



Strategic Plan 2021

Updated November 2020

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Executive Summary

November 15, 2020

Thank you for reading our organizing mission documents! Farming Hope turns five years old next summer, and we have traveled far together. Since starting at a garden, growing through pop up restaurants, then opening at Manny's, now launching Refettorio San Francisco, Farming Hope has been a learning oasis for 50 Apprentices, countless community gatherings, and nourishing meals.

We are at a major growth point as an organization. Our pivot during covid from restaurant service to community meals means we've fed 50,000 food insecure San Franciscans this year and strengthened the training model central to our scaling. In this document you'll find the **Why** behind our work, and be invited to join. Please bring your values and ideas to share at our table.

When we started Farming Hope, we began working alongside folks still unhoused, and those who had made it out. The common theme was that everyone who “got out” was given responsibility and ownership at the support organizations they worked with. We called this universal principle the “need to be needed.” We mean it when we say: You are needed to build this change.

Respect, Empower, Achieve.

Jamie Stark
Executive Director and Co-founder
Farming Hope

Mission, Vision, and Values

Vision

Farming Hope's vision is to build inclusive communities where all are needed.

Mission

Together we empower folks experiencing major barriers to employment to grow and cook food to sustain themselves and their communities.

Values

Respect: Recognize that every story is important in contributing to our community's strength. Respect the time, effort, and stories of those you work with. Respect yourself as a person of immense worth and value. Make every decision to treat those affected in the way you would want to be treated.

Empower: Take ownership and responsibility for bringing our vision to life every day. Include everyone in the room, the city, the community. Empower others to embrace the truth that we are all needed.

Achieve: We are focused on achieving excellent outcomes for our Apprentices and our organization. We celebrate our achievements and share them with our community. We achieve high standards with every dish, every plant, the cleanliness of our kitchen, and the success of our neighbors. Recognize that your actions affect the entire team, the entire community. We can only achieve together.

Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> <input type="checkbox"/> Diversity in training delivery <ul style="list-style-type: none"> <input type="checkbox"/> Restaurant <input type="checkbox"/> Community Meals Kitchen <input type="checkbox"/> Garden <input type="checkbox"/> Emphasis on culinary, life and professional skills <input type="checkbox"/> Variety of income sources <ul style="list-style-type: none"> <input type="checkbox"/> Earned income <input type="checkbox"/> City contracts <input type="checkbox"/> Foundation grants <input type="checkbox"/> Individual donations <input type="checkbox"/> Food quality exceeds that of similar organizations <input type="checkbox"/> Well networked in community <ul style="list-style-type: none"> <input type="checkbox"/> Referral partners <input type="checkbox"/> Other nonprofits 	<ul style="list-style-type: none"> <input type="checkbox"/> Apprentice outcomes <ul style="list-style-type: none"> <input type="checkbox"/> Weak relationships with employment partners <input type="checkbox"/> Perception of not enough “bang for the buck” in outcomes, # of Apprentices <input type="checkbox"/> Rigorousness and specificity of training <ul style="list-style-type: none"> <input type="checkbox"/> Dependent on specific skills/background of individuals in organization instead of having a standardized set of teachings <input type="checkbox"/> High turnover creates persistent feeling of instability <input type="checkbox"/> Many processes are new and yet to be tested
Opportunities	Threats
<ul style="list-style-type: none"> <input type="checkbox"/> Earned income <ul style="list-style-type: none"> <input type="checkbox"/> Increase in funding for city food contracts based on Mayor's relief budget <input type="checkbox"/> “Whole person outlook” <ul style="list-style-type: none"> <input type="checkbox"/> Focus on spiritual connection, gatherings with Apprentices <input type="checkbox"/> Culture for Apprentices to promote healing, belonging, “need to be needed” <input type="checkbox"/> Well-known partners <ul style="list-style-type: none"> <input type="checkbox"/> Refettorio and Manny’s allow for increased attention to the services we provide <input type="checkbox"/> Structure for scaling <ul style="list-style-type: none"> <input type="checkbox"/> Experienced managers in specialized areas allow for growth and stability 	<ul style="list-style-type: none"> <input type="checkbox"/> Representation & leadership <ul style="list-style-type: none"> <input type="checkbox"/> Insufficient representation of those with lived experience <input type="checkbox"/> Job market <ul style="list-style-type: none"> <input type="checkbox"/> COVID has shrunk total available job pool for our Apprentices <input type="checkbox"/> Expanding job markets may be outside of culinary services industry <input type="checkbox"/> Funding <ul style="list-style-type: none"> <input type="checkbox"/> Economic climate may worsen and affect fundraising <input type="checkbox"/> Mission creep <ul style="list-style-type: none"> <input type="checkbox"/> Multiple locations at Refettorio, Manny’s, and garden may lead organization to be scattered

Organizational Objectives and Benchmarks for 2021

1. Improving Apprentices Outcomes: Graduate 16 Apprentices

Objectives

- Strengthen Employer Partnerships
- Establish criteria for program candidates and work with Referral Partners to identify high potential Apprentices
- Build community of support around Apprentices
- Pre/post holistic healing survey includes nutrition, community, connected Qs
- Hire experienced program staff
- Increase leadership power and representation of BIPOC and those with related lived experience on staff and Board of Directors

2. High Quality Training Leads to High Quality Food: Feed nourishing meals to 60,000 food insecure San Franciscans

Objectives

- Develop flexible training mechanisms that can accommodate high turnover
- Provide baseline computer training to allow managers and Apprentices to use organizational tools
- Emphasize peer learning through short course presentations and collaborative recipe/process creation
- Embed Job Readiness Assessment (JRA) criteria into how managers provide constructive feedback for Apprentices
- Continue placing emphasis on creating the highest quality food, regardless of the background of the customer
- Internal/External NPS of 50+

3. Sustainable Funding: \$1.5 million budget funded

Objectives

- Solidify long-term (1+ year) meal contracts
- Ensure profitability for social enterprise restaurant(s) and community/contracted meals program
- Hire development staff to co-lead fundraising strategy with Executive Director and Board of Directors, with a focus on grants and individual donations of \$10,000 or more

Four Year Vision

2021

- Impact Goals:
 - 16 Apprentices graduate
 - 70% retain job at six months post-graduation
 - 60,000 meals cooked and delivered for food insecure neighbors
 - 10,000 pounds of food rescued (diverted food waste)
- Soft launch Refettorio San Francisco
 - Community Meals Program feeding 1,000 food insecure residents weekly
 - Launch \$2.5 million Capital Campaign in September for remodel/purchasing
 - Restart annual fundraiser in September
- Reopen social enterprise restaurant at Manny's in spring
- First Apprentice cohort of year start in March
 - Ensure dual locations, processes and staff stable prior to entering Apprentices
- Programmatic updates based on realities of Covid-affected recession and hiring market
- 50% or more of management staff and 50% or more of Board members are BIPOC leaders and 10% of both teams have lived experience to better represent Apprentices
- Finalize Board officer roles in March
- Hire Development Director in spring

2022

- Impact Goals:
 - 30 Apprentices graduate
 - 80% retain job at six months post-graduation
 - 90,000 meals cooked for food insecure neighbors
 - 100 daily Refettorio guests (families experiencing homelessness)
 - 15,000 pounds of food rescued
- Official Launch of Refettorio San Francisco
 - Opening gala fundraiser with Chef Massimo Bottura of Food For Soul to close Capital Campaign
 - Launch monthly Guest Chef training and community meal events
- Board elections in October (2 year terms)
- 70% or more of management staff and 70% or more of Board members are BIPOC leaders and 20% of both teams have lived experience to better represent Apprentices

2023

- Impact Goals:
 - 40 Apprentices graduate
 - 85% retain job at six months post-graduation
 - 125,000 meals cooked for food insecure neighbors
 - 100 daily Refettorio guests (families experiencing homelessness)
 - 25,000 pounds of food rescued
- Finalize plan to scale impact from two growth options:
 - Direct scaling (Farming Hope opens 3rd, 4th, etc Bay Area locations based on local needs)
 - Start Farming Hope Foundation to fund and support existing local leaders already working to start empowering culinary job training programs in other cities
- Launch Capital Campaign to fund scaling plan

2024

- Begin scaling according to 2023 plan
 - Use initial community feedback to determine feasibility of national scaling
- Board elections in October (2 year terms)