



Strategic Plan 2021

MISSION

Through food rescue, culinary training and our community feeding program, Bracken's Kitchen is committed to rescuing, repurposing and restoring both food and lives.

OUR TRIO OF SERVICES

Bracken's Kitchen Trio of Services have a symbiotic relationship to one another.

Our Rescued Food Program provides the products needed for our

Culinary Training Program which in turn supplies food for our

Community Feeding Programs.

OVERARCHING GOALS

BRACKEN'S KITCHEN is feeding people in need.

RESCUE FOOD to feed children and adults, not send it as waste to the landfills.

Repurpose quality, recovered food to make **HEALTHY MEALS**.

Create a **PATH OUT OF POVERTY** for young adults through culinary workforce training.

FEED HUNGRY CHILDREN AND ADULTS with a dignified, quality experience.

STRATEGIC GOALS

BRACKEN'S KITCHEN GOAL #1: Prepare/Distribute 2 Million Meals

2 million meals distributed to partner organizations or direct by Bracken's Kitchen.

Recover 250 tons of food (equal to 500,000 lbs.) by EOY 2021.

BRACKEN'S KITCHEN GOAL #2: Achieve and Sustain 50% Earned Income by EOY 2021

To grow our social enterprises with the goal of \$1,384,524.00

BRACKEN'S KITCHEN GOAL #3: Re-Launch Food Truck Feeding Program

Covid safely re-launch our trucks and roll out our new truck, Babs, working toward being out 4 days a week to feed our friends in need.

BRACKEN'S KITCHEN GOAL #4: Fully Launch Culinary Training Program

100% of graduates will get jobs in the food industry with 65% of them still employed after 6 months.

Tentative goal of inviting our first cohort to join us by June 1st



CAPACITY BUILDING

BRACKEN'S KITCHEN GOAL #1: Prepare/Distribute 2 Million Meals

Two million meals distributed to partner organizations or direct by Bracken's Kitchen.
Recover 250 tons of food (equal to 500,000 lbs.) by EOY 2021.

NEED #1: - Automate Packaging - Project Budget: Tier One: \$50,000

NEED #2: Reefer Truck (New to us, gently used) - Project Budget: \$ 20,000 - 40,000

NEED #3: Forklift - Project Budget: \$6,000

NEED #4: Dry Storage - Project Budget: \$20,000

RATIONALIZATION

Increase capacity and improve food quality through automation in packaging

Prior to the pandemic, Feeding America/Second Harvest Food Bank reported approximately 310,000 people struggling with food insecurity in Orange County. Since the onset of COVID and the impact it has had on so many lives, that number has jumped to 450,000 people. Bracken's Kitchen was forced to pivot and respond to the immediate need with sustainable long-term plans. With high unemployment figures projected well into 2022, the need will remain high for some time. In the process of that response, we produced more than 1.74 million meals in 2020, almost triple our original goal for the entire year. At our current pace we project to prepare and distribute 2 million meals in 2021 and are planning for over 2 million meals in 2022.

Knowing the economic impact of COVID has hit children and elderly the hardest, our work is even more urgent. There are countless studies that detail the negative impact on young children when they are not provided a well-balanced diet. Our approach not only ensures a meal, but a high quality, made from scratch, tasty and nutritious meal - something so important to the vulnerable population.

In addition, many employers implemented "Work From Home" for many of their staff during the pandemic and now find that it has worked well in efficiency as well as cost effectively without maintaining a large physical workspace. With many working professionals who do not cook at home, we see an increase of meal prep and/or grab-and-go demand.

As part of our Catering for a Cause service, we are looking to venture into grab-and-go prepackaged meal services in partnership with local privately owned food providers such as coffee shops and specialty food boutiques. Both City and County sponsored senior meal programs are also on the rise and need to find cost effective and high-quality solutions to provide meals to qualified low-income seniors.

A new retail grocery concept is being planned with Second Harvest Food Bank where the store will offer groceries, daily household items, and prepared packaged meals for purchase at a below market prices. This will help bridge the food gap for many living in the brink of poverty. It will also relieve financial pressure for the hunger relief agencies and recovery kitchens like ours to shoulder the entire financial burden in food provision, production, and delivery. This new concept will provide more nutritional variety and work in tandem with our community feeding and packaged meals programs.



To increase our production volume and improve on product quality for shelf stable and distribution-friendly packaging, investing in a commercial grade tray sealing system will be a great benefit for both the Catering for a Cause service as well as Community Feeding Programs.

Project Budget: \$50,000

Committed Grant: USC BSEL Social Enterprise Grant Program awarded ~ \$35,000

Project Budget Need: \$15,000

BRACKEN'S KITCHEN GOAL #2: Achieve and Sustain 50% Earned Income by EOY 2021

To grow our social enterprises with the goal of \$1,384,524.00

BRACKEN'S KITCHEN GOAL #3: Re-Launch Food Truck Feeding Program

Covid safely re-launch our trucks and roll out our new truck, Babs, working toward being out 4 days a week to feed our friends in need.

BRACKEN'S KITCHEN GOAL #4: Fully Launch Culinary Training Program

100% of graduates will get jobs in the food industry with 65% of them still employed after 6 months. Tentative goal of inviting our first cohort to join us by June 1st