



Strategic Plan 2021-2023

Poughkeepsie Farm Project

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Our Mission is to cultivate local leadership in sustainable farming, food access and education, and to foster an inclusive, welcoming community for everyone.

Our Vision is a community that works collaboratively to provide equitable access to nutritious food via a just and resilient food system.

Our Core Values:

1. **Honor** – gratitude and appreciation for where we carry out our work; foster high standards across our work.
2. **Cultural inclusion and diversity** – respect and celebrate diverse backgrounds and people with different needs; exhibit a high level of care for individuals’ dignity and rights; actively work to repair harms against marginalized communities.
3. **Transparency** – around food, food production and services provided; share insights responsibly; seek input and offer feedback; educate and inform people to build trust; empower our community to make informed decisions.
4. **Collaboration** – work together and build partnerships between PFP and the community; share goals and provide mutual support.
5. **Accessibility** – overcome barriers to food access and resources, education, community events and the farm; welcome neighborhood access to land and space.

Our Key Goals:

Significant work is accomplished by the PFP Board, staff, and volunteers on an annual basis. A wide variety of successful programs are provided through the Education Department both on- and offsite through the expertise of the education staff. The growth and distribution of fresh produce is provided through the work and oversight of the Farm Department and its knowledgeable and experienced team of staff, volunteers, and interns.

This strategic planning process assumed the steady continuation of the programs and services that existed at the onset of 2020. The plan focuses on specific initiatives that PFP wants to prioritize and move forward in an effort to enhance the excellence and impact of the Poughkeepsie Farm Project on behalf of our community in light of the health, justice and societal issues that have become so much more evident. These goals fit into one of the three lead initiatives of “Lead, Educate, Grow & Distribute”.

<i>Lead</i>	<i>Educate</i>	<i>Grow & Distribute</i>
<p>Center the work of PFP on social and food justice.</p> <p>Identify and mitigate structural discrimination within PFP e.g., racial, environmental, cultural, and labor practices.</p> <p>Promote models that are replicable and fundable.</p> <p>Determine best organizational and operation structures for mission achievement and sustainability.</p>	<p>Identify and mitigate barriers (e.g., language, culture, education, exposure, income) to understanding what healthy food is.</p> <p>Provide experiential learning programs to our entire community demonstrating eco-friendly farming practices and preparation of fresh food.</p>	<p>Partner with other organizations to establish workable networks.</p> <p>Ensure accessible, equitable distribution avenues for all in our community.</p>

LEAD

Goal 1) Center the work of PFP on social and food justice.

Objectives:

- 1.1) Increase access for food insecure people who are not currently involved in the CSA.
- 1.2) Tie social and food justice into the farm and educational programming.
- 1.3) Keep a focus on local agriculture as a viable career path to prepare the farmers and food advocates of tomorrow, and work to elevate the status of agricultural vocations key to a viable community.
- 1.4) Refine the process for interns to return to PFP as farm staff, instructors, etc.
- 1.5) Enhance Board and committee recruitment and process.

Goal 2) Identify and mitigate structural discrimination within PFP e.g., racial, environmental, cultural, and labor practices.

Objectives:

- 2.1) Determine areas for review; revise/establish plans for outreach, training, and staffing.

Goal 3) Promote/improve models that are replicable and fundable.

Goal 4) Determine best organizational and operation structures for mission achievement and sustainability.

Objectives

- 4.1) Determine best organizational and operational structure during the Covid pandemic.
- 4.2) Determine best structure post-pandemic.
- 4.3) Reform the organizational culture.
- 4.4) Maintain the current financial stability and build fiscal capacity.
- 4.5) Improve and restructure facilities.
- 4.6) Provide trainings for staff, interns and volunteers on such topics as mental health, emotional intelligence, compassion fatigue, burnout, racial equity and inclusion, and restorative justice.
- 4.7) Develop the CSA membership into a community that works in partnership with PFP on the vision and mission and builds investment interest amongst the members.

EDUCATE

Goal 5) Identify and mitigate barriers (e.g., language, culture, education, exposure, income) to understanding what healthy food is.

Objectives:

5.1) Determine how best to educate all in our community about what constitutes a CSA, and how to become involved in a CSA.

Goal 6) Provide experiential learning programs to our entire community demonstrating eco-friendly farming practices and preparation of fresh food.

GROW & DISTRIBUTE

Goal 7) Partner with other organizations to establish workable networks.

Objectives:

7.1) Develop clear goals for partnerships that support the vision and mission.

Goal 8) Ensure accessible, equitable distribution avenues for all in our community.

Objectives:

8.1) Administrative processes that accommodate/improve CSA distribution for SNAP and WIC recipients.