farmstand on Fabyan Street and at two Dorchester restaurants: Ashmont Grille and Poppa B's Soul Food.

3. **Boston-Area Residents:** The rest of the harvested produce is combined with produce grown by other farms and sold to the greater Boston community through a community-supported agriculture (CSA) program. A CSA program is a relationship of mutual support and commitment between a farm and its surrounding community members. Community members pay the farm an annual membership fee to help cover the farmer's production costs. In return, members receive a weekly share of the harvest during the local growing season. In 2007, ReVision Urban Farm distributed nearly 15,000 pounds of produce in this way. Through consuming fresh produce and participating in hands-on volunteer activities at the farm, Boston-area residents are introduced to and learn more about sustainable agriculture. Some of ReVision Urban Farm's hands-on volunteer opportunities include working in a greenhouse that is heated with compost during the winter, cleaning tilapia fish tanks that pump waste-fertilized water into soil-free hydroponic beds to raise vegetables, or tending to one of the farm fields.

Business Growth

Business Activities & Growth to Date

ReVision Urban Farm is a social enterprise that earns income by selling the produce it grows and buys from other local farms to finance its ongoing operations. ReVision Urban Farm has three lines of business:

1. It sells produce through its farmstand and to local restaurants.
2. It sells seedlings to local neighborhood and Greater Boston gardeners.
3. It sells season-long produce subscriptions for its community-supported agriculture program to families in Greater Boston.

In 2007, ReVision Urban Farm sold more than 16,000 pounds of produce altogether through its farmstand, restaurant, seedling, and community-supported agriculture programs, earning more than \$32,000.

Table 2: ReVision Urban Farm Business Activities & Growth

Production	2007A	2008E	2009E	2010E
Lbs. of produce grown	5,318	6,900	8,000	16,000
Farmstand & Restaurants				
Lbs. of produce sold	1,813	2,596	3,245	10,490
Earned income generated	\$1,605	\$3,216	\$4,020	\$20,980
Seedlings				
Earned income generated	\$2,389	\$3,340	\$4,175	\$5,219
Community Supported Agriculture (CSA)				
# of CSA subscribers receiving produce [1]	60	75	91	182
Lbs. of produce sold	14,752	18,440	23,050	46,100
Earned income generated	\$28,504	\$39,909	\$48,270	\$96,540
Total				
Total lbs. of produce sold	16,565	21,036	26,295	56,590
Total earned income	\$32,498	\$46,465	\$56,465	\$122,739

[1] Each CSA subscriber pays approximately \$530 per year.

Market Opportunity

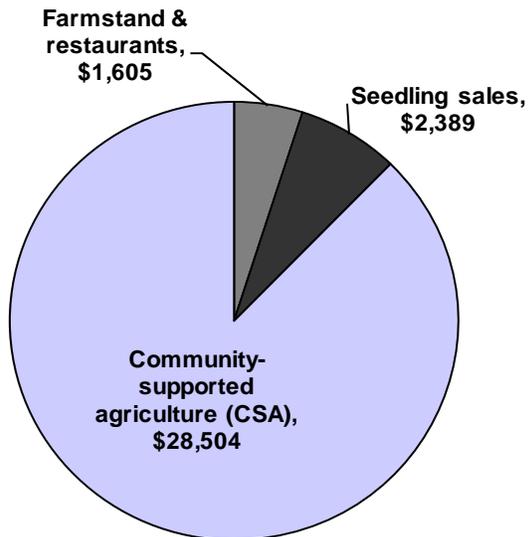
Sales of Massachusetts farm crops grew from \$299 million to \$340 million from 2000 to 2006.¹⁴ According to Jeff Cole, executive director of the Federation of Massachusetts Farmers Markets, “new concerns about food safety and an awakening to the environmental problems associated with [industrial] farming and imported food have created a ... vibrant market for local meats and vegetables.”¹⁵ The desire to eat locally has doubled the number of farmers markets statewide, up from 90 in 2000 to an estimated 180 in 2008.¹⁶ Many community-supported agriculture programs in Massachusetts have waiting lists of people wishing to join, and hundreds of students regularly show up at food workshops held on local farms.¹⁷

Growth Strategy

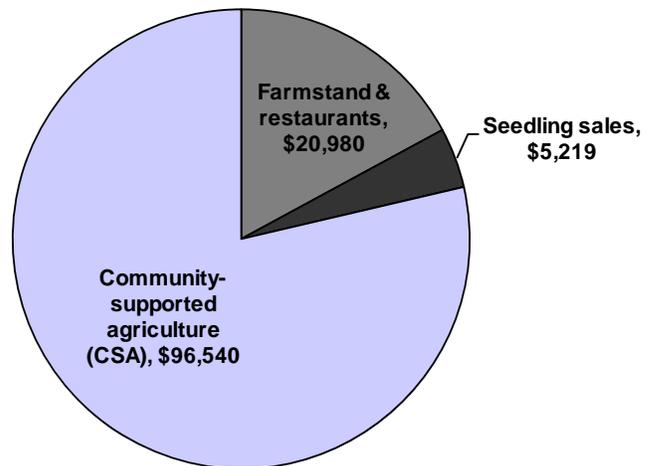
To help meet this growing demand, ReVision Urban Farm will launch New Urban Farm at Olmsted Green. Olmsted Green, the former Boston State Hospital site that is being transformed into a 42-acre, mixed-income community in the heart of Boston, was developed through the innovative partnership of Lena Park Community Development Corporation and New Boston Fund’s Urban Strategy America Fund.¹⁸ On a three-acre parcel of land at Olmsted Green, ReVision Urban Farm will build and launch New Urban Farm, tripling its annual crop production and earned income by 2010. The farm’s community-supported agriculture program, which supplies the largest share of its earned income, will grow from 60 subscribers in 2007 to 182 subscribers in 2010, increasing earned income from that line of business from \$28,000 to \$96,000 (see Figure A below). Demand exceeds available spaces for ReVision Urban Farm’s subscription slots, which are only advertised through word-of-mouth. ReVision Urban Farm believes it will not be difficult to expand from 60 to 182 subscribers, given the market climate, its unique urban location, and its affordable subscription rate that attracts a mixed-income clientele. However, the farm may look into innovative marketing and advertising techniques to promote its lines of business as the farm grows and expands.

Figure A: Earned Income Growth over Time

2007 Total Earned Income: \$32,498



2010 Total Earned Income: \$122,739



¹⁴ <http://www.ers.usda.gov/Data/FarmIncome/FinfidmuXls.htm>

¹⁵ Erica Noonan, “Going Native: Local Farms Benefit as More Suburbanites Buy Food Grown Close to Home,” *The Boston Globe*, February 21, 2008.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ <http://www.usa-fund.com/web/home/?id=49>

Social Impact & Program Performance

As a social enterprise, ReVision Urban Farm has social as well as business goals and tracks its social performance and impact in three main areas:

1. Educational and vocational programming for shelter residents
2. Produce donated to shelter residents and local community organizations
3. Civic engagement through volunteer participation

Table 3 presents a summary of available data and projections in each area.

Table 3: ReVision Urban Farm Social Performance & Impact

Educational & Vocational Programs	2007A	2008E	2009E	2010E
# of shelter residents who have completed job-readiness and vocational training [1]	6	8	10	12
Produce Donated				
Lbs. of produce donated	1,366	1,575	1,969	3,939
Value of produce donated	\$2,800	\$3,229	\$4,037	\$8,074
Shelter residents who receive free produce [2]	22-40	22-40	22-40	22-40
Residents in Franklin Field neighborhood with access to fresh, naturally grown produce (approximate) [3]	2,000	2,000	2,000	2,000
Civic Engagement				
# of volunteers working and learning at the farm	405	500	500	1,000

[1] Vocational training in multiple tracks (growing, food retail, culinary arts, and kitchen skills) will be available once a formal vocational training program is established at ReVision Urban Farm in 2008 or 2009.

[2] ReVision House can shelter 22 homeless women, who live there for 6 to 12 months. Depending on how quickly the residents rotate in and out, the total number of women living at ReVision House in a year may be as high as ~40.

[3] Database of Greenspaces and Neighborhoods in the heart of Boston, <http://ksgaccman.harvard.edu/hotc/DisplayPlace.asp?id=11561>

Educational & Vocational Programming

ReVision Urban Farm currently offers job-readiness training that helps ReVision House shelter residents develop leadership, management, workplace responsibility, and other skills. The women use these skills to obtain full-time jobs as they transition from ReVision House to independence after a 6- to 12-month stay. One former shelter resident and farm trainee currently works at Brookwood Community Farm in Milton; others put their leadership and management skills to use as nurses' aides or administrative assistants. ReVision House and ReVision Urban Farm plan to launch a formal vocational training program offering tracks in growing, food retail, culinary arts, and kitchen skills to provide shelter residents with work experience and to better prepare them for employment in these areas. The number of shelter residents who receive job-readiness and formal vocational training each year will double from six in 2007 to 12 in 2010, with the goal of having more than half the residents enrolled at any given time. The long-term vision for ReVision House and the New Urban Farm is to work ever more closely with the other Victory Programs to provide formal vocational training on the farm for other Victory Programs' clients and the local community.

Produce Donations

Fresh produce is not readily available to the residents in the Franklin Field neighborhood. To ensure that ReVision House shelter residents and local low-income residents have access to fresh, nutritious foods, ReVision Urban Farm donates approximately 25 percent of the produce it grows annually to shelter and local residents. As the farm expands, the annual amount of produce donated will triple, from 1,366 pounds in 2007 to 3,939 pounds in 2010, and the annual value of produce donated will more than double, from \$2,800 in 2007 to \$8,074 in 2010.

Civic Engagement

As described earlier, ReVision Urban Farm also seeks to engage local and Greater Boston schoolchildren and adults in supporting and learning about sustainable agriculture. Some of ReVision Urban Farm's hands-on volunteer opportunities include working in a greenhouse that is heated with compost during the winter, cleaning

tilapia fish tanks that pump waste-fertilized water into soil-free hydroponic beds to raise vegetables, or tending to one of the farm fields. Through the experience of working side-by-side with shelter and local residents, volunteers contribute to their community and learn about nature and sustainable agriculture in a way that will contribute to healthy eating habits and lifelong well-being. ReVision Urban Farm plans to increase its number of volunteers from 405 in 2007 to 1,000 in 2010.

Long-Term Social Outcomes

ReVision Urban Farm sees its long-term outcomes as reducing homelessness by helping homeless women obtain job-readiness and vocational skills to permanently transition from homelessness to independence; promoting food diversity by making a variety of fruits, vegetables, and herbs geographically and financially available to a Dorchester neighborhood for which it would not otherwise be available; and increasing awareness of sustainable agriculture by providing volunteer opportunities on the farm. While ReVision Urban Farm has qualitative, anecdotal evidence that these outcomes are happening, it will work closely with Victory Programs' director of quality enhancement and data evaluation to set up ways to better track and measure outcomes quantitatively. Some measurement instruments may include assessments of skills obtained through formal vocational training provided by the farm, current job and food situations of former ReVision House residents, the diversity of food consumed by local Dorchester residents, and awareness of sustainable agriculture and appreciation of the outdoors before and after a farm visit by school and volunteer groups.

Financial Sustainability

Capital Campaign for New Urban Farm

ReVision Urban Farm is completing its planning activities for New Urban Farm. To date, \$350,000 has been raised for pre-development costs, including a cash donation of \$300,000 from an anonymous foundation. In-kind donations of more than \$40,000 have been received from several sources, including the law firm of Mintz, Levin, Cohn, Ferris, Glovsky & Popeo and the Green Round Table.

A capital campaign will be launched in the next year. The capital campaign seeks to raise and spend \$1.8 million dollars over the next two years to build and launch Phase I of the New Urban Farm on a three-acre plot of land in Dorchester's Olmsted Green. Capital costs include bringing in utilities, preparing the field site, and constructing a greenhouse and a permanent retail farm stand. Before the public launch of the capital campaign, ReVision Urban Farm will be seeking seed funding from our current partners as well as those in the wider social investment community.

Table 4: Projected Capital Costs for New Urban Farm (2007-2010)

	2007A	2008E	2009E	2010E
Total Capital Costs [1]	\$140,801	\$446,400	\$1,252,700	\$143,800

[1] Annual costs of New Urban Farm construction courtesy of ReVision Urban Farm.
 New Urban Farm donations could be grants or individual contributions.

Operating Revenues and Expenses

Operating costs will rise as ReVision Urban Farm seeks to maintain high output on the existing farm and improve current facilities and equipment¹⁹ while building organizational capacity for New Urban Farm (see Table 5, next page). Over the next two years, the farm plans to hire one full-time employee for New Urban Farm, develop a formal vocational training program with multiple tracks (growing, food retail, culinary arts, kitchen skills, etc.) that will better serve trainees working on either ReVision or New Urban Farm, and hire a full-time vocational training and volunteer coordinator to manage this program.

¹⁹ See Ways to Invest on the prospectus's cover page.

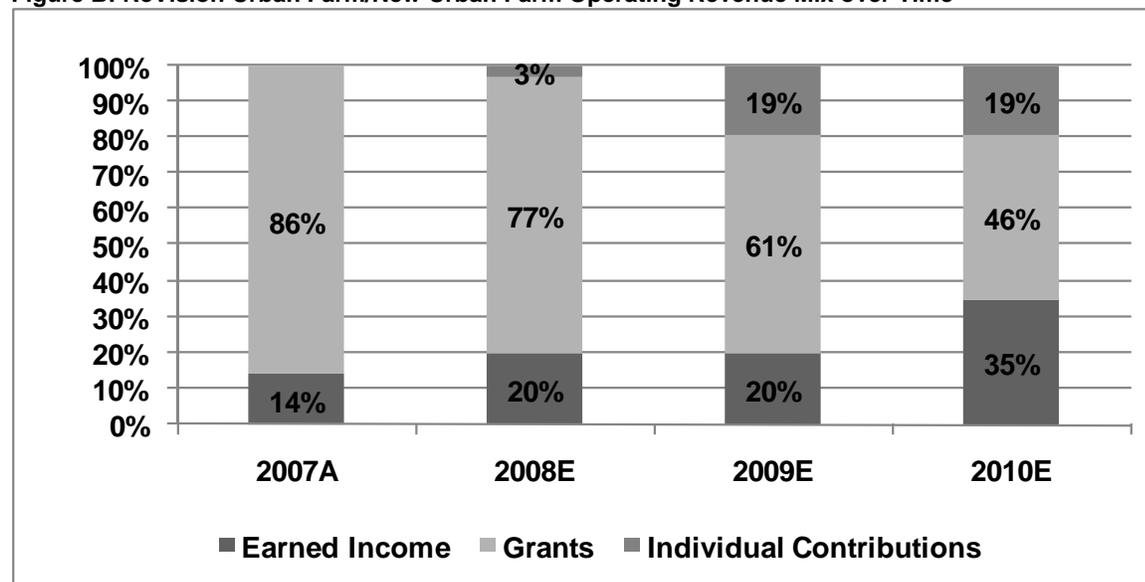
Table 5: Operating Projections for ReVision Urban Farm/New Urban Farm (2007-2010)

	<u>2007A</u>	<u>2008E</u>	<u>2009E</u>	<u>2010E</u>
REVENUE				
Earned Income	\$32,498	\$46,465	\$56,465	\$122,739
Grants	\$201,370	\$180,000	\$170,000	\$160,000
Individual Contributions	\$727	\$6,179	\$52,522	\$65,653
TOTAL REVENUE	\$234,595	\$232,644	\$278,987	\$348,392
OPERATING COSTS				
Personnel	\$121,068	\$131,964	\$164,955	\$206,193
Services (Staff Development, Administration)	\$14,020	\$14,721	\$18,401	\$23,001
Office Expenses	\$35,710	\$37,495	\$46,869	\$58,586
Equipment	\$1,131	\$20,000	\$20,000	\$20,000
Occupancy (Facilities, Repairs, Insurance)	\$10,954	\$11,501	\$14,377	\$17,971
Transportation	\$6,359	\$6,677	\$8,346	\$10,433
Client-Related & Other (Misc. Expenses)	\$3,577	\$3,756	\$4,695	\$5,869
TOTAL OPERATING COSTS	\$192,819	\$226,114	\$277,643	\$342,053
NET SURPLUS	\$41,776	\$6,530	\$1,344	\$6,339

Change in Revenue Mix

2010 will be the first full year of operations for New Urban Farm. With the launch of New Urban Farm, sustainable sources of revenue will grow while dependence on grants will decline. Earned income is projected to rise from 14 percent of total operating revenue in 2007 to 35 percent by 2010; individual donations will increase from less than 1 percent to 19 percent; and grants will decrease from 86 to 46 percent.

Figure B: ReVision Urban Farm/New Urban Farm Operating Revenue Mix over Time



Leadership

Jonathan Scott serves as the president of Victory Programs, a not-for-profit organization that opens doors to recovery, hope, and community to individuals and families facing homelessness, substance abuse, and chronic illnesses. In 1975, Jonathan Scott, an 18-year-old Boston College student, began volunteering at Victory House, and he has never left. In 28 years, Jonathan has worked with his board and staff to strategically build this once small and fledgling recovery home into New England's largest residential substance abuse treatment agency. Jonathan was instrumental in securing an affiliation with the United Way of Massachusetts and contracting for services under federal, state, and city contracts. In 2001, Victory Programs successfully raised \$1.8 million in its first major capital campaign to purchase and renovate Victory Programs' new central headquarters in Boston. Today, Victory Programs enjoys a solid reputation for helping anyone in need, especially those who have had the most difficulty in finding treatment due to multiple diagnoses and illnesses. Victory House now has 18 facilities and serves clients from every Boston neighborhood. In addition to directing Victory Programs, Jonathan has served as chair of the board of the Mental Health and Substance Abuse Corporations of Massachusetts, MassEquality, Inc., the Ryan White Planning Council, and the Massachusetts Alcohol and Drug Abuse Association.

Lauri Webster is the development manager of ReVision Urban Farm. By training, Lauri is a licensed landscape architect, with a BS and BLA from the State University of New York, College of Environmental Science and Forestry, and an MA in real estate development from MIT's Center for Real Estate Development. She brings 25 years of experience working in the private and public sectors to the nonprofit sector, where she has worked for the past 10 years. Lauri served as vice president of the Boston Natural Areas Network, where she worked with urban residents to advocate for new and existing open space developments. She also worked on behalf of the City of Boston, as part of Mayor Menino's task force to create and initiate the Boston Schoolyard Initiative. Lauri believes strongly in the value of open spaces, both natural and constructed, to inspire human potential and to foster a sense of community. As the development manager of ReVision Urban Farm, Lauri is spearheading the effort to conceptualize, articulate, and implement New Urban Farm.

Matthew Kochka, the manager of ReVision Urban Farm, has had a lifelong passion for community service and agriculture. He graduated from the University of New Hampshire (UNH) with a degree in environmental conservation, with an emphasis on sustainable agriculture and community development. During his time at UNH, Matt worked in the dining halls, on the farms, and with the campus-wide composting program. Matt successfully persuaded the dining halls to offer healthier food, initiated a campus-wide recycled paper purchasing program, and facilitated the creation of the organic garden club, which is now a staple of the UNH agriculture program. After graduation, Matt worked as an advocate for disadvantaged elderly and disabled individuals in New Jersey and on two other farms in the Boston area. At Waltham Fields, Matt worked as a grower's assistant, learning how to weave community building and food security into the fabric of crop production. Then Matt worked at the Boston Public Health Commission's Serving Ourselves Farm. In his first season at ReVision Urban Farm, Matt was able to surpass all projected production goals, raising, selling, and donating more produce for the 2007 growing season than ever. In this, his second year, Matt is excited about continuing to improve on the production and distribution numbers, emphasizing fiscal sustainability while maximizing community impact at ReVision Urban Farm.

ReVision Urban Farm exists as a program of Victory Programs, Inc. (VPI) and shares its board of directors. The board of VPI consists of executives from business corporations, community programs, and government agencies. The farm plans to expand the board in the coming year to include experts in vocational training, farming, and business enterprise.

Key Funders

ReVision Urban Farm has received financial and in-kind funding from a variety of sources, demonstrating support for the organization's approach and results to date. They include:

- An anonymous foundation
- Boston Department of Neighborhood Development
- Heifer International
- Cedar Tree Foundation
- Mintz, Levin, Cohn, Ferris, Glovsky & Popeo
- Green Round Table

Key Measures Report with Targets (April 2008 – March 2009)

Below is a summary of the key measures that ReVision Urban Farm will be tracking for the first 12 months after the Social Innovation Forum's showcase event, as a way to demonstrate progress toward its two-year goals, capture lessons learned, and make course corrections as needed:

	Baseline (March 08)	Target (March 09)
Program Performance		
Increase lbs. of produce grown	6,900	8,000
Increase lbs. of produce donated	1,575	1,969
Increase lbs. of produce sold [1]	21,036	26,295
Increase earned income generated	\$46,465	\$56,465
Maintain # of shelter residents who receive free produce [2]	22-40	22-40
Increase # of shelter residents who receive job-readiness and vocational training	8	10
Maintain number of volunteers who visit ReVision Urban Farm	500	500
Increase # of CSA subscribers receiving produce	75	91
Organizational Health/Capacity-Building		
Launch New Urban Farm	-	Break ground on three acres of construction
Add board members	19	2 or 3 more (vocational training, farming, business)
Develop branding & marketing materials for ReVision/New Urban Farm	Limited	1 or 2 new collateral pieces
Update and improve website	-	Obtain in-kind website development support
Obtain donated labor from local community members for key projects	0	3 (vocational trainer, farmer, chef)
Develop formal vocational training program and fundraise for job trainee stipends	\$0	\$70,000 (50% of total needed)
Raise money to obtain necessary tools and perform physical repairs	\$0	\$40,000 (50% of total needed)
Obtain solar panels	\$0	\$1,000

[1] Lbs. of produce sold is greater than lbs. of produce grown because ReVision Urban Farm also sells produce from other sustainable agriculture farms in Massachusetts.

[2] ReVision House can shelter 22 homeless women, who live there for 6 to 12 months. Depending on how often the residents rotate in and out, the total number of women living at ReVision House in a year may be as high as ~40.

Success Stories

Jennifer, former ReVision House resident and ReVision Farm trainee

Jen entered the program as a self-described loner. It took us some time to figure her out, but after a while she let us know that she wanted to work for the farm because it was a place where she could relax and remove herself from other people. Luckily, she started the program in late winter, a time when the farm receives fewer visitors and volunteers.

She learned many things from our science classroom curriculum and developed an interest in herbs. She wanted to know everything there was to know about how they grow, how to use them, and their medicinal properties. As she learned more about herbs, she became more willing to take on responsibilities. She was given an area of the farm to plant as an herb garden, which she managed from seed to harvest to sale.

This experience gave her a feeling of ownership and leadership. As new farm trainees were hired, she took them under her wing and taught them how to use different tools, how to plant, and how to feel empowered to ask questions. Over time, farm staff encouraged her to talk about her herb garden to volunteer groups. When she was comfortable doing that, the farm staff supported her in learning to lead full tours.

By the start of her second season, she was happy to lead volunteer groups. However, we knew she was probably going to be moving on soon. She knew she wanted to continue working with plants, but was unsure of how and where. We called around to find her a farm or greenhouse job. A previous manager of ReVision Urban Farm, Judy Lieberman, was willing to hire her at her farm in Milton; she was also willing to pick up the trainee at the nearest bus stop and drive her the rest of the way to work! Jen still visits ReVision and talks about how hard and great it is to work on a larger farm.



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Lassandra, former ReVision House resident and ReVision Farm trainee

Lassandra loved the produce grown on ReVision Urban Farm. Every time she ate collard greens, she asked the farm if she could have more. Her orders for fresh greens soon began to grow upwards of five pounds. At that point, we asked her if she would like to harvest her own collard greens. She replied with a big smile, “Can I really?” and ran back to her room at the ReVision House shelter to grab a trash bag. She harvested over 10 pounds, which she then cooked for her fellow shelter residents. Her love of sharing food sparked a cooking dialogue about culture within the shelter. ReVision House residents would cook their favorite family dish and share it with others. They found that every culture has great food, and that plenty of good-tasting foods can be prepared using produce grown on the farm.



This excitement spilled over to our farm stand as well. The food-sharing events required many residents to come out to the farm to get their extra produce. When shelter residents came to the farm, they would stop at the farm stand and talk about their memories of family gardens with community members who were purchasing produce there. We learned that many cultures use the same vegetables in vastly different dishes and that many people have agricultural roots only one or two generations away.

Lassandra is now living on her own with her child. She works as an administrative assistant and has returned a few times this winter to make sure we know to plant enough collards for her, because she will be coming to buy produce from our stand this summer.

Lassandra's love of sharing food sparked a cooking dialogue about culture within the shelter. ReVision House residents would cook up their favorite family dish and share it with others. They found that every culture has great food, and there are plenty of easy, good-tasting foods that can be prepared using the produce grown on the farm.