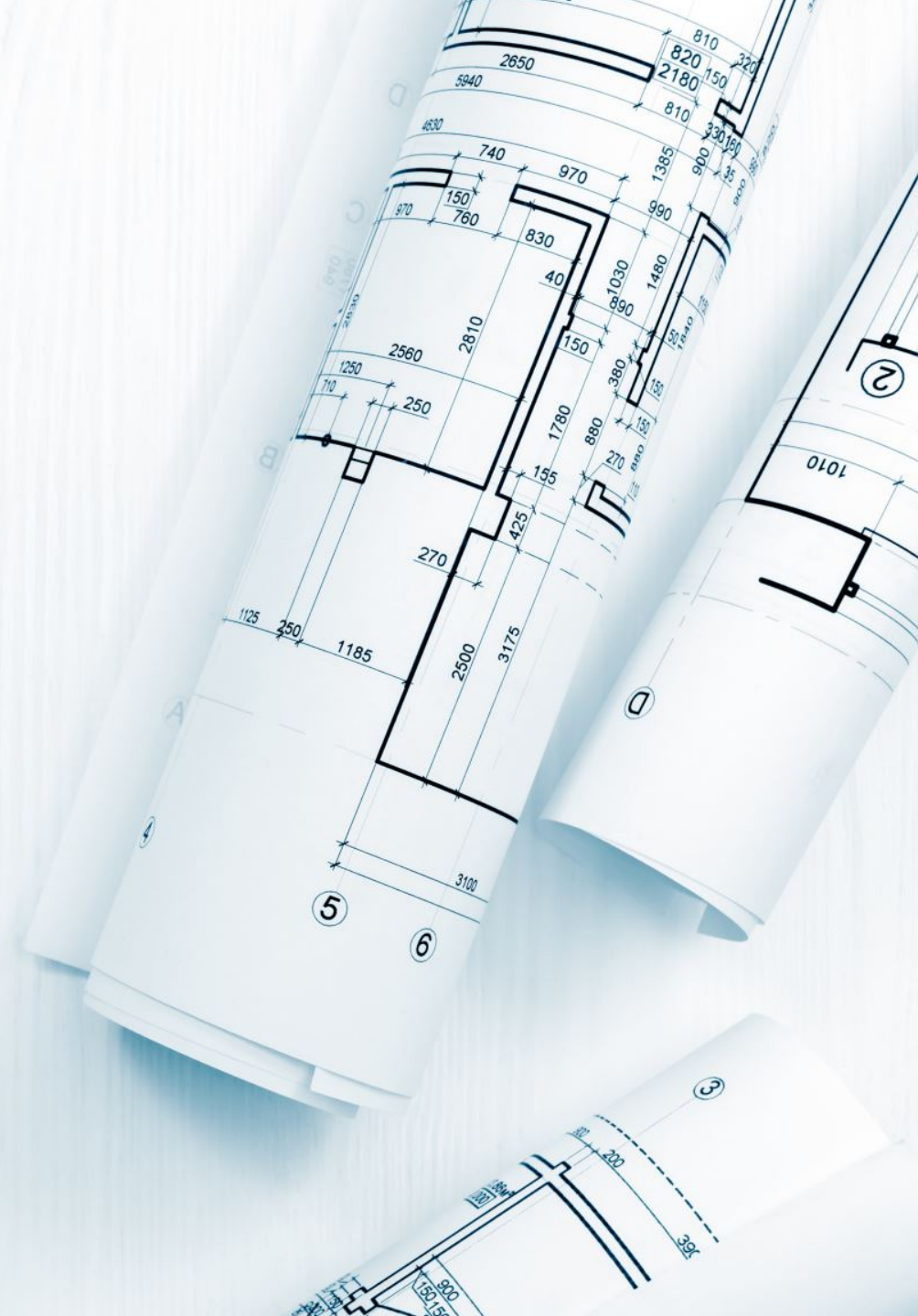




Strategic Plan 2021-2026

December 30, 2020



Strategic Plan 2021-2026

Crisis Mitigation for Food Service Workers

*Homelessness Prevention.
Physical & Mental Health Support.
Disaster Aid.*

ONE GIVING KITCHEN

GIVING
KITCHEN

VISION A food service community where crisis is met with compassion and care

MISSION Provide emergency assistance to food service workers through financial support and a network of community resources

GUIDING PRINCIPLES

Collaboration: Set aside our differences, set aside personal gain, together will we make a difference.

Empathy: Understanding and responding to unanticipated crisis in the food service community.

Generosity: Compassion and care, beyond expectation.

Community: Transcending boundaries, our community is built through caring and the connection to service of others.

Precision: The right resources, at the right time, in the right amount, to the right people.

Trust: Stewardship and governance that honors our mission and those we serve.

Gratitude: Appreciation for the opportunity to serve our community, appreciation for those who support food service workers in crisis.

GOAL 1

Stabilize 16,500 food service workers in crisis each year through direct assistance

GOAL 2

Be accessible, resourceful and responsive to food service workers and our supporters

GOAL 3

Maintain a financially sustainable organization

GOAL 4

Expansion through best-in-class systems, structure and operations

GOAL 5

Operate in at least five states and achieve national brand recognition

HOW WE'LL MEASURE SUCCESS

By the end of 2026, each year:

16,500 food service workers will be stabilized
 20,000 food service workers will complete an “ask for help”
 100,000 unique views of online resource pages
 192,000 food service workers aware of Giving Kitchen services
 Award \$6.4 million in financial assistance
 Giving Kitchen will raise \$10 million to support all programs

By the end of 2026:

10,000 people will have completed suicide prevention training
 A national disaster support plan is in place and activated
 Giving Kitchen will deliver services in at least 5 states
 Each market is sustainable within three years of entry
 Giving Kitchen is established as a national thought leader in assisting food service workers in crisis

Vision

A food service community where crisis is met with compassion and care

Mission

Provide emergency assistance to food service workers through financial support and a network of community resources





Guiding Principles

Collaboration: Set aside our differences, set aside personal gain, together will we make a difference.

Empathy: Understanding and responding to unanticipated crisis in the food service community.

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Goals 2021-2026

Goal 1: Stabilize 16,500 food service workers in crisis each year through direct assistance

Goal 2: Be accessible, resourceful and responsive to food service workers and our supporters

Goal 3: Maintain a financially sustainable organization

Goal 4: Expansion through best-in-class systems, structure and operations

- **Goal 5: Operate in at least five states and achieve national brand recognition**

How We'll Measure Success

By the end of 2026, *each year*:

- 16,500 food service workers will be stabilized
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- Award \$6.4 million in financial assistance
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By the end of 2026:

- 10,000 people will have completed suicide prevention training
- A national disaster support plan is in place and activated
- Giving Kitchen will deliver services in at least 5 states
- Each market is sustainable within three years of entry
- Giving Kitchen is established as a national thought leader in assisting food service workers in crisis
- 1.2% of food service workers in 5 states will be in crisis at any given time; 192,000 = 1.2% of total number food service workers in 5 states. This number will be adjusted annually based on food service worker employment in each state



Strategies to Accomplish Goals


2021-2026



**Goal 1: Stabilize
16,500 food service
workers in crisis
each year through
direct assistance**

Strategies:

- A. Provide a continuum of crisis services for emergency assistance through the Giving Kitchen call center**
- B. Leverage community partnerships to provide physical and mental health support**
- C. Create and maintain nationally-relevant resources for food service workers**
- D. Enhance evaluation processes**



**Goal 2: Be accessible,
resourceful and
responsive to food
service workers and
our supporters**

Strategies:

- A. Invest in brand equity and awareness**
- B. Drive asks for help and engage supporters**
- C. Position Giving Kitchen as a national thought leader and expert in helping food service workers in crisis**
- D. Maintain a centralized support center**



Goal 3: Maintain a financially sustainable organization.

Strategies:

- A. Implement funding activities that produce diversified revenue**
- B. Build partnerships that drive revenue and create Giving Kitchen champions**
- C. Maintain a reserve fund equivalent to at least twelve months' operating (non-financial assistance award) expenses to assure financial stability**

**Goal 4:
Expansion through
best-in-class systems,
structure and
operations.**

Strategies:

- A. Implement and maintain administrative management systems that advance the organization**
- B. Advance equity through a diverse, inclusive and effective organization**
- C. Maintain exemplary governance practices**

Goal 5: Operate in at least five states and achieve national brand recognition.

Strategies:

A. Implement a replicable model that produces market sustainability

- *Organize fundraising, marketing and program services in each market by using Metropolitan Statistical Area data evaluation as the basis for tier designation*
- *In each market, secure local publicity and enhance brand recognition*
- *Expand Giving Kitchen mission through centrally-managed operations with significant local market presence and implementation*
- *Engage volunteers in each market to meet Giving Kitchen needs*

B. During 2024, begin review of model to determine growth