

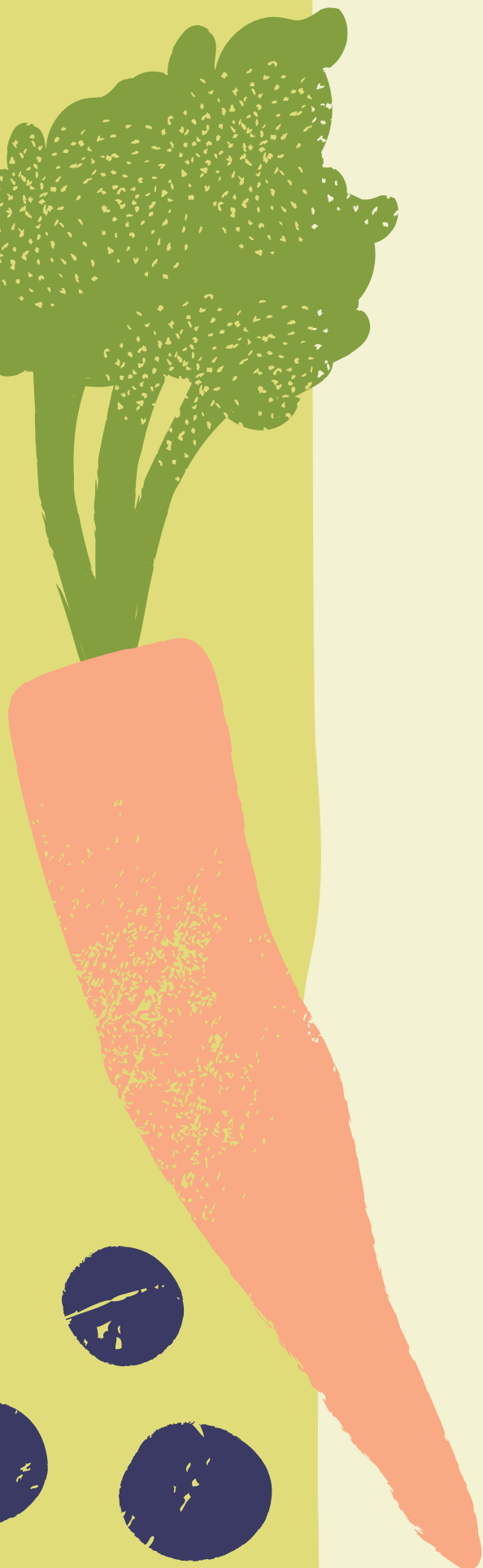


WE CAN GROW

**an equitable
future**



STRATEGIC PLAN 2021-2022



Contents

Letter from our Executive Director 3

Mission, Vision, Core Values 4

Goals & Tactics

Goal #1 6

Through & beyond the COVID19 pandemic, Food to Power will provide community-based food access, education and production programs for families, youth, and the general public.

Goal #2 11

Food to Power will have the human and financial resources necessary to fulfill its mission of cultivating a healthy, equitable food system in the greater Colorado Springs community.

Goal #3 17

Food to Power will open & begin operating programs at the Hillside Hub.



Letter from our Executive Director

On behalf of Food to Power's board, staff, and volunteers I'm honored to take the helm and present to you our 2021-2023 Strategic Plan. This plan represents years of toil, heart-centered internal and external conversations, strategic planning, feedback from community members, stakeholders, and partners throughout the county and state.

Additionally, we have conducted working sessions with partners who specialize in community wealth building, racial justice, and inclusive strategic planning processes. Food to Power is on the frontlines of community food security and over the last 7 years, we've built grassroots participatory relationships with more than 40 partners who have helped us redistribute over 6 million dollars worth of nutritious foods throughout our community.

In 2020 alone, through the course of the pandemic that closed the doors to the majority of our partner sites, our dedicated team of staff and volunteers have completed more than 1,200 food recovery shifts leading to the direct distribution of nearly 350,000 pounds of fresh, healthy food to members of our community. These are not just numbers though; they represent the food security of people, families, women, and children in our community. Our mission hits us close to home with our staff, board, and volunteers and is enacted from the heart. Fresh food is an uncompromising part of our biology and it should be accessible to all.

We know that food security is directly related to systemic inequities, racism, and policies that have created injustice in the ways resources are distributed. These last 3 years at Food to Power have been ones of thoughtful metamorphosis, and it is my pleasure to lead that intention into action. With the construction of the Hillside Hub, the city's first-ever neighborhood food center breaking ground this year, we are developing a space where neighbors can access, grow, learn about, cook, and advocate for fresh food. We're rooting down in a way that builds community power and promotes economic regeneration. We envision a world where communities heal and thrive in relationship with food, land, and each other and believe that true, systemic change is possible through community wealth building"

Watching the support and growth of our organization over the years has been one of the most incredible joys of my life; it has revealed just how many people care, how many people share in our vision for equity in our food system, and how many people are willing to share their time, treasure, and talents to ensure that their neighbor has fresh food to put on the table. It fills me with awe and gratitude. The ownership of this work is shared and is collectively growing throughout our community. Thank you for your continued support and partnership, as we all work to cultivate a more equitable food system together.

In Solidarity,

Patience Kabwasa
Executive Director

The background features a light pink color with several overlapping shapes and patterns. On the left, there is a large green shape with a white lace-like pattern. In the top right, there are three dark purple, oval shapes. At the bottom, there is a large yellow shape with a white lace-like pattern, a green shape with a white lace-like pattern, and a red shape with a white dotted pattern.

Mission

To cultivate a healthy, equitable food system in the greater Colorado Springs community.

Vision

We envision a world where communities heal and thrive in relationship with food, land, and each other.



Core Values

Equity

Equity means redistributing wealth, power, and resources counter to the historical and intersectional nature of oppression.

Co-Powerment

No one knows the inequities in our food system better than those who have been directly affected by them. We work to build power and nurture opportunity with our city's most under-resourced communities.

Resilience

A community's branches are only as long as its roots. When the going gets tough, we are committed to digging our heels in and supporting each other as community and family.

Collaboration

Diversity and cooperation push the boundaries of what communities can achieve. From our very beginning, we have been building relationships, partnerships and coalitions throughout our city, thriving on a culture of collaboration.

Communities

Strong localities are rooted in relationships that cross generational, neighborhood, class and racial barriers. Our work is grassroots and participatory. We value the diverse 'ways of knowing' that are brought to the table by the people that make up our organization.

Innovation

We continually push ourselves to build resourceful, creative ways to achieve community nourishment.



COMMUNITY FOCUS

Goal 1

Through & beyond the COVID19 pandemic, Food to Power will provide community-based food access, education and production programs for families, youth, and the general public.

Goal #1 Community Focus

Objective #1 Through coordinated trainings, networking, stakeholder feedback, & program evaluation, Food to Power will deepen relationships with resident leaders and partners prioritizing impact in Southeast Colorado Springs.

Timeline: Q1-Q4, 2023 **Responsibility:** Executive and Departmental Directors

TACTIC A: Continue to build, deepen, and formalize relationships with partners working in Southeast Colorado Springs.	TACTIC B: Ensure Food to Power has representation on the RISE coalition with at least one staff member serving as a regularly attending member of the coalition.	TACTIC C: Coordinate training/networking events that support resident-led food distribution organizing.
---	--	---

Objective #2 Rebuild sustainability in No-Cost Grocery Programs through creating a “COVID19 NCGP Recovery Plan” and establishing relationships with no-cost grocery program sites/community partners.

Timeline: Q1-Q2, 2021-revisit every six months **Responsibility:** Director of Food Access

TACTIC A: Continue to re-distribute fresh food to Hillside Hub/Hunt Campus.	TACTIC B: Create a system for “substitute” partners	TACTIC C: Create a robust evaluation system that takes into account the effects of COVID in assessing both needs and the impact of our No Cost Grocery Programs.
---	---	--

Goal #1 Community Focus

Objective #3

Develop a low-cost food distribution program rooted in the Hillside Hub, prioritizing southeast Colorado Springs and serving the wider community.

Timeline: Q1-Q4, 2022 Responsibility: Director of Food Access

TACTIC A: Establish how many families can be served through the low-cost program.	TACTIC B: Establish the mode of distribution (e.g. market, CSA box program, etc.)	TACTIC C: Run pilot of program to evaluate efficiency and adjust as needed.
---	---	---

Objective #4

Develop the FLY program and curriculum into a multiyear opportunity for youth that prepares them for deeper engagement (such as paid work, organizational leadership, or creating their own initiatives) in food justice upon “graduation.”

Timeline: Q2, 2022 Responsibility: Director of Food Education

TACTIC A: Document in detail each activity, along with reflection on how it can be improved.	TACTIC B: Expand youth programming into the school year.	TACTIC C: Adapt program structure to accommodate more youth and potentially other age groups.	TACTIC D: Develop a system of school tours, field trips and work days.
--	--	---	--

Goal #1 Community Focus

Objective #5

Develop and operate a menu of community food systems workshops and learning opportunities that are accessible to all ages and experience levels.

Timeline: Q1, 2022

Responsibility: Director of Food Education, Education Coordinator, Director of Food Production

TACTIC A: Build and implement a training module for new staff, and ongoing training opportunities for both staff and community members who plan to facilitate learning experiences.	TACTIC B: Research best practices for staff training around facilitation and teaching.	TACTIC C: Develop equitable systems to determine who and how others work with youth/background checks/certifications etc.
TACTIC D: Build T4T (training for trainers) module or curriculum for community members.	TACTIC E: Coalesce a community of practice-- space for people running educational programming with shared values across the city to come together regularly (quarterly, monthly) for peer learning.	TACTIC F: Provide different forms of educational opportunities to Soil Cycle stakeholders, member base, student interns, and volunteers to learn about community composting.

Goal #1 Community Focus

Objective #6 Solidify the infrastructure, partnerships and people-power for Soil Cycle to sustain a financially viable and socially just model for community composting systems that are community-involved, education-oriented, and support urban agriculture and climate resilience.

Timeline: Q4 2021, ongoing		Responsibility: Director of Food Production, Compost Operations Manager	
<p>TACTIC A: Acquire a work vehicle and collection supplies (trike/e-bike, bins, totes, power washing station, etc.) needed for operations to be more efficient and inclusive.</p>	<p>TACTIC B: Provide Soil Cycle staff training on trike and motor maintenance.</p>	<p>TACTIC C: Better communicate the seasonal changes in operations (e.g., bikes in the summer and vehicles in the winter) to members and the general public.</p>	<p>TACTIC D: Formalize partnership with a waste service provider to get dumpster service at Hillside Hub, in order to provide a convenient processing option for wintertime and overflow scraps and clarify our communications about industrial composting.</p>
<p>TACTIC E: Ensure that Soil Cycle has the equipment (and maintenance protocols) necessary to run collection operations through all seasons with fluctuating labor.</p>	<p>TACTIC F: Evaluate partnerships with Westside Community Garden and Colorado College Farm, for greater scale, participation and impact of composting.</p>	<p>TACTIC G: Uphold best management practices in composting at all sites, including pile tracking, cleanliness, and compost testing.</p>	

Goal #1 Community Focus

Objective #7

Build an organization-wide community organizing strategy with a community wealth building lens, including shared, Food to Power-wide, definitions of community education and community organizing.

Timeline: 2021-Q1 2023 Responsibility: Director of Education, in conjunctions with departmental directors

TACTIC A: Host meetings.	TACTIC B: Stronger Education Team presence at grocery programs once they're running in neighborhoods again.	TACTIC C: Work with NCGP leaders to facilitate Educational programming at No-Cost Grocery Programs once running again.	TACTIC D: Create food-based storytelling project/forum that allows for story sharing.
------------------------------------	---	--	---



RESOURCES

Goal 2

Food to Power will have the human and financial resources necessary to fulfill its mission of cultivating a healthy, equitable food system in the greater Colorado Springs community.



Goal #2 Resources

Objective #1

Strengthen Finance Committee to include Executive Director, Treasurer, Accounting Manager, and Development Director.

Timeline: Q3 2021 Responsibility: Executive Director

<p>TACTIC A: Committee meets consistently on a quarterly basis.</p>	<p>TACTIC B: Treasurer shares Finance Committee meeting minutes with the Board of Directors prior to monthly board meetings.</p>
--	---

Objective #2

Build Board of Directors capacity to ensure equitable representation of members.

Timeline: Q1-Q3 2021 Responsibility: Executive Director

<p>TACTIC A: Ensure resources are available to Board of Directors members to participate remotely.</p>	<p>TACTIC B: Ensure shared understanding and clear plan for offering childcare to Board members during meetings (what does childcare look like: family member, center, on site, etc.).</p>	<p>TACTIC C: Take inventory of current board and create power map to provide clarity on how and where additional representation is needed.</p>	<p>TACTIC D: Have one representative from each of our four key partnership neighborhoods (i.e., Meadows Park, Knob Hill, Pikes Peak Park, and Hillside) join our board and a committee.</p>
---	---	---	--

Goal #2 Resources

Objective #3

Adopt and enact board and staff Diversity, Equity, and Inclusion policies with shared frameworks.

Timeline: 2021, Ongoing Responsibility: Executive Director, Board Chair

<p>TACTIC A: Undergo collective training for the current Board as a team.</p>	<p>TACTIC B: Implement Diversity, Equity, and Inclusion training as part of the onboarding process for new Board members that must be completed prior to receiving voting privileges.</p>	<p>TACTIC C: Create a system/ calendar to ensure Board recruitment and onboarding is consistent and uniform.</p>	<p>TACTIC D: Ensure adequate financial resources are available for Board of Directors trainings.</p>
--	--	---	---

Objective #4

Retain passionate leadership within each department and have resources including personnel required to meet organizational needs.

Timeline: 2021, Ongoing **Responsibility:** Executive Director, in conjunction with departmental directors

<p>TACTIC A: Evaluate and craft employee benefits package that both respects and meets the needs of personnel including adding 403b option.</p>	<p>TACTIC B: Regularly evaluate organizational capacity and adjust staff workload as necessary to ensure that staff are working an appropriate number of hours.</p>	<p>TACTIC C: Ensure regular staff appreciation.</p>	<p>TACTIC D: Support the stacking of functions, like marketing/communications, volunteer coordination and transportation logistics, etc, for clarity, efficiency and specialization within Food to Power.</p>
<p>TACTIC E: Reorganize roles and responsibilities of Food Production Department staff to account for organizational needs and staff strengths/interests.</p>	<p>TACTIC F: Create a pipeline for FLY alumni to pursue work in Soil Cycle collections.</p>	<p>TACTIC G: Clarify relationships and establish structures at Colorado College to integrate student fellows, work-study interns and volunteers into Soil Cycle, food rescue and other Food to Power operations.</p>	<p>TACTIC H: Develop innovative labor model (e.g., time banking, platform worker co-op, work-trade/barter, youth job training) to offer work opportunities for bikers/drivers in Soil Cycle collections operations.</p>

Goal #2 Resources

Objective #5

Food to Power will maintain its financial health including full funding of programs, overhead/operations, and 3-6 months of coffers.

Timeline: 2021, Ongoing Responsibility: Development Director

<p>TACTIC A: Complete capital campaign fundraising for Hillside Hub Stage 1 development and create plan for future capital campaigns including farm/greenhouse development, social enterprise development, and/or development of property slope.</p>	<p>TACTIC B: Diversify revenue streams so that no more than 30% of revenue comes from any of the following sources: individual donors, grants, corporate gifts, and earned income.</p>	<p>TACTIC C: The Development Department, in collaboration with the Accounting Department and Finance committee, will provide strategic oversight for the long term fiscal health of the organization including annual funding plans, budget/growth projections, and multi-year campaign plans.</p>
---	---	---

Goal #2 Resources

Objective #6

Food to Power will communicate progress, updates, and statements of need in a timely and effective manner to all relevant stakeholders.

Timeline: 2021, Ongoing **Responsibility:** Development Director, Communications & Development Manager

<p>TACTIC A: Set in place policies and procedures around internal communications to ensure that all staff members are up to date on relevant updates throughout the organization.</p>	<p>TACTIC B: Ensure that all marketing materials adhere to brand guidelines.</p>	<p>TACTIC C: Development Department will lead communications and marketing circle to ensure timely and efficient communications to all organizational stakeholders.</p>
<p>TACTIC D: Education Department, in partnership with Development Department, will create a shared system for advertising Food to Power education/community programs as well as programs put on by partner facilitators.</p>	<p>TACTIC E: Develop a system that allows our youth interns to develop and manage social media content.</p>	<p>TACTIC F: Develop a neighborhood peer-to-peer communications plan.</p>
<p>TACTIC G: Effectively market and advertise need for volunteers and host sites for No Cost Grocery Programs.</p>	<p>TACTIC H: Devise a strategy of outreach for NCGP and data collection that is inclusive to marginalized communities i.e; elderly, homeless, non-English speakers</p>	<p>TACTIC I: Development Department will lead annual pitch practice and brand lexicon training for board and staff to ensure cohesive messaging.</p>

Goal #2 Resources

Objective #7

Food to Power will develop new and expand earned revenue streams in every department.

Timeline: Q4, 2022

Responsibility: Development Director

<p>TACTIC A: Refine Soil Cycle business plan with focus on sales strategy and establish oversight, accountability, and adaptability for meeting financial goals.</p>	<p>TACTIC B: Re-evaluate Soil Cycle pricing structure, operating costs, and service model for depression economy.</p>	<p>TACTIC C: Expand Soil Cycle collection services (pickup service & drop-off program), offering geographically and financially accessibility to everyone in greater COS, potentially including Manitou Springs.</p>	<p>TACTIC D: Expand Soil Cycle services at large to include leaf raking, yard waste pickup, (maybe?) mobile tea spraying, workshops, and consulting.</p>
<p>TACTIC E: Expand Soil Cycle product line such as compost tea, bokashi flakes, vermicompost, worms, biochar, mushrooms.</p>	<p>TACTIC F: Bolster Farm Development Committee and create detailed farm business plan.</p>	<p>TACTIC G: Create plan for earned income revenue with in the education department including exploring sliding scale workshops and Food to Power honorariums for speaking engagements.</p>	<p>TACTIC H: Create business plan for low-cost food distribution programs including implementing ways to increase EBT sales.</p>

Objective
#8

Create systems and safety protocols for all programs that are OSHA, State Board of Health, Food Safety, etc. compliant.

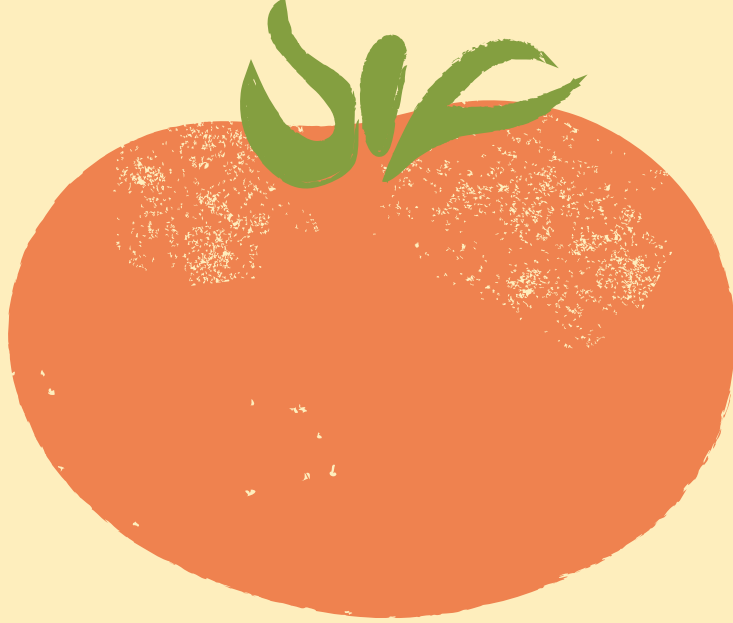
2021, Ongoing Responsibility: Director of Food Access

TACTIC A:

Ensure that all staff outside of the Food Access Department are properly trained to efficiently and effectively run safe food access programming in case of COVID-19 exposure to food access staff.

TACTIC B:

Create and continually update training manual to ensure continued food safety compliance with changing COVID-19 restrictions as well as Food to Power’s transition to a food processing site.



HILLSIDE HUB

Goal 3

Food to Power will open & begin operating programs at the Hillside Hub.



Goal #3 Hillside Hub

Objective #1

Complete capital campaign fundraising for all components of the Hillside Hub, including a \$150,000 operating fund.

Timeline: Q1-Q3 2021 **Responsibility:** Development Director

<p>TACTIC A: Apply for all relevant grant funding opportunities as outlined in Fluxx grant tracking software .</p>	<p>TACTIC B: Host informative funder calls in partnership with donor advocates to secure gifts from major donors.</p>	<p>TACTIC C: Run Peer to Peer campaign for large scale community support.</p>
---	--	--

Objective #2

Finalize construction of the Hillside Hub main building and utilities.

Timeline: Q1-Q3 2021 **Responsibility:** General Contractor, Executive Director

<p>TACTIC A: Grade and excavate the land and pour foundation to prepare for construction.</p>	<p>TACTIC B: Erect, weld and paint steel framed building.</p>	<p>TACTIC C: Complete mechanical, electrical, and plumbing work.</p>	<p>TACTIC D: Work with subcontractors to complete other interior work including overhead door installation, drywall, glazing, carpentry, counters, and tile work.</p>	<p>TACTIC E: Work with subcontractors on exterior work including asphalt, sidewalks and landscaping.</p>
--	--	---	--	---

Goal #3 Hillside Hub

Objective #3

Move Food to Power administrative office, programs and operations to centralized location of the Hillside Hub.

Timeline: Q3-Q4 2021 **Responsibility:** Executive Director, All staff

<p>TACTIC A: Move, purchase and setup storage, furniture and supplies at Hillside Hub.</p>	<p>TACTIC B: Create and implement facilities management plan.</p>	<p>TACTIC C: Hold grand opening celebration.</p>	<p>TACTIC D: Setup necessary services like internet, trash, etc.</p>
---	--	---	---

Objective #4

Create and successfully operate compost site at the Hillside Hub.

Timeline: Q4 2021, ongoing **Responsibility:** Director of Food Production

<p>TACTIC A: Develop the infrastructure, operations and distribution model for the composting site at Hillside Hub, according to community wealth building priorities.</p>	<p>TACTIC B: Provide technical assistance to motivated/organized community gardens and/or community members that want to establish composting systems and potentially accept food scraps.</p>	<p>TACTIC C: For compost in excess of member and partner givebacks, establish donation program that provides compost to people / projects that further local food sovereignty.</p>
---	--	---

Goal #3 Hillside Hub

Objective

#5

Plan, design, and create production farm at the Hillside Hub.

Timeline: Q4 2021 – Q3 2023

Responsibility: Farm Manager, Director of Food Production

TACTIC A: Food Production Department identifies and recruits community members to join the Farm Development Committee.	TACTIC B: Farm Development Committee hires a farm-organizer.	TACTIC C: Engage community to understand what foods people want access to and identify an open niche in what is being grown locally.
TACTIC D: Farm-organizer prepares the land to grow food.	TACTIC E: Complete first growing season in symbiosis with growers and eaters in the community food shed.	TACTIC F: Food To Power Farmer engages FLY, neighbors, and other visitors in farming at the Hillside Hub to share land-based skills/knowledge and produce food for distribution.

The background features several stylized, flat-colored illustrations of food items. In the top left is a yellow lemon. Below it is a green broccoli. To the right is a brown mushroom. On the left side is a large orange carrot. At the bottom left are three blueberries. At the bottom center is a brown tomato. On the right side is a green leafy vegetable with a white vein pattern. The central text is in a bold, black, sans-serif font.

**Let's make
a healthy,
equitable
food
system.**

foodtopowerco.org