# STRATEGIC PLAN 2018 – 2020

## PILLARS

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<th>1 Practical Farmers builds community in Iowa and beyond</th>
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### STRATEGIES

**Strategy applicable to pillars 1 – 4:** Hold 175 events annually distributed among these four pillars.

- **80 PFI farmers featured annually in the media.**
- **Hold 5 stand-alone socials across Iowa annually.**
- **Help 12 non-farmers be advocates in the media for farm systems they support.**
- **Improve online presence to reach and connect more people.**
- **Hold annual donor cultivation event focused on PFI effectiveness, needs and opportunities for involvement.**

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<th>• Conduct 60 research and demonstration projects annually.</th>
<th>• Publish 50 enterprise or partial enterprise budgets.</th>
<th>• Organize 30 beginning farmer and farm transfer events.</th>
<th>• Create advisory group to clarify PFI’s role as a landowner.</th>
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<tr>
<td>• 1,000 farmers advertise the benefits of cover crops and small grains.</td>
<td>• Hold 32 farmer-led events annually on farm viability.</td>
<td>• Facilitate beginning farmer and farm transfer peer groups.</td>
<td>• Hold quarterly meetings or staff trainings.</td>
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<td>• Place 10 media pieces highlighting conservation programs annually.</td>
<td>• 50 farmers share market challenges and innovations in outreach material.</td>
<td>• Conduct beginning farmer and farm transfer outreach 39 times.</td>
<td>• Hold an annual staff retreat.</td>
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<td>• Conduct 2 workshops annually on alternative energy or energy conservation</td>
<td>• Host 3 buyer-seller receptions aimed at increasing markets.</td>
<td>• PFI website offers resources for people working on farm transfer.</td>
<td>• Offer annual volunteering days to build community outside of PFI.</td>
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<td>• Increase soil and water conservation district commissioners to 60.</td>
<td>• 216 landowners and 864 land-seekers sign up for Find A Farmer.</td>
<td>• 40 beginning farmers participate in Savings Incentive Program.</td>
<td>• Hold biannual staff socials for team development.</td>
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<td>• Educate landowners on how to protect their land assets.</td>
<td>• 50 businesses disseminate PFI resources to their customer base.</td>
<td>• Aspiring farmers learn from experienced farmers through 24 Labor4Learning program matches.</td>
<td>• Offer professional development opportunities for each employee annually.</td>
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<td>• Create content for diversified agriculture discourse and educational materials.</td>
<td>• Create advisory group to clarify PFI’s role as a landowner.</td>
<td>• Aspiring farmers learn from experienced farmers through 24 Labor4Learning program matches.</td>
<td>• Realign organizational staffing structure to fill current and anticipated gaps.</td>
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### Our Mission:

- Equipping farmers to build resilient farms and communities.

### Our Guiding Principles:

- Farmers lead our programming.
- We focus on providing extensive opportunities for members and others to network (such as field days, pasture walks, farminars, conferences, workshops, etc.).
- We secure extensive media featuring farmers and our projects.
- On-farm research and demonstration is a core part of our programming.
- We partner with agencies, organizations and universities that can effectively help us achieve our goals.

### Our Vision:

An Iowa with healthy soil, healthy food, clean air, clean water, resilient farms and vibrant communities.

### Our Values:

- Welcoming everyone
- Farmers leading the exchange of experience and knowledge
- Curiosity, creativity, collaboration and community
- Resilient farms now and for future generations
- Stewardship of land and resources
## Practical Farmers builds community in Iowa and beyond

- Membership tops 3,500
- 90% of members report an increased sense of community.
- 80% of members report they have formed personal or business relationships through PFI.
- 65% of members attend at least 1 face-to-face event.
- 90% of members report reading PFI's communications.
- 20% increase in website traffic.

## Farmers and landowners are stewards of our natural resources

- 60% of PFI farmers increase their use of cover crops.
- 35% of PFI farmers increase amount of third crops on their farm.
- 75% of PFI farmers report increasing investment in conservation practices.
- 40% of PFI farmers who use external, synthetic inputs reduce their use.
- 40% of PFI farmers increase investment in edge of field practices.
- Iowa has 1 million acres of cover crops.
- Iowa has 100,000 acres of harvested small grains.
- 10% of PFI farmers and landowners transition tillable land to perennial pasture.
- 40% of non-operator landowners report increased conservation investment on their land.

## Farmers, farms and food systems are viable

- 40% of members are more satisfied with their work-life balance.
- 65% of PFI farmers report increased economic literacy.
- 65% of PFI farmers report improved control of expenses.
- 65% of PFI farmers report increased knowledge of financials per enterprise.
- 35% of PFI farmers report meeting their farm income goals.
- 40% of PFI farmers report increased markets or market access.
- 40% of members report PFI helped them overcome barriers when adding additional enterprises.

## PFI supports beginning farmers and farm transfer

- 219 new farmers start farming with help from PFI.
- 565 beginning farmers improve their farm businesses.
- 15 beginning farmers add cover crop business enterprises.
- 39 beginning farmers report PFI helped to develop and implement a business plan to make improved business decisions or seek adequate farm financing.
- 39 beginning farmers maintain a mentorship with an experienced farmer to develop a strong understanding of running a farm business.
- 40% of members report PFI has helped them begin to plan for farm transfer.
- 15 beginning farmers acquire land access.

## Increase PFI’s organizational capacity

- PFI develops policies and guidelines for Practical Farmers’ land ownership.
- PFI staff achieve 90% of their annual goals.
- PFI rankings improve for organizational health.
- 100% of PFI employees participate in volunteering days, staff socials and retreats.

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