



STRATEGIC PLAN -- EXECUTIVE SUMMARY

Making local sustainable agriculture an important part of our community through farming, education, and community events

Our Strategic Plan 2009-2012

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From the Board President and Farm Director

In 2008, the Board of Directors and staff engaged in a strategic planning process to set the direction for Pennypack Farm for the next 3 years and beyond. We discussed in great detail the future needs and opportunities of our programs, customers and participants, facilities, relationships to other organizations, leadership structure, policies, and funding sources. We are an organization in **transition from start up to permanence**; our strategic plan reflects this transition.

The planning process led us to revise our mission statement to be simple, fresh, and clarify our purpose:

New Name and Mission Statement

Pennypack Farm & Education Center (PFEC) is a charitable, nonprofit educational organization dedicated to making local sustainable agriculture an important part of our community through farming, education, and community events.



We fulfill our mission through the following three activities:

- Farming that is guided by written *Agricultural Principles* which address sustainability, transparency, quality of life, nutritional quality and organic growing practices
- Educational programs that build knowledge about community and individual benefits of sustainable agriculture and eating fresh, locally grown food
- Connecting people to food and farming through community supported agriculture (CSA) projects, on-the-farm events, and by building strategic relationships with organizations to expand community-based sustainable agriculture

Harm Scherpbier MD, Board President

Andy Andrews, Farm Director

We committed to five major goals over the next three years, to be accomplished through specific objectives and timelines laid out in the strategic plan.

Our 5 Major Goals

- 1. Increase food farming, food sales and education programs.** Consolidate our programs that have high mission impact and viability, and strengthen the evaluation components of all programs. Specific programs include:

 - Charitable Food Donation:** We will develop the appropriate facilities and transportation systems to deliver fresh produce to local underserved populations, while building relationships with local food cupboards, individuals, and other strategic alliances.
 - Train New Farmers:** Our experienced farmers will share their expertise through farm internships, workshares, WWOOFERS¹, and programs for area farmers.
 - Offer education programs year-round:** We will expand our on-farm and school-based programs, enhance nutrition education, and expand adult educational programs both to deepen and widen our educational impact.
 - Increase our farming operations:** by cultivating five more acres and improve poultry operations.
- 2. Develop our infrastructure and facilities** to support expanded farming, education, storage and housing using sustainable building practices. Refine our Master Property Plan, and launch a major donor and capital campaign to support essential improvements.
- 3. Increase our organizational capacity:** Employ administrative staff, strengthen and diversify our Board of Directors, establish key subcommittees, enhance volunteer management, and improve communication systems.
- 4. Enhance the organization's long term sustainability:** Diversify funding streams, including the development of social entrepreneurship ventures like our Local Foods Market, launch major donor and capital campaigns, and enhance financial management, including the development of a strategic cash reserve fund.
- 5. Provide technical assistance consulting and partnership to others,** such as to farmers, communities, land trusts, and institutions who want to start their own farms, or switch to organic growing, or start a CSA.



*Connecting community
to food and farming*

