



GROW DAT STRATEGIC PLAN

July 2015 - June 2020

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
AN INTRODUCTION TO OUR WORK	8
HOW POSITIVE CHANGE HAPPENS: OUR THEORY OF CHANGE	10
HOW WE GROW: CRAFTING OUR APPROACH TO THE NEXT 5-YEARS	12
THE GROW DAT HIVE	14
How Does It Work: Core Components & Structure	
Workshops & Consulting Services	
Expanded Opportunities For Grow Dat Youth & Alumni	
Knowledge Exchange	
How the Hive Supports and Expands Existing Activities	
Market Opportunities	
GROWING OUR FARM	18
Short-Term Strategy	
Long-Term Strategy	
GROWING OUR REVENUE	24
Field Trips	
Farm Tours	
Farm Dinner Partnerships	
Volunteer Groups	
Learn Dat - Educational Opportunities for the Community	
STAFFING IMPLICATIONS	37
Recommendation for Rollout	
Overall Financial Picture	
Rollout and Staffing Time-line	
MARKETING APPROACH	41
APPENDIX	42
Appendix A: Branding	
Appendix B: Data Inventory	
Appendix C: Potential Partners & Collaborators for the Hive	
Appendix D: Grow Dat Field Trip Program - Lesson: Natural Resources	
Appendix E: Current Org Chart	
Appendix F: Proposed Org Charts - Fiscal Year 2016 & 2017	
Appendix G: Event Manager Job Description	
Appendix H: Instagram Engagement Guide	
Appendix I: Sample Schedule, March 2019	
Appendix J: Engaging More Opportunity Youth in Our Work	
Appendix K: Future & Dead End Opportunitites	
Appendix L: Our Contraints to Growth	
Appendix M: Financials for the HIVE	



May 2015

Dear Reader:

Over the past five years, a collection of committed individuals have transformed a 7-acre site in New Orleans' City Park from a golf course into an ecosystem for young people to cultivate capabilities through the meaningful work of growing food. Over 150 youth from a diverse cross-section across the New Orleans' community have participated in our five-month Leadership Program, and many of the graduates have continued on to our Advanced Leadership Program to prepare them for key on-going roles in our work. These young people now contribute over 10,000 lbs. of freshly grown produce to the residents of New Orleans every year – 40% of which is donated to a network of Shared Harvest Partners. And our impact has extended far beyond youth in our program: our farm and eco-campus have become a space for people from New Orleans, our region, and even across the country, to learn about the role youth can play in rebuilding our local food system. This has been the first chapter of Grow Dat Youth Farm.

In our first five-years we generated many successes, yet we recognize the need to do more. Therefore, we took time together—youth, staff, and board members—to decide how to write the next chapter. This strategic plan is the result of that thoughtful, collaborative consideration. With any expansion and growth, we desire to maintain the high quality work that has enabled us to reach this point. In every element of our growth strategy, ensuring consistency with our current mission and practice is a critical component of continuing our success. However, we recognize that our world is at a critical juncture and feel we can and must harness our previous success to impact more young people and adults in our community. A growing number of disconnected youth without employable skills and meaningful work opportunities, entrenched racial injustice and inequity within our food system, and impending climate change and its impact on agriculture all pose great challenges for the future of our community and will shape the world young people will inherit. These systemic threats, while daunting, inspire us to advance our impact by demonstrating alternative pathways towards a healthier world.

We invite you to be a part of this next chapter as we manifest the future we know is possible.

Sincerely,

A handwritten signature in black ink, appearing to read "Jan Ertter". The signature is fluid and cursive, with a long horizontal line extending from the end.

Board President
Grow Dat Youth Farm



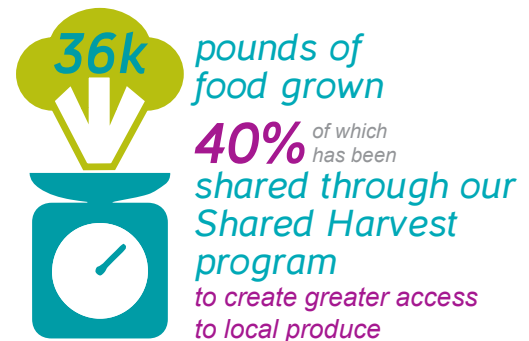
EXECUTIVE SUMMARY

History

Founded in 2010 and piloted in 2011, Grow Dat Youth Farm's mission is to nurture a diverse group of young leaders through the meaningful work of growing food.

This is what we've been up to in our first five years:

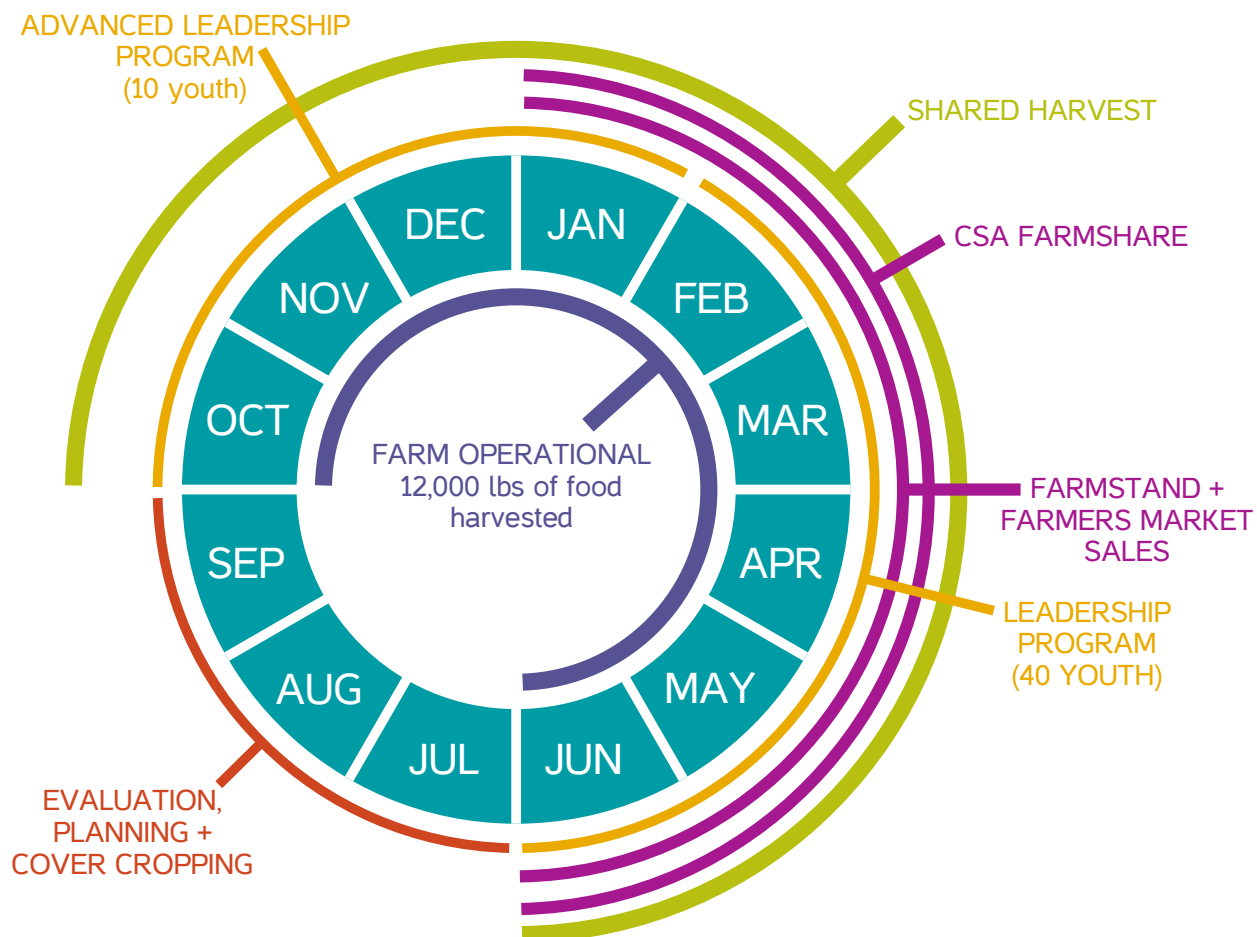
July 2011 - June 2015





Annual Cycle

what our current model encompasses:



To prepare for our next five years (July 2015 - June 2020), we have completed this strategic plan. We wanted to explore how to grow our impact while becoming more financially sustainable. Guided by consultants who worked with our strategic planning committee (made up of program alumni, staff and board members), we talked to a lot of people to find the best ways to:

- Expand our earned revenue to 50%
- Deepen and scale our current impact

Through the process, we identified three core areas for the next five years of growth: Growing our Farm, Growing our Revenue and Launching The Hive.



“The concept of the Grow Dat Hive draws on the beehive, which is a super organism in which individual bees work on a variety of specific tasks, and together form a functioning system to collectively accomplish its goals.”

The Grow Dat Hive

Building on the documented success of our model, we are creating the *Grow Dat Hive: an ecosystem exploring the intersection of food justice and youth*. The goal of the *Hive* is four fold:

1. Train others on the tools and techniques that have made our model successful
2. Invest more deeply in alumni who are moving into leadership roles within the organization by providing on-going, high quality training,
3. Continue to understand the impact and efficacy of our model through research, and,
4. Support alumni who want to work collectively to create greater access to local food

The Hive builds off the existing success of our leadership programs and will allow us to expand our impact not only directly at Grow Dat, but through a ripple effect as we support alumni and participants in our training to develop or expand their own youth-led food projects.

Growing Our Farm

Farming is a key component of all of our work. Youth build capacities through their work growing food, our produce creates improved access to fresh food in the community, and the food we grow generates important revenue to support our mission. It is no surprise, then, that our analysis determined that expanding the size of our farm is a key growth strategy. However, we also recognize that organizational culture and quality are key mechanisms that foster change in youth in our programs. Therefore, our research has determined that future growth must ensure the existing success of our model and cannot grow faster than our capacity to maintain high quality relationships and our organizational culture.

To that end, we have broken out the growth of our farm into two approaches, short-term and long-term:

- (Short-term) In the next 2 years, we will expand onto our full 2.5 acres, increase direct market sales, and pay close attention to crop mix in order to increase revenue margins. Simultaneously, we will seek an expansion site that provides a larger space to allow for additional expansion. We will explore sites with the goal to double or triple production space, thereby maximizing efficiencies and increasing our future revenue percentages.
- (Long-term) Over the next 3 to 5 years, we will scale to double or triple our production, pending we find the appropriate expansion location. This expansion will allow for the increases in revenue and production outlined below.

	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Current Site (acres)	2	2.25	2.5	2.5	2.5	2.5
Future Site (acres)	Research expansion sites	Secure & prep expansion site	1	2	3	4
Pounds grown	12,000	13,000	20,500	28,500	37,000	46,000
Revenue Generated	\$47,000	\$65,000	\$105,000	\$147,000	\$192,000	\$240,000



Growing Our Revenue

We have long considered ways to utilize our beautiful, award winning farm and Eco-campus in City Park to advance and support our work. Our strategic planning process offers specific uses of our space and other potential assets within our ecosystem that will deepen the community's understanding of our work, enhance the value we bring to City Park, and build sustainable revenue streams.

Additionally, launching new earned revenue activities gives us a chance to hire alumni into part or full-time positions as educators who teach the general public about sustainable agriculture and its link to the environment, the economy and our individual and collective health.

The following revenue generating activities will be rolled out in six month succession over the next several years.

1. Field Trips: We will design experiential, standards-aligned field trips for K-8 students about sustainable farming, food justice and environmental issues. Alumni will lead the field trips, providing not only information but their own experience as farmers.

2. Farm Tours: We will expand our existing Learning Tours for groups and add tours for individuals. Farm tours led by our youth and alumni will provide a revenue generation opportunity and chance to introduce new people to sustainable agriculture and the importance of localizing food systems.

3. Farm Dinners: We plan to tap into the interest from many outside groups in utilizing our space by partnering to run dinners on the farm.

4. Volunteer Groups: Corporations, foundations, and other large entities frequent the New Orleans landscape for various retreats, conferences, and other events. We will offer groups the opportunity to build a tailored, unique experience shaped to their interests while continuing to engage individuals and groups through our future service model.

5. Learn Dat Classes: We plan to launch "Learn Dat" classes for the community run by staff, guest educators and external partners. These classes will provide educational opportunities for residents of New Orleans to come to the farm and, among other things, learn more about sustainable farming and gardening, cooking with farm fresh vegetables and herbs, and growing and using medicinal herbs.

Timeline for Roll-Out of Strategic Plan

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Growing Our Farm						
Current production	X	X	X	X	X	X
Expansion - Current site		X	X	X	X	X
Expansion - Future site			X	X	X	X
The Hive						
Institute		PILOT	X	X	X	X
Growing our Revenue						
Field Trips		PILOT	X	X	X	X
Tours		PILOT	X	X	X	X
Farm Dinners		PILOT	X	X	X	X
Volunteer Groups			PILOT	X	X	X
Classes				PILOT	X	X



INTRODUCTION TO OUR WORK

Grow Dat is a nonprofit social venture operating at the intersection of food justice and youth development. Launched in 2010 in New Orleans, LA through a partnership with Tulane University, the farm and award winning Ecocampus are located on 7 acres of land in New Orleans' historic City Park. Grow Dat strives to create a space for young people to learn, explore, and transform themselves and their community through the meaningful work of growing food.

Our mission is to nurture a diverse group of young leaders through the meaningful work of growing food. We do this by employing youth from different backgrounds in New Orleans to grow food and engage in a comprehensive leadership development program. Our work is centered on three goals:

1. We seek to engage youth in personal transformation through farm work that enhances a young person's individual capacity to positively contribute to society.
2. We aim to improve access to sustainable produce, especially among low to moderate-income families in the New Orleans community.
3. We aspire to increase knowledge that enhances residents' capacity to make individual choices that lead to a healthier community.



To accomplish these goals, we hire a diverse group of youth from 9 partner schools and organizations across the city to work on the farm and participate in a five-month Leadership Program. In the program, youth work and engage in a process of individual growth focused on the four 'R's' of youth engagement:

FOUR R's OF YOUTH ENGAGEMENT

- 1 **RELEVANT** and meaningful work
- 2 positive **RELATIONSHIPS** with peers and mentors
- 3 real **RESPONSIBILITY** for themselves and their community
- 4 **RIGOROUS** work where young people support each other to reach individual and collective goals that creating positive change



Each participant undergoes a process of personal transformation, leaving with specific skills and knowledge related to Grow Dat's three curriculum pillars of sustainable farming, food justice, and Umoja (Unity or "I am We").

In addition to our core Leadership Program, we offer a tiered approach to leadership development. Graduates can apply to participate into our Advanced Leadership Program (ALP), where we hire alumni to guide the next crew of young adults through the core Leadership Program. Returning alums claim positions as Assistant Crew Leaders (ACL), Crew Leaders and Fellows to work in different capacities supporting other youth in their development and gaining experience working in new roles on the farm.

Young people leave the Grow Dat ecosystem with the skills and thinking to survive and thrive in a complex world. Over the first four years of the organization, Grow Dat has graduated over 100 youth from the Leadership Program. Youth graduates exit the farm with extensive leadership training and advanced knowledge of health, agriculture, and social and environmental challenges in their communities.

Through participation in our programming, youth advance communication, public speaking, and non-cognitive skills such as self-confidence, self-efficacy, teamwork and the ability to engage and work across difference. Youth deepen their emotional and environmental intelligence, which they are often not given time to develop in school or other work settings.

On our farm, we have engaged thousands of volunteers, and maintain numerous partnerships with organizations within and outside New Orleans. Youth volunteers and staff grow 10,000 lbs. of fresh, sustainably grown produce annually for the community. 60% of our produce is sold at local farmers markets, restaurants and grocery stores, and through our own Community Supported Agriculture (CSA) FarmShare program. In 2014, we generated over \$35,000 in sales through this work. The other 40% of our produce is donated or sold at a subsidized cost to Shared Harvest Partners such as Second Harvest Food Bank, STAND With Dignity, and the Congress of Day Laborers. Shared Harvest is our on-going commitment to increase access to fresh, local food to low-income New Orleanians.

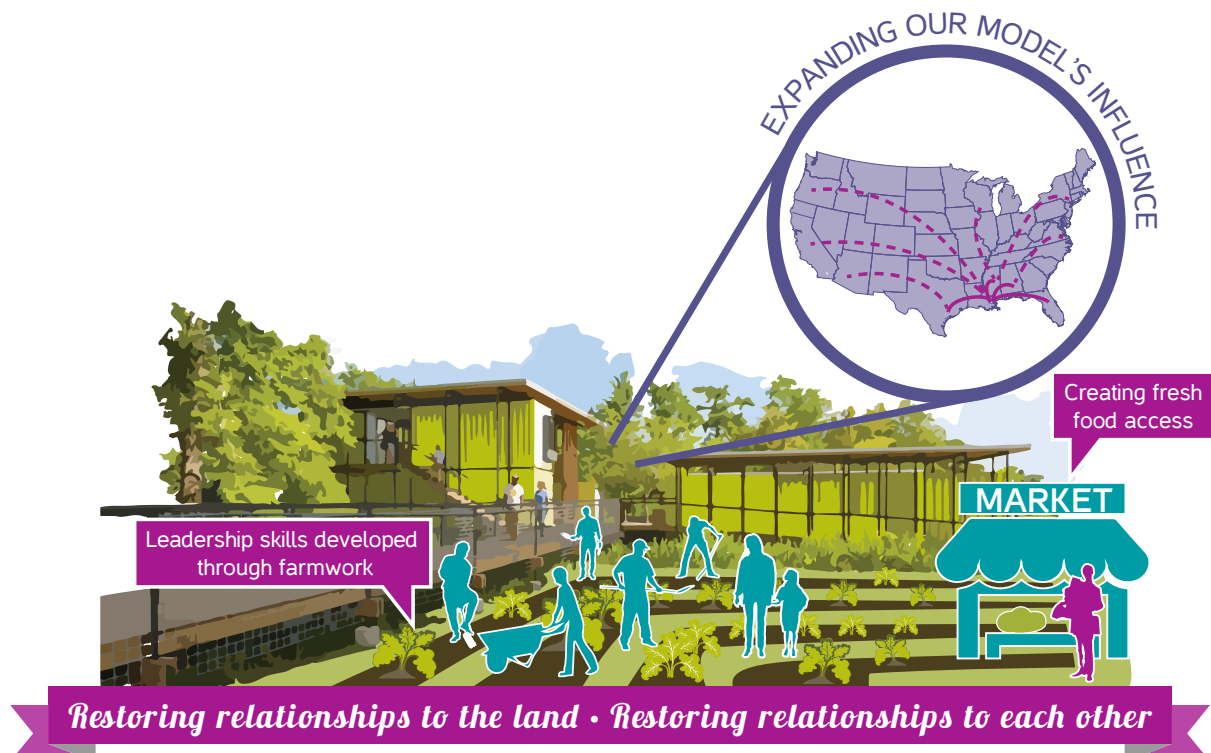




HOW POSITIVE CHANGE HAPPENS OUR THEORY OF CHANGE

We are living in a time of great change. Climate change is fundamentally altering the planet's ecosystems, creating potentially dramatic impacts on our current food systems. Inequities across race and class have created great health disparities between those with access to healthy food and those without. Grow Dat Youth Farm was designed as a model to address these looming threats at a local level by engaging a diverse group of young leaders in the meaningful work of growing food. We work at the intersection of restoring relationships to one another and relationships to land as we grow food. Operating at the nexus of environmental, food and social justice, Grow Dat Youth Farm offers a space for individual transformation and leadership development through sustainable agriculture. Our long-term vision is a vibrant New Orleans where youth and adults transform their communities, their environment, and themselves, in part, by engaging in the meaningful work of growing healthy food. As we do this on the local level, we also create a network effect as alumni go on to impact their own families and communities, and a ripple effect as we offer a model for how positive change can happen elsewhere.

To initiate and fuel this transformation, we utilize three mechanisms of change – 1) young leaders, 2) fresh food, and 3) a network of engaged, ignited activists, entrepreneurs, and community members.



We see societal transformation occur as we:



1. engage a diverse group of youth in the meaningful work of growing food for their community. Through this experience, young people gain the knowledge, skills, and resiliency to pursue positive, individual trajectories to impact their communities. Young people advance through our program and exit with a new mindset and understanding of the world. Some may go on to be leaders, activists, and entrepreneurs, while others may simply pursue an individual pathway where they are making better decisions for themselves and the people around them. In every case, we see our young leaders impacting the people and systems around them. By cultivating behavior change through leadership development, these young people are armed with new thinking, capacities, and the ability to work across difference to address systemic issues of poverty, institutional racism, and food and social injustice in the communities they live in.
2. By growing, selling and donating fresh produce, we are improving access to healthy food for the community. Our produce acts as a vehicle to connect people to our farm and work. It impacts the health of the citizens in our community and acts as a catalyst for change by demonstrating another way to grow food. We model how produce can be cultivated locally, and through that how we can reclaim the control of how and what is used to produce our food.
3. Igniting a network through our Ecosystem – our farm, Ecocampus, Leadership Programs, staff, Shared Harvest Partners, fresh food, and other actors function as a living, breathing ecosystem. Our model provides an example of how the world can work differently. By teaching others about our work, engaging people from within the community on the farm, organizing alumni to pursue their own strategies to improve the food system, and disseminating knowledge about how collective change happens, we are igniting a network of engaged, committed activists, entrepreneurs, farmers, and conscious individuals working to impact the food system and address issues of inequality and oppression in the world.



HOW WE GROW CRAFTING OUR APPROACH TO THE NEXT 5-YEARS

Over a successful first five years, Grow Dat Youth Farm has grown from a fledgling organization into a successful, scalable social enterprise. In November 2014, we began a strategic planning process to identify areas for growth of the organization over the next five years. Our goal in the process was to outline a strategy to continue to expand our impact while considering new avenues to advance our work toward greater societal level impact. Also, to ensure the long-term sustainability of our work, we set our sites on increasing our earned revenue to reach 50% of the operating budget over the next five years. EMH Strategy and Joshua Schoop were contracted to collaborate with our Director and Strategic Planning Committee to create a vision for how to accomplish these goals.

To better understand and inform our strategy, we explored and evaluated the existing model, asking:

“What do we do best?”

“How might we pursue strategies that makes us more sustainable as an organization?”

“What are the opportunities to continue and scale the impact we are having on the community?”

With these questions in mind, we sought out the support of various internal and external partners connected to our work. We engaged a variety of experts including existing **staff, current youth employees, program alumni and parents, board members, community stakeholders, and others from within the youth sector** to help us construct and design a five-year growth strategy for the organization (see Appendix B for a full list of informants in the appendix).



Through our discovery phase, ideas emerged to help shape the future direction of the organization. In conducting individual interviews and in-depth SWOT analysis with staff and other experts, EMH and Schoop uncovered growth approaches to meet our impact and revenue goals.



The research consistently highlighted some key opportunities:

- Build on Grow Dat's success in leadership development to *engage a greater number of youth in our programs, and increase the number of positions for "Opportunity Youth"* within the community (see Appendix K for more specifics on how we plan to engage)
- *Acquire more land, allowing us to grow more fresh food* for the community and accommodate a greater number of young people in real, meaningful work
- *Tap into currently under-utilized opportunities and assets* such as our award-winning classroom space and the resounding desire; coming from groups locally and nationally to learn about our work
- Explore how to share what we are good at and *teach others about our work*
- *Engage and organize alumni interested in growing food* to increase the potential for impact at the societal level.

These core themes emerged throughout the planning process and were used to inform the design of our strategic plan. Building on what we learned from this network of experts, we identified three central pathways to advance our impact and revenue including:

- 1 THE GROW DAT HIVE
- 2 GROWING OUR FARM
- 3 GROWING OUR REVENUE

The strategies for each of these growth areas are explained further in the following sections.



THE GROW DAT HIVE

An Ecosystem at the Intersection of Food Justice and Youth

Research has demonstrated our success creating a collaborative space to engage young people in personal transformation as they produce healthy food for local residents. The change we see in participants at the individual level is significant. To scale our impact in the community, and continue to advance our ability to address systemic, societal issues, we seek to create a mechanism that can teach others about our work, while also offering a platform for alumni to grow food and work towards more equitable food access.

To meet these goals we are creating the Grow Dat Hive: an ecosystem at the intersection of food justice and youth. The goal of the Hive is threefold: to continue investing in youth and alumni by providing high quality training for new leadership roles within the organization and a space to organize for a more just food system, to continue to understand the impact and efficacy of our model through research, and to provide training in our model to external audiences.

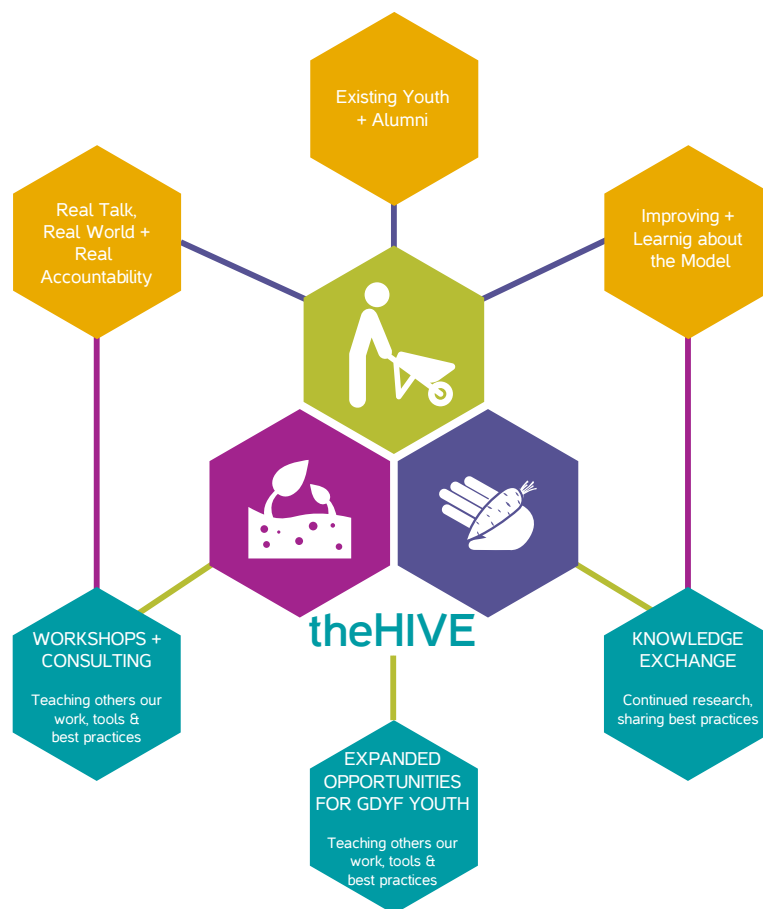
The concept of the Grow Dat Hive draws on the beehive, where individual bees work on a variety of individual tasks, and together form a functioning ecosystem that works to accomplish collective goals. The Hive builds off the existing success of the leadership programs to create new opportunities for people to work together to solve social and environmental issues around the work of growing food. Our interviews with alumni and young people in the community determined that youth want more opportunities to farm, grow food, and have an impact on the community they live in.

Additionally, we frequently hear from others in the world about a desire to learn more about our work. The Hive provides the vehicle to meet this demand by teaching others about the Grow Dat model, and sharing what has been so successful over the past five years. Eventually, the Hive can also become a base for knowledge exchange for the broader public about food justice and other issues related to our work, which we disseminate through social media platforms, events, and a speaker series open to the community.



How Does It Work: Core Components & Structure

The Hive offers three specific tracks to expand impact and continue to promote our mission. The tracks include 1) workshops and consulting services to teach others the model, 2) enhanced and expanded opportunities for existing Grow Dat youth and alumni with extended roles for Opportunity Youth, and 3) a knowledge exchange around the intersection of food justice and young people.



Workshops & Consulting Services

Through workshops and consulting services with individuals and organizations, we can connect with interested parties to teach and share our model. We see interest from individuals and organizations interested in replicating our model, and others who want to take our practices and adapt them to various contexts. Market analysis determined significant interest from both groups across various organizational entities within and outside New Orleans. We aim to build on our core strengths as an organization to train others through workshops and one-on-one consulting using hands-on experience and specific, tested tools. Our research determined interest from various groups in learning how to:

1. Use tools that create a supportive and rigorous learning and work environment for youth and young adults
2. Build multi-cultural teams that successfully work together to achieve a goal
3. Use sustainable methods to grow food for themselves and/or their community
4. Learn entrepreneurial skills on an individual and organizational level
5. Deepen knowledge of how food justice and sustainable agriculture are related to equity, the economy, and the environment

Hive workshops and consulting services will not only be led by founding staff but will also engage youth in the Advanced Leadership Program as facilitators, allowing them opportunities to build on existing leadership skills by leading workshops and consulting activities to teach others about their work on the farm.

Expanded Opportunities for Grow Dat Youth and Alumni

The Hive also offers a direct extension of existing opportunities for youth to cultivate leadership abilities and generate pathways into more meaningful work through growing food. We envision expansion of opportunities occurring through:

- 1. Organizing:** We have explored opportunities to expand impact through community organizing. We are at a critical point in New Orleans with impending climate change and on-going disenfranchisement of youth of color. A lack of meaningful employment opportunities for young people, an unhealthy industrial agriculture system that is causing diet-related epidemics, and a general disengagement has exacerbated challenges for youth in the community. Collective action provides an opportunity for us to engage youth to design ways to tackle environmental and social issues in the community through the work of growing food. Food and the food system intersect with a multitude of social issues in society. It is a natural platform to draw people together to work across difference. We plan to bring youth together within the Hive to provide an open dialogue that encourages young people to organize through campaigns they design and lead. To support our organizing efforts, we will build on existing community partnerships, primarily with Rethink, who will help facilitate conversations with alumni and provide youth and staff trainings on effective organizing. The focus of these efforts is to outline strategies that can create change in the community through our core work of growing food.
- 2. Cooperatives and entrepreneurial ventures:** Within the Hive, we can create a space to support youth interested in becoming farmers and market gardeners. Alumni have expressed a strong interest in entrepreneurship, acquiring land and impacting food systems by starting their own farms and ventures. The Hive provides a space for youth to gain experience, training, resources, and continued support to launch their own food-focused ventures or cooperatives. Our staff will provide support and problem solving as our graduates incubate and grow their ideas from within the Hive, and eventually out in the communities of New Orleans. We will cultivate existing partnerships with local organizations to provide support in building business plans, acquiring land, and other needs as they arise. We plan to test the launching of youth ventures in 2017. Their challenge and successes will be instrumental in determining how we move forward.

Knowledge exchange

The Hive offers a platform to share best practices from our model, as well as share tools we've borrowed from others. It allows current staff to engage and inform the world of youth development, food and social justice, and sustainable agriculture about what works through blogs, social media, and other publications. It provides new opportunities to draw interest and funding to better understand the impact we are having on the young people and communities we work with. Currently, we have an in-depth understanding of how our model functions to impact young people while they are participating in

the five-month Leadership Program, and the Hive would offer a chance to dig deeper into the social impact, and draw in additional research support and resources to investigate the impact of our practices over time. This research would allow us to continue to refine our model as we expand and train others. Tied closely to the third component of our theory of change, the Hive creates capacity to engage a broad network of youth and adults as we collectively move towards a more just food system.



GROWING OUR FARM

Sustainable agriculture and local food production is a key component of all of our work. Youth build capacities through meaningful farm work, our produce creates improved access to fresh food in the community, and the food we grow generates important revenue to support our mission. **Our analysis determined that expanding the size of our farm is a key growth strategy.** Within any expansion activities, we aim to ensure the sustainability of our existing successes in utilizing the work on the farm to build real relationships with the young people we work with. What is articulated below are the methods for growth, taking into consideration how much revenue can be generated through the existing agricultural activities on the current site, how additional land will be brought under cultivation, and how much we expect to earn through expanding operations.

Our growth strategy is broken out into two approaches, short-term and long-term.

SHORT TERM: In the next 2 years, we will expand onto our full 2.5 acres, increase direct market sales, and pay close attention to crop mix and in order to increase revenue margins.

LONG TERM: Over the next 3 to 5 years, we plan to locate a secondary site that provides a larger space to allow for additional expansion. We will explore sites with the mind set to double or triple production space, thereby maximizing efficiencies and increasing our future revenue percentages.

SHORT-TERM STRATEGY

Distribution Channels

Our current revenue derived from agricultural activities is driven by sales of produce through four primary channels:

1. Community Supported Agriculture (CSA) FarmShare membership
2. Farmer's Market / Farm Stand
3. Wholesale
4. Shared Harvest Partners and Youth Participants

Next, we elaborate the current functions of each distribution channel, and how each can be enhanced over the next five years to help us meet our goals.



Community Supported Agriculture

Originally conceived of in the 1980s, the concept of Community Supported Agriculture (CSA) gained traction in the 1990s and has been a growing trend across the United States over this time. However, this popularity has not extended to the New Orleans region until more recently. Today, our existing CSA is one of only a few available in New Orleans. At the outset of the spring 2015 season, we experienced some uncertainty related to how many shares could be sold locally. We were successful in obtaining 60 members (up from 30 in 2014) but the upper bounds of the local market have yet to be identified. Direct competitors offering a CSA in the greater New Orleans area include Hollygrove Market and Farm in New Orleans, and Covey Rise Farm in Covington, LA (pickup approximately a 1.5 hour drive from New Orleans). Some substitute options exist for individuals wishing to eat fresh, local produce including Good Eggs, a local online retailer, and other grocery stores in the area such as Jack and Jake's.

From our research, we see the CSA yielding several benefits including:

- greater certainty of sales,
- cash flow timing (as customers pay up-front),
- better timing of sales & marketing efforts before farmers become busy with the business of growing, and
- creating repeat customers who get to know our farm and farmers, and often become advocates for our work and mission.

Our experiences with the CSA has indicated customers value our approach because they 1) get to know the farm and our youth, 2) have regular access to local fruits and vegetables 3) and gaining a sense of ownership by providing themselves and their families with healthy food.

Farmer's Market & Farm Stand

New Orleanians have long shopped for fresh produce at open-air markets. To date, we have capitalized on the popularity of the Crescent City Farmer's Market (CCFM) to market and sell fresh produce. Running the market is often cited by young people as one of the most impactful experiences in the Leadership Program. Youth gain valuable real world skills interacting directly with customers, while also experiencing a sense of pride as they represent the organization and get to see how their hard work translates into sales. In addition to CCFM, we operate a weekly Farm Stand on our site during the growing season, offering youth many of the same opportunities to build skills with the added benefit of reduced transportation costs.



FUTURE: Together, our CSA, Farmer's Market, and Farm Stand sales represent our 'direct' marketing channels. Currently we sell 82% of our produce from the farm through these channels. Our experience and research showed that this will remain the primary driver of revenue. To help meet our project 50% goal of earned revenue by 2020, we expect to grow to 86% of sales with our CSA continuing to represent the single largest channel.

Wholesale

The additional 18% of current sales (outside of direct marketing channels) is made up by Wholesale. In terms of total revenue, it is overshadowed by direct marketing channels, as the price per pound that can be realized in this channel is typically half of what can be earned in a direct channel (\$4/pound vs. \$8/pound). However, our Wholesale delivers other value in that many of our partners are important allies in the food industry, and it offers an opportunity to expose the community to our work. We will continue to target 14% of revenue from Wholesale.

FUTURE: Within this target, we aim to expand our partners to other retailers in the city that add additional value outside of sales such as Whole Foods Market. This will help to strengthen our brand identity, and increase the number of people in the community that our aware of our work.



Shared Harvest

Our Shared Harvest is the central vehicle for accomplishing our goal of improving food access. This is accomplished through donation of 40% (by weight) of everything that we grow on the farm to two outlets: youth in our program and our network of Shared Harvest partners. Our partners include non-profit organizations in New Orleans with similar organizational values, such as STAND with Dignity, the Congress of Day Laborers, New Orleans Community Kitchen, and the Brinton Family Clinic. In addition to providing individuals from our Shared Harvest partners with fresh produce, we also integrate members into our Leadership Programs by offering youth-led educational activities such as Farm Tours, attendance at our summer community lunch series, and simple cooking demonstrations for participants.

Recently we began experimenting with adding subsidized sales of produce to what was traditionally only produce donations. Youth participants will never incur an expense for produce, but over the past year we began introducing an optional fee to partner organizations. Our early indication is that partner organizations are willing to pay approximately \$2/lb. for our produce. Further testing of this model will occur over the next year, as we continue to expand our Shared Harvest partners.

FUTURE: For the purposes of projecting the financial implications of this arrangement, our financial model assumes a weighted average of \$1.50/lb. for Shared Harvest produce, which accounts for the distribution to youth.

KEY CONSTRAINTS: to distribution channels include unpredictable farmer's market and farm stand trends and increasing competition from online services such as Good Eggs. Unpredictable weather is a constant constraint with farming, and even more so with imminent climate change causing wider fluctuations in temperatures and rainfall. Maintaining our supply is therefore a constraint for all sales channels, as evidenced by a failed crop in spring 2015 due to limited availability of nutrients in several of our fields, which negatively impacted production and sales.

Labor

We currently utilize a mix of paid staff, youth fellows, adult apprentices and various other volunteers to satisfy labor demands on our farm. Our Farm Manager, Leo Gorman, and Market Manager, Sarah Howard, lead the team. This mix of talent sources can be challenging to manage, in that there is an unpredictable flow and commitment of unpaid adult apprentices and youth fellows, requiring significant hands-on management.

FUTURE: In order to increase our farm production, the farm team requires additional manual labor and some mechanized farm implements to improve labor effectiveness. Through expanded partnerships, opportunities exist to increase greater participation and expand diversity of agricultural apprentices and other positions.



Revenue + Cost Projections: Current Site

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Acres under cultivation	2	2.25	2.5	2.5	2.5	2.5
Pounds / Acre	6,000	6,250	6,500	6,750	7,000	7,250
Total Pounds Grown	12,000	14,063	16,250	16,875	17,500	18,125
P&L						
Revenue						
CSA	33,600	39,375	45,500	47,250	49,000	50,750
Market / Stand	16,800	19,688	22,750	23,625	24,500	25,375
Wholesale	500	9,844	11,375	11,813	12,250	12,688
Beneficiaries	500	6,328	7,313	7,594	7,875	8,156
Total Revenue	51,400	75,234	86,938	90,281	93,625	96,969
Expenses						
Personnel	104,900	110,250	126,450	130,860	147,491	152,353
Operating Expenses (non-personnel)	12,500	13,000	13,500	14,000	14,500	15,000
Capital Expenditures	5,000	3,000	25,000	0	10,000	0
Total Expenses	122,400	126,250	164,950	144,860	171,991	167,353
Contribution	-71,000	-51,016	-78,013	-54,579	-78,366	-70,384
Rev as % of expense	42%	60%	53%	62%	54%	58%

Table 2: GDYF Agriculture - Current site financial snapshot

KEY CONSTRAINTS: Historically our farm has not experienced any trouble selling our produce. Therefore, as we develop the optimal channel mix we will maximize the revenue earned, while minimizing costs and factoring in opportunities to remain consistent to our mission of youth leadership development. This assumes that there is no upper bound to the market demand for our produce. While this has to date been true, future expansion may reveal a limit to the amount of produce that can be sold into any particular channel.

LONG-TERM STRATEGY

Current Land

On our current site, the land under production will increase to 2.5 acres. While the boundaries of our site outline an area larger than 3 acres, there are constraints that limit the amount of the space that is arable. Primarily, our constraints are:



Constraint:	Drainage	Soil Fertility
Description	Low-lying land	Fertility varies from field to field
Remediation	Improve drainage through 'tiling' or elevate with additional soil	Continual addition of organic matter via cover crop residue, compost and manures
Cost	High	High

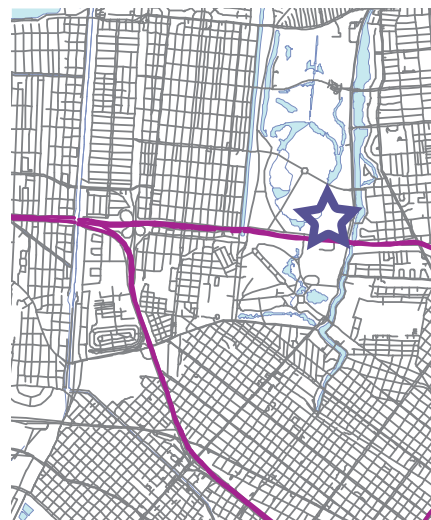
Given the high cost of remediation, we have decided to not expand in these areas. An easier and (ultimately) less expensive path to growth would be through acquisition of an additional site.

Capital Expansion for Existing Land

Growth in our farming revenue is directly related to the amount of land under cultivation. As highlighted above, an anticipated expansion to a site with an additional 3 acres of arable land would generate positive financial contribution, after an initial expenditure in year 1 (paid back entirely in year 2). With 3 additional acres of farmland, our existing data and research determines that we can generate in excess of \$100,000 in incremental revenue from this site, even while maintaining a 30% donation level, with total costs of approximately \$70,000 (due to being able to leverage existing resources from the current site). The anticipated financial impact of a new site follows the existing site's financial picture below.

Farm land expansion siting parameters:

- Within 2 miles of current City Park site
- Access to municipal water and electricity
- Able to situate simple structures for tool, dry and storage and 1-2 hoop houses
- Well draining land free of significant amounts of debris and/or heavy metals
- Driveway access for large trucks to dump organic material for composting
- Preferably land that allows for more mechanization (than current site) - land that allows for multiple fields with 100 foot long beds
- Able to maintain with relative ease non-growing areas (either by staff or contracted labor)
- Site should be chosen and developed with the security of staff, youth and visitors in mind



Agricultural Expansion

Based on estimates and assumptions, the financial implications of adding an additional 3 acres to the farm are:

Revenue + Cost Projections: Expansion Site

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Revenue	0	34,775	72,225	112,350	155,150
Expenses					
Personnel	0	51,000	54,500	58,125	119,763
Operating Expenses (non-personnel)	0	20,000	13,000	13,500	14,000
Capital Expenses	0	20,000	2,000	2,000	2,000
Total expenses	0	91,000	69,500	73,625	135,763
Contribution	0	-56,225	2,725	38,725	19,388
Rev as % of expense		38%	104%	153%	114%

Table 5: GDYF Agriculture, new site expansion (only) financial impact * As noted, our farm staff are currently assessing whether to deviate from the historical 40% donation amount through Shared Harvest. This financial analysis assumes a 30% donation, though it should be noted that even at 30% the total poundage donated increases due to expansion of farm production.

Revenue + Cost Projections: Current + Expansion Sites

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Acres under cultivation	2	2.25	3.5	4.5	5.5	6.5
Pounds / Acre	6,000	6,250	6,500	6,750	7,000	7,250
Total Pounds Grown	12,000	14,063	22,750	30,375	38,500	47,125
P&L						
Revenue						
CSA	\$33,600	\$39,375	\$63,700	\$85,050	\$107,800	\$131,950
Farmstand / Farmer's Market	\$16,800	\$19,688	\$31,850	\$42,525	\$53,900	\$65,975
Wholesale	\$500	\$9,844	\$15,925	\$21,263	\$26,950	\$32,988
Shared Harvest	\$500	\$6,328	\$10,238	\$13,669	\$17,325	\$21,206
Total Revenue	\$51,400	\$75,234	\$121,713	\$162,506	\$205,975	\$252,119
Expenses						
Personnel	\$104,900	\$110,250	\$177,450	\$185,360	\$205,616	\$272,115
Operating Expenses (non-personnel)	\$12,500	\$13,000	\$26,000	\$27,000	\$28,000	\$29,000
Capital Expenses	\$5,000	\$3,000	\$45,000	\$2,000	\$12,000	\$2,000
Total expenses	\$122,400	\$126,250	\$248,450	\$214,360	\$245,616	\$303,115
Contribution	-\$71,000	-\$51,016	-\$126,738	-\$51,854	-\$39,641	-\$50,996
Rev as % of expense	42%	60%	49%	76%	84%	83%

Table 6: Combined Agriculture Financial Impact

KEY CONSTRAINTS: Within the outlined growth strategies, we acknowledge some constraints to our proposed expansion. The first is that the primary purpose of agricultural production on our farm is to provide offer the platform for youth to engage in leadership development. We also reinforce our purpose to create greater food access for the community. This work adds significant social value to the community, but makes it difficult to operate our farm at optimal financial efficiency. We maintain this approach in our current location, but if additional space is identified and put into agricultural production, these alternate locations may provide an opportunity to engage in farming without the same level of consideration of our youth development programming, and therefore could be done more cost effectively.



GROWING OUR REVENUE

Since we completed construction on our beautiful eco-campus in City Park, we have long considered how to better harness our existing space as a tool to advance the community's understanding of our work, while simultaneously building revenue. Throughout our strategic planning process, we explored a number of these ideas. The result of this process has led to promising avenues to make greater use of our space.

Field Trips

As we evaluate new strategies for revenue generation and impact, capitalizing on our existing field trip program is a great opportunity. We have offered field trips in the past, but have not optimized the approach as a revenue generating activity. Thus far, field trips have been a very passive effort, occurring after teachers or parents reach out to the farm, rather than through a strategic approach with coordinated outreach efforts.

Field trips present a compelling revenue generation source, and over the past few months, we have engaged in developing potential lessons to deliver in a field trip program. (A sample lesson from the current field trips program can be found in Appendix E). Our approach is tailored to meet the needs of schools, and become more comprehensive as the program develops. The keys to building a robust field trip program to increase our revenue is creating interesting, topical curriculum, building partnerships with New Orleans schools and marketing to non-school youth groups. Below, we outline our approach to developing a Field Trip program.

Curriculum + Approach

In order to appeal to a diverse cross-section of schools and youth groups, we will offer three different curriculum tracks tailored to various age groups. In each track, experiential learning and classroom-extension activities can be created for children in grades K-3, 4-6, and 7-8. Curriculum tracks will be tied to educational standards for each age group, thereby supporting classroom learning goals in a fun, outdoor environment. Regardless of age and topic, students will get a hands-on experience on the farm and learn lessons related to what they are learning in school. Participants also receive digital classroom-extension activities to enhance what they learn on the farm, deepening their understanding of food, and its relationship to health and the environment. To cap off the field trip experience, students can eat lunch on the farm, a great way for

them to appreciate the relaxing and refreshing environment outdoors. Once these experiences are piloted with school groups, we also aim to market to scout troops, youth groups, and after-school programs.

Field trips align closely with our established partnerships, and we have schools through our leadership development program. We have built several beta-versions of our curriculum, however we estimate that an additional 100 hours of staff time is necessary over the next 2 months to research the concept, design lessons and build classroom-extension activities for each field trip. This time will be used to survey educators about their field trip needs, create materials and lessons that engage students, and design follow-up activities. Grow Dat alumni and



youth will be engaged to inform the development of curriculum. Their perspective is invaluable in the development of curriculum outcomes and delivery, and we anticipate future roles for youth in lesson-extension activities, such as short videos or other digital media components that engage multiple learning styles. The field trip program will include:

- a field trip series, in which students can visit the farm multiple times for scaffolded learning
- lessons about how to grow food sustainably, how food and the overall health of the environment and individual are linked, and
- how to prepare fresh food.

Before full roll-out of the program, we plan to pilot variations and modules to garner feedback from students and schools about the experience. Once the curriculum is set, we will begin staffing for the work, and open up positions for our alumni. Our earned revenue coordinator will focus on the promotion and coordination of the program, while also training a group of 5-10 volunteers and alumni to

run the field trips. The Coordinator can help out on field trip days if needed but will focus on booking field trips and building partnerships, rather than managing them. In order to ensure the safety of visitors and the value of the field trip, our capacity to host students will be limited to one adult for every fifteen children with a minimum of two chaperones per group.

In assessing the viability of the field trip program, we conservatively estimated staff commitment as follows (per trip):

Activity	Hours (pilot)	Hours (future years)
Coordination	2	1
Actual trip	4	4
Prep/Clean up	1	1
	7	6

Table 7: GDYF Field Trips - staff hours per activity

Marketing + Partnerships for Field Trips

Partnerships and marketing is the key to building our presence on the field trip circuit. There are many websites and forums that list field trips offered in New Orleans, we will work to be listed on those websites. Additionally, we plan to showcase our field trips on our website to encourage educators to reach out and learn more about creating an experience that fits their needs. Finally, we plan to actively reach out to schools within and outside our existing network. Our existing partners are the starting point, and we will use our alliances to tap into the education network.

A number of other organizations in City Park currently offer field trips. We plan to pursue partnerships with entities in the park such the Art Museum, the Botanical Garden, and the Louisiana Children's

Museum to create opportunities for schools to attend multiple sites in the park. Because of the close proximity of our Eco-campus and farm to other organizations, we view this as a convenient opportunity both for organizations and teachers to increase the learning capacity for students, offer revenue generation, and greater exposure to our work and partners in the park.

The field trips program expands our impact beyond the Leadership Program, creating an additional pathway to engage a larger and different demographic of young people in the city around environmental and food justice issues.



Financial Projections For Field Trips

Staffing cost estimates that for this to be a viable opportunity, the total trip cost will be \$175 (at a base assumption of \$25/hour for staff time) during the pilot program and \$150 for future years. There are some costs savings anticipated from this line item with an initial investment in training alumni. Training costs will be incurred during the pilot program, with future training taking part during field trips with on senior alumni training junior alums.

Staff Training	Numbers	Hours	Rate	Cost
Trainee	6	40	15	\$3,600
Trainer	1	40	25	\$1,000
				\$4,600

Table 8: GDYF Field Trips - assumptions on staff time

Additional costs (taking home a potted plant, snacks/meals, other class materials) are estimated at \$2.75 per attendee. Curriculum development is assumed to cost \$2,500 (100 hours at \$25/hour) and design of electronic materials for is anticipated to cost \$7,500 (300 hours). We project a pilot program with 4 trips per month over a 3-month time span (12 trips in total) with an estimated 30 students (and therefore 6 chaperones) per trip.

To inform our projections, we reached out to numerous schools to make sure that the cost was not prohibitive. Most schools in New Orleans pay all or part of the field trip cost for students. Many schools, including those in the KIPP network, do fundraisers for the field trips to support the cost of the trip, transportation, and lunch. If students are required to pay for the field trips, they pay between \$5-\$8 depending on the type of trip.

Based on the assumptions described above, below are the consolidated 5-year projections for Field Trips:

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
P&L					
Revenue					
Field Trips					
Students	3,600	15,000	18,000	21,000	24,000
Chaperones	720	3,000	3,600	4,200	4,800
Total revenue	4,320	18,000	21,600	25,200	28,800
Expenses					
Per trip costs	2,100	7,500	9,000	10,500	12,000
Per attendee costs	1,188	4,950	5,940	6,930	7,920
Staff training cost	4,600	1,400	1,400	1,400	1,400
Curriculum development	2,500	0	0	0	0
Design/printing	7,500	0	0	0	0
Total expenses	17,888	13,850	16,340	18,830	21,320
Rev as % of Expenses	24%	130%	132%	134%	135%
Contribution	-13,568	4,150	5,260	6,370	7,480

Table 9: Field Trip Financial Impact

With a successful pilot program and the expense of the curriculum development absorbed in the first year, future years of running the field trip program are projected to earn revenue in excess of the ongoing cost of the program, making this a positive option in expanding our earned revenue options.

Farm Tours

Our site in City Park offers an ideal location in the city for educational tours. When visiting our farm, individuals get inspired and excited about urban farming and sustainable agriculture. We see Farm Tours as unique opportunity to capitalize on a popular activity in the city to generate revenue.

We coordinate our existing tours in advance, and charge \$8 per person for one hour, which includes a tour of the farm and team-building exercises. For larger groups, a flat fee of either \$150 or \$200 is charged. This model makes sense for groups, but may not be attractive to individuals and families who are visiting the farm. Therefore, we plan to complement our existing 'on-demand' tours with weekly, biweekly, and/or monthly scheduled farm tours that people can sign up for online. The frequency of these tours will be determined based on the popularity of the pilot phase. Tours will be advertised through the Visitor's Bureau and other popular tourist resources to publicize the opportunity. This type of tour makes it easier for individuals and small groups to fit into a schedule and showcases a fun opportunity to tour City Park. Tours will include an overview of the organization's history and operations, as well as a walkthrough of the farm and birding corridor. A minimum of 5 people will be required for the tour to run. A self-guided tour option is available for people who are looking to see the farm for free during hours of operation (9 am – 5 pm Tuesday through Saturday).

Staffing for Farm Tours

Individual and group tours will be staffed by a team of alumni who are trained with the history, mission, impact, and values of Grow Dat. Historically, alumni or current youth participants from the Leadership Development program have conducted tours. We will continue to utilize this as an opportunity to cultivate leadership development, as speaking in front of groups offers a great opportunity to build capacities for youth. Group tours are often for donors, potential donors, or foundation groups. Allowing an opportunity to interact with a young person from our work demonstrates the impact we are having for our visitors. We envision tours being run by a mix of staff and trained alumni.

Financial Analysis for Farm Tours

Below we outline the methodological approach to modeling our financial projections for the Farm Tours.

The following assumptions were made about these types of tours:

	FY 2017	FY 2018	FY 2019	FY 2020
Assumptions				
Months/year	6	8	10	10
Individual tours/month	4	6	8	10
Fee per individual	8	8	8	8
Avg # participants/tour	6	8	10	10
Group tours/month	2	3	4	4
Fee per group	200	200	200	200
Staff time/tour	1.5	1.5	1.5	1.5
Staff hourly rate	25	25	25	25

Table 10: GDYF Farm Tours - Financial Projection Assumptions



Flat-rate tours are an attractive option, especially for visiting foundation groups. For this type of tour, our market research determined we could charge a flat fee of \$200. These tours will also include the team building exercises, in addition to the tour of the space.

We anticipate each tour lasting about 1 hour with an additional half an hour for prep and planning. The hourly rate of \$25 would be for staff, youth, and alumni who give tours. Ideally volunteers will guide a portion of our tours.

Between the two types of tours, revenue is expected to be \$17,600 by year 2020, with a ramp up to break even of one year. Revenue as a percentage of expenses would be great than 250%, making it a very attractive revenue generator.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Tours					
Individual Tours	1,152	3,072	6,400	8,000	9,600
Group Tours	2,400	4,800	8,000	8,000	8,000
Total Revenue	3,552	7,872	14,000	16,000	17,600
Expenses					
Staff Time	1,350	2,700	4,500	5,250	6,000
Printing/design/marketing	2,500	500	500	500	500
Total Expenses	3,850	3,200	5,000	5,750	6,500
Revenue as % of Expenses	92%	246%	288%	278%	271%
Contributions	-298	4,672	9,400	10,250	11,100

Table 11: GDYF Farm Tour Financial Projections

Location	Price	Topic
Botanical Gardens	\$8-12	Botanical Garden Tour, Ancient Tree Tour
Secret Gardens Tour	\$35-50	Secret Gardens of NOLA

Table 12: Other Tour Providers



Farm Dinner Partnerships

Our farm and Eco-campus offer an idyllic site for a delicious farm-to-table meal. Historically, we have held farm-to-table lunches which have been very popular with community members, non-profit organizations, and other stakeholders from within our network. The success of these lunches has led to several interesting opportunities to host dinners on our farm, none of which we have capitalized on to date.

To utilize the space and take advantage of the interest, we plan to organize Farm Dinners with committed, values aligned partners from the New Orleans community. Partnerships enable us to connect with other like-minded organizations to enhance the branding of the dinner and share the financial and liability burden. In the past, we have not explored hosting dinners due to our concerns about the limited capacity of our kitchen. Partnering allows for off-site food preparation, which can simply be reheated at the farm during the event. Thus, to initiate the dinners, all we require is a special event permit, an occupational license, and an alcohol permit, if alcohol is to be served at the event.

In considering partnerships, below we have described our existing relationship with potential partner, and how their work aligns with our organizational mission and the goals for the Farm Dinners:

Proposed partnerships



Mosquito Supper Club: The Mosquito Supper Club (MSC) is a one-year-old company which puts on Cajun pop-up dinners, Zydeco dances, and Cajun brunches. The Mosquito Supper Club team is committed to celebrating Cajun cooking and educating attendees about Cajun culture, food, and music. They also educate guests about food waste and local history. In addition to being aligned with our environmental and cultural values, Mosquito Supper Club is interested in a revenue partnership. Mosquito Supper Club Co-founder Melissa Martin suggested a model where we co-host quarterly dinners and MSC receives a percentage of the revenue generated. Two possible types of collaboration were identified. One option is a high-profile, seated dinner with 50 or fewer guests. Similar to MSC's basic Cajun pop-up dinner, this approach would offer a fine dining experience. The second option is a more casual three-course meal, more similar to the zydeco dances MSC conducts where delicious food is paired with music and dancing. Melissa recommended these collaborative dinners be held quarterly, with the fall and spring dinners on the farm and winter and summer dinners (when weather is less than ideal) at the Mosquito Supper Club site. For dinners held on-site, we will provide flatware and cutlery, as well as extra help setting up, preparing food, and staffing the event. For dinners held at the MSC's site, we will help with cooking and bussing at the event. For both types of events, we will collaborate on marketing, though Melissa believes dinners will sell out very quickly given their previous track record.

We estimate the potential annual revenue of this partnership to be roughly \$8,000. Melissa has strong relationship with a local wine distributor to get wine donated, significantly decreasing the costs of hosting a dinner. Additionally, our non-profit status and role in the community offers a unique may encourage patrons to spend more

money. Thus, we project prices to be in the \$150-200 range, depending on the formality of the event. Under this partnership structure, we would earn approximately \$2,000 per event, while Mosquito Supper Club also earns a profit. After the logistics of the partnership have been further operationalized, Mosquito Supper Club is interested in purchasing and using Grow Dat produce in cohosted events, making it a truly farm-to-table meal.

Chef La: Chef Laurelin (La) Mason reached out to our staff about hosting farm dinners during the winter, spring, and fall. Chef La spends her summers in Maine, where she has tried a farm dinner profit share model that has been very successful. She envisions bringing this approach to our farm, where tickets for dinners go for \$100 including cocktails and a multiple course dinner. A \$25 donation would go straight to Grow Dat, and the remaining \$75 would cover expenses with any profit left over getting divided between Chef La and Grow Dat. Chef La envisions ultimately doing 2 dinners per month, with dinners beginning this fall. Because we lack a certified commercial kitchen, we envision borrowing space from the Tulane Kitchen at Whole Foods or Liberty's Kitchen. Space could also be rented or borrowed for events in the winter, when weather may not be predictable. Chef La is excited to bring farm dinners to New Orleans and is confident in the profit opportunities for both partners in this endeavor. We estimate ultimately taking in over \$900 per dinner.

Our approach to dinners will focus on partnerships with MSC and Chef La over the next two years to experiment with the proper trajectory for revenue generation. By utilizing external partnerships, we determined expenses will be reduced due to savings from insurance and other high costs for hosting our own individual dinners. Outsourcing through strong, committed partners using a revenue share model is the best option to boost revenue and host fun, festive, on-site dinners.

Financial Projections Farm Dinners

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Assumptions					
Mosquito Supper Club					
# Events	1	4	4	4	4
Revenue/Event	2,000	2,000	2,000	2,000	2,000
Staff Time/Event, Hours	8	8	8	8	8
Chef La					
# Events	0	0	6	12	12
# Attendees	25	25	30	35	35
Price/Attendee	100	100	100	100	100
Donation/Attendee	25	25	25	25	25
Materials	50%	45%	35%	35%	35%
Cost/Attendee, %	8	8	8	8	8
Staff Time/Event, Hours	50%	50%	50%	50%	50%
Profit Share, %	50%	50%	50%	50%	50%
P&L					
Revenue					
Mosquito Supper Club	2,000	8,000	8,000	8,000	8,000
Chef La	0	0	11,250	26,250	26,250
Total Revenue	2,000	8,000	19,250	34,250	34,250
Expenses					
Mosquito Supper Club					
Staff Time, Oversight	200	800	800	800	800
Marketing	250	1,000	1,000	1,000	1,000
Mosquito Supper Club	450	1,800	1,800	1,800	1,800
Chef La					
Materials	0	0	4,500	9,188	9,188
Staff Time, Oversight	0	0	1,200	2,400	2,400
Marketing	0	0	1,500	3,000	3,000
Chef La	0	0	7,200	14,588	14,588
Total Expenses	450	1,800	9,000	16,388	16,388
Revenue as % of Expenses	444%	444%	214%	209%	209%
Contribution	1,550	6,200	10,250	17,863	17,863

Table 13: GDYF Farm Dinners Financial Projections, FY 2016 - 2020

Volunteer Groups

New Orleans is a hub for conventions, which makes it a prime destination for voluntourism. Visiting corporate groups are often looking for team building activities or opportunities to give back during visits to the city, while local businesses are looking to make an impact at home during an off-site retreat. During our history, we have hosted a few of these group volunteer days, however we have not marketed ourselves or created partnerships to target this as a chief revenue driver. A more organized approach and strategy will lead to increased local and national awareness that could increase produce sales, donations, and in-kind support. With a stronger, clearer strategic approach, we see this as an exciting revenue and impact opportunity.

Hosting volunteer groups at Grow Dat increases our exposure to diverse individuals from around the country, while offering a strong, sustained support system for our agricultural production, site management, and other activities. When volunteers come to the farm, we are able to provide education about pressing environmental and social issues related to our work within the food system. We envision an engaged network of volunteers getting inspired, internalizing the lessons they learned, and taking the

mindsets back to their own communities. We currently engage youth in our programs to lead groups on the farm, and see increased opportunities for young people in the future.

We envision our strategy for Volunteer Groups focusing on two specific avenues.

1. Advertise specific volunteer activities as a package prices on the website – this approach is targeted at groups interested in tackling a discrete set of tasks such as building a hoop house or helping dig a new field. Depending on the interests of the volunteer group, lessons through the Hive could be tailored to match specific tasks. We envision this approach yielding 3 to 4 partnerships per year at roughly \$10000 to \$12000 in income. Our research determined that often corporate groups are more eager to support the costs of infrastructure development than pay a per person flat fee, even if the amount is larger.
2. Flat group fee per-volunteer price – In this approach, we will charge a flat rate per person for a group to receive a volunteer package onsite. With this approach, we view the revenue impact as more direct and concrete.





Our goal is to pilot each opportunity to determine what creates the most impact financially and brings the most resources to our work beginning in FY 2017. Below we estimate the financial projections for these two approaches to Volunteer Groups.

	FY 2017	FY 2018	FY 2019	FY 2020
Assumptions				
Partnering (NetWork Voluntours)				
Number of groups/year	3	8	16	16
Average # volunteers/group	25	25	25	25
Price/volunteer	10	10	10	10
Revenue sharing	50%	50%	50%	50%
Revenue to GDYF	5	5	5	5
Infrastructure projects				
# of programs/year	1	2	4	4
Average # volunteers/group	25	25	25	25
Average GDYF revenue/program	5,000	5,000	5,000	5,000
Directly engaged groups				
# of groups/year	6	7	8	8
Average # volunteers/group	25	25	25	25
Price/volunteer	10	10	10	10
Staff time per volunteer session (all types)				
Prep	2	2	2	2
Supervision	4	4	4	4
Total Staff time	6	6	6	6
Staff hourly rate	25	25	25	25
Participants/month				
Partnering	75	200	400	400
Infrastructure	25	50	100	100
Directly engaged	150	175	200	200
	250	425	700	700



P&L				
Revenue				
Partnering	375	1,000	2,000	2,000
Infrastructure projects	5,000	10,000	20,000	20,000
Directly engaged	1,500	1,750	2,000	2,000
Total Revenue	5,375	11,000	22,000	22,000
Expenses				
Staff time				
Prep	500	850	1,400	1,400
Supervision	1,000	1,700	2,800	2,800
Total staff expense	1,500	2,550	4,200	4,200
Supplies				
Lunch/snacks	500	850	1,400	1,400
Materials	250	425	700	700
Printing	250	425	700	700
Total supplies	1,000	1,700	2,800	2,800
Professional Services				
Marketing	500	500	500	500
Design	2,500	0	0	0
Total Professional Services	3,000	500	500	500
Total Expenses	5,500	4,750	7,500	7,500
Revenue as % of Expenses	98%	232%	293%	293%
Contribution	-125	6,250	14,500	14,500

Table 14: GDYF Volunteer Group Financial Projections

The launch of the Volunteer Groups initiative is assumed to be in FY 2017, according to the rollout plan (see below for more information). Revenue from volunteer groups will grow from \$12,600 to \$38,000 over four years. The revenue to cost percentage will be raised from 133% to 226%. Staff time for this initiative is small, but the revenue impact is very large.

Overall, hosting volunteer groups, especially from corporations, is a great way to boost our revenue and impact. Potential partnerships make it easy to coordinate logistically. Utilizing our unique location to offer quality volunteer experiences will make it a popular opportunity for groups. Additionally, because conventions often take place during the week, hosting volunteer groups will not conflict with our core programming.

Learn Dat – Educational Workshops for the Community

Classes and workshops covering topics such as urban agriculture, cooking, and herbal remedies are popular amongst New Orleans residents. These subjects are within our mission to promote sustainable agriculture, grow local food, and support health and wellness in the community. Learn Dat offers an education platform to deliver on-site courses, while generating revenue as we educate residents about food and health.

Based on research, two class structures emerge as the most logical models – individual classes for skill building, and longer workshops for more advanced, enriched learning. In the first structure, we offer a one-time class where participants pay a nominal fee to learn a specific skill. Possible topics include:

- how to grow a certain type of plant,
- how to cook with a certain crop, and
- how to create an herbal remedy.

In some cases, attendees may go home with a plant or other small token to help them apply what they've learned. These classes offer an exciting opportunity to engage people of all ages to get involved in the meaningful work of growing food, without requiring commitment beyond an individual class. These classes are exciting opportunities for locals, tourists, and anyone interested in learning about farming in Louisiana. Classes last 1.5 hours, depending on the topics covered and learning objectives. Our existing and future staff members will teach topics based on our expertise of growing organic produce, while we will bring in partners to offer classes in other specialties.

The second model for delivering Learn Dat classes is through workshop series. Catering to individuals interested in greater depth of learning, an ongoing class offers the participant an alternative opportunity to explore a specific area of interest. We include courses focused on specific theme – for instance, one class might be about growing beets, while the next would cover unique techniques for cooking and preparing beets. Each class in a series will likely last 1.5 hours, depending on the topic. Classes will primarily be held at the farm to expose participants to our work, while partner locations will be utilized when particular tools or more space is needed. These classes are targeted at people who are committed to learning more about gardening and cooking, especially locals looking to engage in a new hobby, or perfect their cooking and gardening skills.

These classes support the existing infrastructure of youth programming by offering additional opportunities for youth teach skills they have learned within the Leadership Program. Staff capacity to train youth to deliver this type of programming is limited, so the classes will primarily rely on other future staff positions and partners in the beginning. As we learn about what it takes to conduct these courses, we will consider how to track existing youth and alumni into teaching roles. We foresee youth and alumni gaining further experience through working with the professionals planning and delivering the classes. Additionally, these classes will engage a different population of people within the city, and would act separate from the aforementioned workshops outlined within the Hive.





Marketing Learn Dat Classes

Classes will be marketed through our website and social media. Ideally, we will work to gain PR from local media outlets for the specialty classes to profile the relationships with community partners and professionals.

Existing Market in New Orleans

A number of groups in the city currently offer classes or plan to offer similar classes including the Refresh Project, the Urban Farmstead, and NOCHI. Our competitive advantage in this space is a unique mission focused on youth development and growing food with years of expertise in sustainable agriculture.

Within this landscape, existing entities such as the Botanical Garden within City Park offering courses provide an opportunity to co-sponsor or cobrand. We aim to create a set of goals and guidelines to create partnerships with organizations connected to our mission. For these partners, connecting to our farm and work offers advanced expertise in growing crops and a large pool of supporters to pay for individual or a series of classes. Other potential partners, like NOCHI, are in the process of solidifying programs in this sector, however the market in New Orleans is far from cornered. Most organizations rarely offer classes and, our market analysis determined that many fail because of lack of participation, poor organization and insufficient marketing. Additionally, few of the cooking classes are designed for locals, which is a gap that we think we can fill. For a specific breakdown of current classes offered throughout the city, see below.

Organization	Topics Covered	Cost - Adult	Cost - Youth	Type	Other
City Park Botanical Garden	growing vegetables, tropical plants, kids classes	\$10	\$15	Fee	Discount if sign up for numerous classes at once (\$12 for youth)
The Urban Farmstead	basic veggie growing, organic food	\$10	\$10	Donation	
Master Gardeners Training Program	soils and plant nutrition, basic botany, vegetable gardening, fruit culture, weeds	\$150	-	Fee	Must sign up for whole training program, rather than modules one-time every second Saturday
Parkway Partners	Various; some specific focused on growing specific foods	Free	Free	N/A	
Refresh Project	Class types still to be defined	TBD	TBD	N/A	
Recirculating Farms Project NOCHI	limited; mostly aquaponics classes unknown, but there may be some classes about growing plants, farm-to-table cooking	350-395	--	Fee	multi-session

Table 15: GDYF Classes - competitors / possible collaborators



We aim to build curriculum and teaching partnerships that provide high quality education at the farm. Because of our relationships with restaurants, we can cultivate relationships with chefs interested in coming in to teach cooking classes. Maypop Herb shop is a potential partner to bring in to teach about herbal remedies. Using existing relationships such as our current wholesale partners, we aim to curate a list of possible partners.

Learn Dat classes have the potential to be a very strong revenue generator. If cooking and gardening classes are offered, the total revenue is likely to reach \$12,800 over the first three years of operations, with the projected increase in popularity and partnerships. Additionally, we feel that a foundation sponsor, who appreciates the potential impact of our classes, could donate the initial costs for the curriculum and material development. This potentially lowers our barrier of entry, and thus the expenses are primarily staff time for class planning and execution, as well as supplementary supplies for gardening and cooking.

Hands-On Classes

	FY 2017	FY 2018	FY 2019	FY 2020
Revenue				
Cooking class	0	1,000	2,400	3,900
Gardening class	0	1,500	4,000	4,800
Foundation support (develop curriculum)	20,000			
Total Revenue	20,000	2,500	6,400	8,700
Expenses				
Cooking classes				
Staff time	0	563	1,125	1,463
Student costs (materials)	0	200	480	780
Cooking classes	0	763	1,605	2,243
Gardening classes				
Staff time	0	563	1,125	1,350
Student costs (materials)	0	300	800	960
Gardening classes	0	863	1,925	2,310
Curriculum development	20,000	0	0	0
Total expenses	20,000	1,625	3,530	4,553
Rev as % of Expenses	100%	154%	181%	191%
Contribution	0	875	2,870	4,148

Between the two types of classes, we estimate an annual revenue stream of \$12,800 and profit of \$4,148 by year three (FY 2020, based on the rollout plan, see next section). Through offering affordable and interactive gardening and cooking classes, we are working toward our vision of a city where communities are transformed by individuals engaging in meaningful work and growing healthy food. There is some overlap between these classes designed for individuals and the Hive. Learn Dat is focused on specific skills targeting a different population of people interested in learning gardening, farming, and cooking skills. The Hive's offerings will engage a broader network of stakeholders interested in learning about our work and specific change mechanisms, and taking our approaches elsewhere.

Table 16: GDYF Classes - financial projections



STAFFING IMPLICATIONS

In order to achieve our expansion goals, additional staff members will be needed. Even without the creation of additional programs, staff members are at full capacity, so key personnel will be necessary as the organization grows. The current org structure is in Appendix F.

Many of the people carrying out the new programs would be program alumni, contracted content experts, and--at times--trained volunteers. Proposed organizational structures for fiscal years 2016 and 2017 can be found in Appendix G. In FY16, the Assistant Director position will be replaced with a CFO, responsible for managing grants and individual donors, as well as supervising earned revenue activities and overseeing financial management done by external bookkeepers. The CFO will also supervise the Revenue Generation Coordinator, who will design, market and manage use of space activities, but will not actually implement or lead them. The Revenue Generation Coordinator will also manage our annual fundraisers, the Hootenanny and Growing the Green. Lastly, they will provide part-time logistical support to The Hive. Job descriptions for these roles can be found in Appendix H.

In order to free up Founding Director time to design and lead the Institute, GD will hire a COO to manage the current Leadership Programs and farm activities in FY17. The COO and CFO will be managed by the Executive Director, who will then shift more time into The Hive. Staffing of the Hive will be provided in a limited capacity by existing staff, with additional staff support from alumni and former staff members as contracted facilitators.

For short term farm expansion on the current site, new staff members will not be needed. Additional labor will be brought in through the Fellowship and Agricultural Apprentice Programs. If Grow Dat procures more land, new staff will be required. Those staffing projections are detailed in the financial model.

Recommendation for Rollout

The financial figures above highlight during which year we anticipate launching each initiative. That roll-out plan attempts to spread out the new initiatives in a pattern that will allow for them to receive the necessary attention to ensure success. In general, that means starting 2-3 new activities per fiscal year.

The first phase of expansion will focus as we launch The Hive. This is key to all other activities, as it will allow us to provide additional training for youth in the Advanced Leadership Program and high quality training for staff and alumni leading existing or new roles. The Hive will ground the growth of the organization in the culture, values and tools that have made us successful to date. In FY16, we will pilot, evaluate and refine our Hive curriculum with 1-2 external audiences. As we expand our staff capacity, we will extend the amount of training and consulting we can provide to external audiences.

Concurrent to piloting The Hive, we will begin to slowly roll-out earned revenue activities, starting a new activity roughly each 6 months. We will begin use of space opportunities by rolling out the activities that have already been tested, starting in FY16 with field trips and farm tours. To reduce the impact on the organiza-

tion, we will leverage partnerships to run many of these activities. In FY17 we will roll out Farm Dinners and Corporate Volunteer Engagement. To test the market, we will pilot a single farm dinner in spring, 2016, and launch Farm Dinners in the Fall of 2017 by engaging an outside partner such as the Mosquito Supper Club. We will explore the cost/benefit analysis of working with a partner to launch Corporate Volunteer Groups later in FY17, and will launch our final revenue generation activity, classes on the farm, in FY18.

Farm expansion approached in a short term (2 years) and longer term (3-5 years) method. In the short term, we will expand onto our full 2.5 acres, increase direct market sales, and pay close attention to crop mix and in order to increase revenue margins. In the longer term, we will likely wish to find a secondary site that provides a larger space that would allow them to double or triple their production space, thereby maximizing efficiencies and increasing revenue percentages.

Timeline for Roll-Out of Strategic Plan

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Current Production	X	X	X	X	X	X
Agriculture Expansion: Current Site		X	X	X	X	X
Agriculture Expansion: New Site			X	X	X	X
The Hive:						
Institute		PILOT	X	X	X	X
Uses of Space:						
Field Trips		PILOT	X	X	X	X
Tours		PILOT	X	X	X	X
Farm Dinners		PILOT	X	X	X	X
Volunteer Groups			PILOT	X	X	X
Classes				PILOT	X	X

Figure 2: GDYF Rollout Plan

Overall Financial Picture

Aggregating the financial information discussed in each section above, a picture of the progress towards the goal of earning 50% of the operating budget from earned revenue activities emerges:

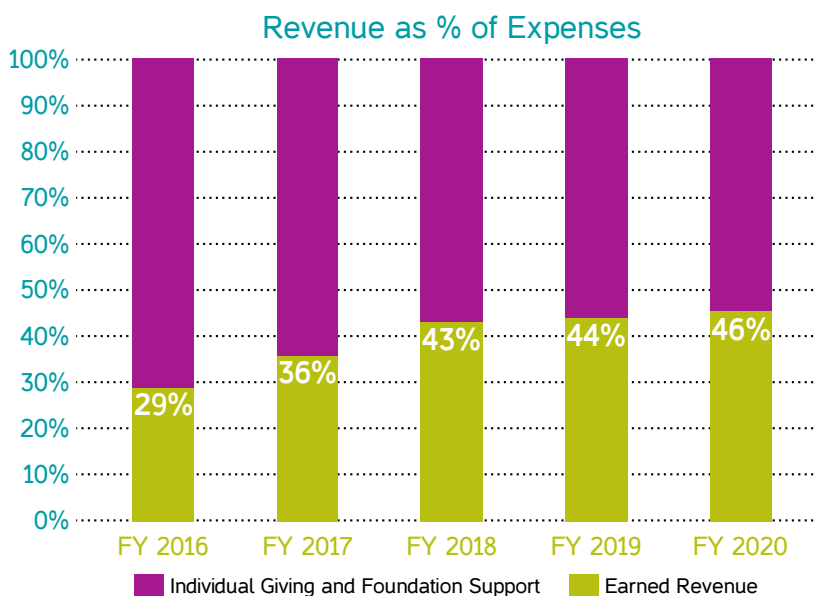


Figure 3: Revenue as Percent of Expenses, Combined GDYF activities



Rollout and Staffing Timeline

Activity	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Farm Expansion						
Current Site (in acres)	2	2.25	2.5	2.5	2.5	2.5
Future Site (in acres)	research expansion sites	secure & prep expansion site	1	2	3	4
Total Acreage in Production	2	2.25	3.5	4.5	5.5	6.5
The Hive						
Workshops	research concept & design curriculum	pilot with 1-2 partners, evaluate & refine	launch with 2-4 workshops/year	expand to 4-6 workshops/year	continue to offer 6 workshops/ year	continue to offer 6 workshops/ year
Consulting			bring on 1-2 consulting projects	expand to 3 consulting projects	expand consulting services within capacity	expand consulting services within capacity
Speaker Series			pilot speaker series with 3 speakers	expand speaker series to 6 speakers	continue speaker series with 6 speakers/year	continue speaker series with 6 speakers/year
Organizing	research organizing models, complete strategic plan to determine how organizing can fit within our work	convene 1-2 alumni events to build relationships and gauge interest in organizing, hire Rethink to conduct staff training on organizing and provide support on design of organizing work	hire community organizer and launch organizing fellowships for 1-2 alumni	TBD	TBD	TBD
Use of space						
Field Trips		Pilot with 12 classes/year	Expand to 50 classes/year	Expand to 60 classes/year	Expand to 70 classes/year	Expand to 80 classes/year
Farm Tours		Retool, rebrand and market existing Farm Tours to engage 12 groups and launch individual tour program.	Expand to 24 group tours/year	Expand to 40 tours/year	40 tours/year	40 tours/year
Dinners		Pilot single dinner on the farm with partner operator	Launch marketing campaign and expand to 4 dinners with a single partner operator	Market and launch dinner series on the farm with in house chef	Run both dinners with partners and in-house with our own chef	Run both dinners with partners and in-house with our own chef
Corporate Volunteer Groups		Design and brand volunteer engagement opportunities paired with infrastructure development. Determine whether these will be organized in house or through partner organization.	Pilot series of 2-3 corporate group engagements in house or with partner operator.	Bring corporate engagement to full capacity.	TBD	TBD
Classes			Seek out teachers and design class series and structure. Create marketing materials.	Pilot with 10 classes/year	Expand to 20 classes/year	Expand to 25+ classes/year



Long Term Opportunities

In our research, we pursued a number of different angles to produce our next five-year growth strategies. Some of these opportunities proved to be a dead end, failing to lead to adequate revenue generating activities for the related investment. Additionally a number of the ideas that arose during the strategic planning process are interesting possibilities for the future, but don't make sense given for our current constraints of core competencies, staff skills, and space. Some of these ideas include a food truck, a mobile market, and creating and selling value-added products. For a full outline and evaluation of opportunities we did not pursue, and other projects on the longer term horizon, see appendix L.

Expansion Opportunities

One of the major constraints facing our next five-years is the limited space we have in City Park. As we continue to increase the number of youth in our programs, and the amount of food we would like to grow, a larger space is becoming a necessity. We are also constrained by the size of our office space as we look to grow our staff, and we currently do not have a conference room. The staff hardly fit in the two offices, which is particularly problematic during winter months. A larger indoor space is ideal, not only for staff offices, but also for events and workshops during the cold of the winter and humidity of the summer.

A number of potential partners have approached us in the past about using their land. While these may present interesting opportunities, each opportunity and partnership must be carefully assessed to fully understand the impact on existing operations, staffing needs, any limitations on the use of the space, and any associated benefit (either in terms of revenue or programmatic reach) that these opportunities could bring. The relationship between any incremental revenue and the costs to drive this revenue will be critical in assessing potential partnerships, as well as gains in visibility and impact.

Potential Partners include:

- NORDC space
 - Milne Boys Home or other space around the city
 - Conversations in Q1 2015 indicated this may be an arena for exploration, as NORDC is seeking a partner to provide youth engagement opportunities, as well as driving community involvement and space beautification
 - Alternatives to the typical Grow Dat model could be explored in this site, such as a citrus grove, for example
- Sisters of St. Joseph site on Mirabeau Ave.
 - Largest contiguous undeveloped tract of land available within Orleans Parish,
- NORA (Abandoned lot leasing)
 - Many abandoned lots in New Orleans could be put into agricultural production
 - Initial concerns include the cost of transportation to disparate sites, management time and coordination over a diverse set of plots of land, and the fact that any single plot is unlikely to be of sufficient size to allow for efficient agriculture
- Other tracts of land in City Park
 - Early discussions indicate that additional land in City Park may be available for cultivation

Additionally, we seek to have full control over our next piece of land, and thus feel a capital campaign for another piece of land in the city or just outside it may be an option to expand. Owning our own property would allow the freedom to build as we wish to grow the size and impact of the Hive, and be better equipped to hold overnight retreats and host volunteer groups.

The solutions described above would solve our long-term needs for farmland and office/indoor space, however, a short term strategy is needed to address current space constraints. One possibility is utilizing space at the Tulane City Center, though this is inconvenient since it is not close to the original site and would make staff coordination difficult. Another option is working with City Park find space within that park that we can use for office space and group meetings. This would be an ideal short-term solution, since it would be very accessible and easy to move between the two sites.



MARKETING APPROACH

In order to fully establish and implement our strategies, we recognize the growing importance in building an effective and up-to-date organizational social marketing strategy. After analyzing Grow Dat's social media presence, EMH determined it is clear that Facebook and Twitter are strong, but Grow Dat does not have an Instagram account. Many alumni believe that Instagram was the most effective way to communicate and reach the target youth demographic. An Instagram account will be a good addition to current marketing efforts and photos uploaded on Instagram can be automatically shared on Facebook and Twitter to increase overall presence in social media. Because Instagram is especially popular with youth, engaging younger staff members in managing the account would allow us align our outputs with the target demographic. A more detailed starter Instagram guide can be found in Appendix I.

EMH marketing analysis also suggested marketing collateral to complement the brand and social media presence. A few ideas from our youth and staff have included videos and fliers, or one-pagers focused at different demographics. Youth marketing should be focused on money—the financial and employment benefits of being involved in Grow Dat—as well as the “cool” aspects of being a farmer and the peer recognition and relationships they will gain from their experience, both of which are very important to youth. Some of the suggestions for videos included a “day at the farm” video, with pictures and audio that showcase the farm and its daily operations, and a parody video. New fliers can be shaped to better reflect the youth experience with buy-in from current youth and alumni to make sure that they are clear and appealing portrayals of the Grow Dat voice. This process could occur with other target groups, such as agricultural apprentices and donors to create the most engaging marketing materials, as well.

Increased marketing will couple with each of the different streams identified within our strategic plan. Instagram and new marketing collateral will help us to sell new programs, such as farm dinners and tours, while also increasing awareness about farm operations for people who are interested in buying produce. Targeted marketing collateral, like videos and flyers, will help each group buy-in to the mission of Grow Dat and better understand their potential role in working within our organization, whether as a participant, volunteer, donor, or simply farm stand customer. These new organizational marketing efforts will complement the new website and program-specific marketing.



A- M APPENDIX

Appendix A: Branding

Grow Dat is an impactful and well-respected community organization with a strong, recognizable brand identity. Four unique brand concepts were created through EMH Strategy interviews with Grow Dat staff. The concepts highlight the societal issues Grow Dat is addressing, how Grow Dat is using the farm to change the community, and how various stakeholders within the Grow Dat ecosystem feel after their experiences interacting with the program and services. The brand concepts focus on four distinct areas:

1. The first concept broadly encompasses Grow Dat's impact on the community and details the types of Grow Dat programming aimed at young people in the community.
2. The second concept is focused on youth employment and Grow Dat's target demographic of youth in the community seeking meaningful, gainful employment. This concept was written alongside youth to make sure it would be clear and attractive for future recruitment efforts.
3. The third concept considers Grow Dat Youth Farm's impact on the environment and access to fresh foods in the New Orleans community.
4. The final concept outlines Grow Dat's approach for drawing in candidates to the agricultural apprenticeship program.

Brand concepts are important because they clearly define the services that Grow Dat is providing and portray them in a way that is captivating and clear to the target audience. They can be used as verbiage for marketing, a jumping off point for creative professionals designing marketing collateral for Grow Dat, or as an internal resource for new staff members to help them better understand the Grow Dat brand. We outline in greater detail the brand concepts below.

General

Are you a young person struggling to find employment opportunities in New Orleans? Are you dissatisfied with the fact that most jobs for your age group do not value you or provide you with useful skills? Are you concerned by climate change and how the food system does not perpetuate sustainability? Do you wonder why the general population lacks environmental intelligence and have a desire to change that? Does the fact that low-income New Orleanians have limited access to fresh produce bother you?

Grow Dat Youth Farm is the perfect outlet for you to get involved in solving these problems! Grow Dat is committed to providing meaningful job opportunities for young adults and to helping rebuild the ecosystem of the farm in a sustainable way. Regardless of whether you get involved as a youth leader, an agricultural apprentice, a volunteer, or a staff member, Grow Dat will provide on-going growth and learning, both individually and organizationally. You will be able to develop skills such as communication and problem solving while working with a diverse group of individuals who are fully committed to Grow Dat's multicultural workplace model. Grow Dat's sustainable produce is more than a teaching tool: 40% of it is donated to families in need, emphasizing Grow Dat's commitment to food access.

Since 2011, Grow Dat has demonstrated a track record of success, working with 100+ youth and paying

them over \$150,000 collectively. Grow Dat Youth Farm transformed a golf course into 2 acres of sustainable farmland, which has allowed them to donate 25,000 pounds of food to local families. Additionally, the founding staff of the organization is still intact, which are reflective of the organization's integrity and the fact that it is a happy workplace. Grow Dat takes additional pride in its tremendous number of partnerships (with schools, universities, and organizational partners) that help it fulfill its mission and guarantee success of not only its programs, but the programs of its partners as well.

After getting involved with Grow Dat, you will feel like you have a "second home." You will understand that Grow Dat is a solution that elegantly addresses many of the world's issues: we provide opportunities to the next generation, we build something that is good for the earth, and we impart cultural knowledge that comes from cooking and eating. You will feel transformed.

Employment

Are you a young person struggling to find employment opportunities in New Orleans? Are you dissatisfied with the fact that most jobs for your age group do not value you or provide you with useful skills? Do you feel undervalued at your current job? Are you looking for something to dive into that meets your needs? Do you want to be part of an inclusive environment?

Apply to the Grow Dat Youth Farm Leadership Program! Grow Dat promises to provide meaningful work that will not only teach you valuable skills, but will also improve food access in the city. Youth serve as leaders within the program and have a direct voice in determining the direction of the organization as it grows. Grow Dat successfully models a multicultural workplace, making sure that diverse staff and youth feel comfortable, regardless of their backgrounds. Grow Dat promises personal growth on a yearly basis, even after you finish the formal program. You will learn more about themselves in Grow Dat's vigorous, yet relaxing environment. Grow Dat is a thriving community and it will be there to support you in your success.

Since 2011, Grow Dat has built a track record of success, working with 100+ youth and paying them over \$150,000 collectively. Each youth makes \$1,600 over the course of the 5 month program and learns valuable life and survival skills in a fun, hands on environment. You'll feel like you are being paid to learn! The Grow Dat schedule works with your school schedule, making it easy for you to earn money while also focusing on your education. Our alumni have moved into part and full time leadership positions within the organization, which demonstrates our commitment to a strong, internal leadership pipeline. These elements are complemented by the Grow Dat Hive, which shows the growing following of the Grow Dat mentality and expands the network that you will have access to after you finish the program.

After your experience with Grow Dat Youth Farm, you will feel like it is your second home—a place that provides the feeling of family and community. You'll love to work outside and escape technology for a few hours. You'll also feel like you are part of a therapeutic community where you learn a different way of working together with your peers and work toward a reflective goal.

Environment

Are you concerned by the lack of fresh food for low income New Orleans residents? Do you worry about the lack of consumer awareness about the impact of the food system? Do you struggle with the fact that consumers don't know where their food comes from or how it impacts laborers? Do you notice the impact of the food system on climate change? Does it bother you that New Orleans lacks farmers and farming knowledge to transform the local food system?

Get involved with Grow Dat Youth Farm! Grow Dat is an urban farm and youth leadership program which promises to reduce its environmental impact through key agricultural and leadership-based initiatives. In this model, Grow Dat produces and sells local food in a sustainable manner, helping to foster a local, natural food system. The organization is designed to educate a broad spectrum of New Orleanians ranging from

diverse youth leaders to agricultural apprentices about the impact of food on the economy, the environment, and the population. Forty percent of Grow Dat's produce is given to low income consumers, increasing food access for New Orleanians. Further, Grow Dat also teaches participants how to grow food—a skill that is crucial given the current environmental situation.

Grow Dat Youth Farm transformed a golf course into 2 acres of sustainable farmland, which has allowed them to donate 25,000 pounds of food to local families. Though the organization has grown quickly, it has not sacrificed its values, allowing it to remain a sustainable and impactful community organization. Grow Dat has a strong network of partners, including City Park, Tulane University, and 10 shared harvest partners, which help Grow Dat to benefit the environment.

Grow Dat will help you envision a solution that addresses many of the world's issues, imparting the cultural knowledge of farming and the importance of sustainability on all who are involved. Not only will you feel transformed by your experience with Grow Dat, you'll also feel that you've helped with the transformation of the food system and climate.

Agriculture Apprentices

Are you a New Orleanian looking to better understand the food system and its impact on climate change? Are you interested in learning agricultural skills that you can use to improve the New Orleans food system? Do you notice the fact that many New Orleanians lack of access to fresh food? Are you looking for a way to address some of these issues as a part of your weekly routine?

Get involved in Grow Dat Youth Farm's Agriculture Apprentice program! Grow Dat promises to find you meaningful work opportunities on the farm. You will help rebuild the food system using sustainable farming techniques and 40% what you help grow with be donated to low income consumers to help increase food access in the city. As an Ag Apprentice, you will be a valued part of Grow Dat's multicultural work place, helping create educational opportunities about the impact of food on the economy and the environment and promoting food system reform through your actions.

Grow Dat Youth Farm transformed a golf course into 2 acres of sustainable farmland, which has allowed them to donate 25,000 pounds of food to local families. Though the organization has grown quickly, it has not sacrificed its values, allowing it to remain a sustainable and impactful community organization. Grow Dat has a strong network of partners, including City Park, Tulane University, and 10 shared harvest partners, which help Grow Dat to benefit the environment. Many organizations have been modeled after Grow Dat, so your skills will be transferable no matter where you end up.

Whether you are an Ag Apprentice for months or years, you will feel like you have a "second home" and are a part of the Grow Dat family. You will understand that Grow Dat is a solution that elegantly addresses many of the world's issues: we provide opportunities to the next generation, we build something this is good for the earth, and we impart cultural knowledge that comes from cooking and eating. You will feel transformed.

Brand Concept Grid

CONSUMER INSIGHT	PROMISE	REASON TO BELIEVE	RESULTING BENEFITS
<p><u>Youth</u></p> <ul style="list-style-type: none"> There are a limited number of quality job opportunities for teenagers, where they are valued as a whole person and gain skills, rather than just paid. There are few opportunities for youth to learn skills like communication/problem solving that can be used in life. There are few opportunities for young adults to build cross-difference relationships. Poor youth of color lack access to networks of power and influence. <p><u>Environment & Food Access</u></p> <ul style="list-style-type: none"> There is a lack of access to fresh food for low income New Orleans. There are a lack of farmers and limited amount of farming knowledge in New Orleans. There is a lack of awareness about the social implications of being a consumer. There is a lack of awareness from consumers about what impact food choices have, such as underpaid farm workers and the far distance that food travels to get to you. The structure of the food system is contributing to climate change. Climate change is a pressing issue. The general populous lacks environmental intelligence. 	<p><u>Youth</u></p> <ul style="list-style-type: none"> Grow Dat promises to provide meaningful work opportunities for young adults. Grow Dat promises to be a space for young people to develop important skills. Grow Dat promises to provide leadership opportunities for youth within the organization. Grow Dat promises to connect alumni with post-grad opportunities such as education and employment and provide on-going alumni support. <p><u>Environment & Food Access</u></p> <ul style="list-style-type: none"> Grow Dat promises 40% of its harvest to low income consumers for increased food access. Grow Dat promises to use sustainable farming techniques. Grow Dat promises to rebuild ecosystem of the farm. Grow Dat promises to teach people how to grow food. Grow Dat promises to reduce its impact on the environment through its actions by producing and selling local food. <p><u>Operations</u></p> <ul style="list-style-type: none"> Grow Dat promises to successfully model a multicultural workplace. Grow Dat promises racial and other types of diversity at all levels of the organization. Grow Dat's intention is to create better educational opportunities about the impact of food on economy, the environment, etc. Grow Dat promises on-going growth and learning—individually and organizationally. 	<p><u>Youth</u></p> <ul style="list-style-type: none"> Grow Dat walks the talk—any system or expectation for young adults is modeled through the director level of organization. Grow Dat has been worked with 100+ youth, paying them over \$150,000 collectively. Two times more youth are applying for positions than the number of jobs available which shows the high demand for the program. Grow Dat alumni have moved into part and full time leadership positions within the organization, which shows an internal leadership pipeline. <p><u>Environment & Food Access</u></p> <ul style="list-style-type: none"> Grow Dat has grown more than 25,000 pounds of food and donated 40% of it consistently in its 3 years on the site. Grow Dat transformed a golf course into 2 acres of sustainable farm land. <p><u>Operations</u></p> <ul style="list-style-type: none"> Grow Dat's founding team is intact; they have no turnover which suggests integrity and joy within workplace. Grow Dat is a values-based organization that commits 100% across team hierarchy (and hopefully the board as well). Grow Dat has grown rapidly without sacrificing quality of relationships, efficiency, or the things it values beyond efficiency. Grow Dat is transparent, with clear individual and organizational goals. Grow Dat usually achieves its goals and learns why if it does not. 20-25 of Grow Dat's budget is earned revenue and it is creating a strategic plan to increase this. They have come in under their budget every year. Numerous organizations have modelled themselves after Grow Dat. Grow Dat has a tremendous number of partnerships (9 partner schools, 10 shared harvest partners, many organizational partners that impact youth/the environment positively, on-going strong partnership with Tulane and City Park) 	<p><u>Youth</u></p> <ul style="list-style-type: none"> You'll feel that Grow Dat is your "second home." You'll feel a sense of family and community. The Grow Dat experience is transformative; you'll feel accepted and challenged to grow. As an alumnus, you will feel inspired to pursue certain degrees or work in food sector. Young people will grow to love working outside, being with one another, and not being on their phones. Grow Dat creates a therapeutic community where youth learn a different way of working together toward a reflective goal. Youth learn to value their skills and develop skills to use in life. <p><u>Environment & Food Access</u></p> <ul style="list-style-type: none"> You'll see that this is a solution that elegantly addresses many of the world's issues, giving opportunities to the next generation, building something this is good for the earth, and imparting cultural knowledge that comes from cooking and eating, which engages people of all ages.

Appendix B: Data Inventory

Name	Position/Affiliation	Key Findings/Takeaways
Colton	GDYF ACL	Loves GDYF, thinks should be available to more students, key to introduction to diversity and opportunities for youth in the city
Yasmin Davis	GDYF CL	Concerned about solidifying existing programming before expansion, has noticed challenges that come with change
Valentina	GDYF CL	Consistency is greatest challenge for youth. How can GDYF offer more opportunities for youth in the city? GDYF is best at exposing youth to real issues in their lives and the city.
Leah Krandel	Social Worker, Carver Collegiate	New to GDYF, but students are excited. Less knowledge on professional development and whether staff/teachers would attend Institute workshops. Very interested in finding more ways to get students to farm (field trips) but even more interested in having GDYF youth help build gardens on campus.
Elizabeth Ostberg	Principal, The Net	Interested in expanding opportunities for more students. Consider GDYF one of the best internships, values are the same. Not as interested in Prof. Development opportunities for staff, as she would like to see more evidence of impact on educators.
Emily Posner	CSA Member, GDYF Board	CSA focus, expensive but value/what you are given, quality high, will continue to do it
Greg Gale (x2)	Founder of Food Project, GDYF Mentor	Find market for Institute model, don't invent it "from thin air". May not be profitable but can make it sustainable
John Bare	Blank Foundation	Institute promising but consider what makes it sustainable revenue, make packages of services more predictable to be able to market. Donors want to see that any expansion is driven by the demand. Make sure the demand is there – view the donor as support/subsidy to run a social business and show how this is sustainable.
Vicki	Event Planner	Very interested to see Grow Dat used for events; sent a packet to help define logistics and prevent challenges that come with space rental
Dan Etheridge	GDYF Board, Owner at Pagoda Cafe	Institute idea is sound, logical. Do people want to pay for GD or want to pay for Johanna to teach them about GD? Feels strongly that more buildings in the park not viable, wants assets for program to own.
Stephanie Barksdale	GDYF Board, SISE Tulane	Emphasized importance of sustainable revenue and scale of existing operations, wants to find more long-term partnerships with funders.

Scott Cowen	President Emeritus Tulane, Cowen Institute	Need more evidence of how the model works to scale it, attract larger donor support. Wants to overlap with Opportunity Work programs at Cowen Institute.
Tess, Millie, and Others	Good Eggs, food distribution	Would like to see more GDYF produce; willing to help with the marketing and product choices. Provided data on produce sales to support our understanding of market in New Orleans. Implied there is a serious demand for GDYF produce.
Leo and Sarah	GDYF Farm Team	Offered projections and better understanding of internal costs, strategy, overall approach to agriculture on the farm. Important for projecting out revenue.
Dave Emond x 2	Liberty's Kitchen	Greatest challenge for youth in the city is housing, estimates that 60% of youth are homeless in some capacity.
Paul Soniat	City Park/Botanical Gardens	Likes the idea of farm-to-table meals, using the space for events like a corn maze; doesn't think Grow Dat would "compete" with other parts of the park for events; wants the GDYF brand to be strengthened.
Bob Becker	City Park/Botanical Gardens	
Sanjay Kharod and Rosario D'Amico	New Orleans Food & Farm Network, Edible Enterprises	Logistics of value-added products; doesn't seem feasible at this time
Emily Snyder	NORDC, Milne Boys School	Potential partnership with new space opportunities
Bayou District Foundation	Contracted GDYF consulting opportunity	Seeking support in engaging Columbia Parc residents around existing garden and agricultural space within their facilities. Clear opportunity to work in existing structures with this project, offers evidence that demand for services is there, but what is the relationship of the partnership? GDYF advising but partner must implement – seem confused about what they want and think GDYF does. Evidence that need to be consistent in what we can offer, not get caught in areas of work with people who are looking to check a box, not necessarily interested in impact of programming.
Movement Generation Staff	Staff	Shared input on organizational evolution and focus around organizing. Offers a model for the future of organizing for the Institute around direct action, conserving the world's resources, and organizing around independently grown food for individuals and organizations
11th Hour Project Staff	Staff	Provided advice on organizing, another model to learn from/follow – future of organizing is in economic development and resilience combined. Need to prove that we don't need our current model, need to show others exist and are working.

Heidi Witmer	Leaf Project, Executive Director	Heidi attended a four-day consultation in New Orleans at Grow Dat. Johanna designed a four day experience on the farm where Heidi learned about operations and existing GDYF programming. Heidi explained the value in the visit was that she was coming from a background where she knew a lot about GDYF and runs a similar org. She felt the cost (\$750 for four days) was appropriate, one-on-one consulting could work especially when staff is pegged to offer sessions as well.
KG	Rething New Orleans	Advised on organizing concept – gain clarity around how it will work, how it aligns with collective action. Existing model can provide opportunities for youth to organize within food systems, but what is the direct action as a result of their work? Focus model around creating space for youth to identify opportunities of where they want to collectively focus their efforts. Willing to partner/advise GDYF in evolution of organizing concept.
Jabari Brown	GDYF Staff	Concerned about staffing, growing farm, space need to make sure we are consistent, finding more ways for the young folks to be involved in everything that we are doing. Tie in other systems here into our learning (birding corridor). We provide young folks what the need to survive (what we do best). Need to expand to other schools, make it more available to young folks in other ways. We need a commercial kitchen – value added product potential. Do more environmental work within the space – connect to environmentalists, students – water sampling, tree planting. Ecotoursim site – use space to draw people in because of the space. Could do more merchandise – coffee mugs, tshirts, other stuff like that to get the word out.
Jeanne Firth	GDYF Staff	Tension around scale, we are only working with 50 kids and there are thousands in the city. Would like to see something similar to original plan (2009 white paper) with 4 main goals--need one of those for the next 5 years, annual goals-->vision, mission to get there, outh are motivated by goals as well. We want to see the market research (i.e. will this succeed), lots of ideas but what is it that will be sustainable.
Chrissy Purcell	GDYF Staff	Revenue models for use of space (weddings, events), could take on more event planning as she settles into her role. GDYF school liasons could be better, need to be clearer about how we work with schools (MOU). Families are limiting impact of program. Cultural barrier with the theory of change of young adults for people with background that might not encourage students to study the environment

Sarah Howard	GDYF Staff	We provide a place where people want to be , can be a catalyst for a much larger movement – contact with smaller group but if asset is this place and space, need to figure out how to capitalize on that for a movement. Need better ways to interface with the public, more with the public, convey what we are doing here.
Johanna Gilligan	GDYF Staff	Outlined priority areas: production, space, and Institute. Focus has been on evolving/conceiving the Institute and determining human resources to support farm, program and Institute over next five years.
Parent Focus Group: Rick Aubry Tim's Mom - Elisha	Parents of Alumni	Rick: pursue government funding and get much bigger (think youth build) to achieve true sustainability. he thinks the institute is not financially sustainable long-term. Tim's Mom: greatest challenge for youth is jobs. new orleans is "all about who you know". grow dat is good at building self esteem, creating safe space, supportive environment, second family, inspiring healthy changes She is especially excited about ongoing roles at GD for alumni, entrepreneurial opps. for alumni growing food, thinks we could connect with more youth by adding more volunteer opportunities
SWOT: Leo Gorman Johanna Gilligan Jabari Brown Sarah Howard Jeanne Firth Chrissy Purcell Tre Spadoni Christian Nguyen Yasmin Davis	GDYF Staff	

Appendix C: Potential Partners and Collaborators for the Hive

Target Groups	Specific Names
Educators and Community Development Organizations	<ul style="list-style-type: none"> • Teach for America • Teach Nola • Other aspiring social entrepreneurs looking to launch ventures • Schools <ul style="list-style-type: none"> - Gardens (assisting at schools) - Field Trips - Professional Development for teachers • St. Bernard Project • Bayou District Foundation/Columbia Parc projects • Youth organizations <ul style="list-style-type: none"> - Liberty's Kitchen - Covenant House
Government offices/affiliates	<ul style="list-style-type: none"> • NORDC/NORA • JOB1
Tulane/Other Universities	<ul style="list-style-type: none"> • Taylor Center Service Learning <ul style="list-style-type: none"> - Ken Schwartz - Rebecca Otten – Innovators Circle • Student services • CPS • Partners at CPS • Rob Haley – Sodexo • ROY – Scott Cowen/Cowen Institute • Student orgs. <ul style="list-style-type: none"> - SOAR, Green Club, Urban agriculture (Claire) • Hillel • Food systems
Youth	<ul style="list-style-type: none"> • Alumni – engaging them, tying to future actions • Other high school students in the city • K thru 8 students • Out-of-school youth
Foundations	<ul style="list-style-type: none"> • Kaiser Permanente • Capital One • Blank Foundation • Kabacoff Foundation • Kellogg Foundation • Laureus Foundation • Whole Kids and Whole Cities Foundations

Corporations	<ul style="list-style-type: none"> • Health Insurance (preventative health issue) • Major corporations headquartered in New Orleans (e.g. Entergy, others) • Conferences in New Orleans (hosting groups on site) • NOCVB, CCC • Whole Foods • Sodexo • Capital One • Major restaurant chains (Brennans, John Besh, Emeril)
Individuals or Groups	<ul style="list-style-type: none"> • Grow Dat Alumni and their families, friends or neighbors • Shared harvest partners <ul style="list-style-type: none"> - STAND - Congress • Neighborhood Development Orgs. • Gardening Clubs • Parkway Partners • Community Members • Others we can engage around food sovereignty in the community

Appendix D: Grow Dat Field Trip Program – Lesson: Natural Resources

Age group: 6th – 8th grade

Total time: 90 minutes

Materials: Facilitator guide, take home sheet, compacted soil in a clear jar, non-compacted soil in a clear jar, bucket of water

Learning Objectives – Students will be able to:

- Define natural resource, renewable resource, and nonrenewable resource and provide examples of each.
- Explain how Grow Dat conserves natural resources on our eco-campus and farm
- Describe how soil can be conserved and replenished as a critical natural resource

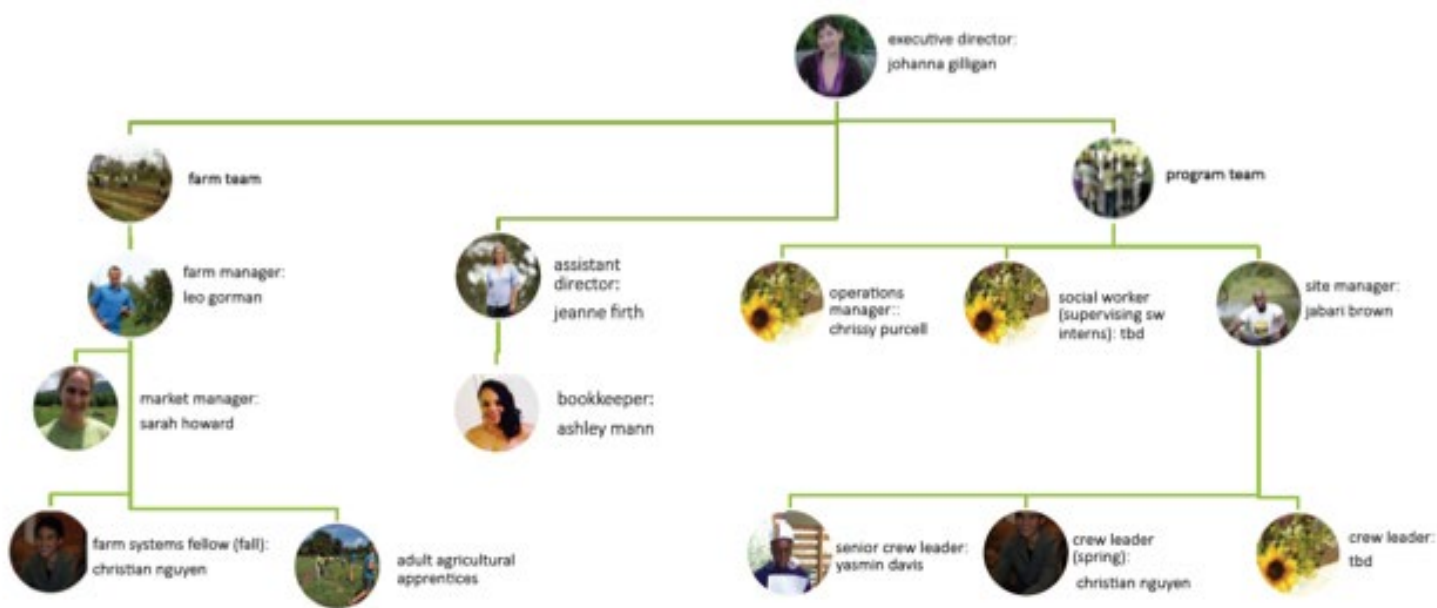
Procedures

- Students arrive at Grow Dat.
 - Welcome and icebreaker. (20 min.)
 - Introduction to the farm and safety guidelines.
 - Move to outdoor classroom and introduction of the lesson.
 - “Today we’re going to talk about natural resources, how we work to conserve them on our farm, and why it matters.”
- Activity: Defining natural resources and tour of the eco-campus (20 min.)
 - Facilitator asks students to define what a resource is.
 - A resource is a supply of something that you can use. What are some examples?
 - Facilitator asks students to define what a natural resource is.
 - A natural resource is a resource that is available in nature. What are some examples?
 - Facilitator asks students to explain the difference between renewable and non-renewable resources. Facilitator tells students that at Grow Dat, we try to conserve and reduce our use of natural resources.
 - Facilitator frames the question of why we should care about natural resource conservation, highlighting an issue relevant to southeast Louisiana.
 - Facilitator leads students on a tour of the eco-campus, pointing out ways in which we are reducing our use of natural resources (ie, shipping containers, bioswale, greywater system, composting toilets). Facilitator asks students to name ways that they conserve natural resources in their lives and at their school.
- Activity: Farm tour highlighting natural resources (20 min.)
 - Facilitator reminds students that Grow Dat uses sustainable methods to grow food and tells them that the sustainable practices help us to conserve natural resources.
 - Facilitator asks students to name what those natural resources are: soil, water, insect life, microbial life crops, wind, sunlight.
 - The facilitator has students brainstorm ways that these resources are used on a conventional farm.
 - Facilitator leads students on a farm tour, highlighting each of these resources and the differences in how our organic farm uses them versus how they are used on a conventional farm.
 - Farm stations:
 - Bayou (water: conserving through drip irrigation system, reduced runoff of nitrogen and phosphorus from fields because we don’t use chemical fertilizers)
 - Field (soil: preventing erosion through cover cropping, preserving soil structure through no or low till; microbial life: encouraging through crop rotation, no use of chemicals)
 - Farmscape (insect life: encouraging beneficial insects and discouraging pests without use of chemicals)
 - Compost (soil: building soil fertility organically; microbial life: encouraging an ecosystem of microbes to do the work of breaking down green manure)

- Activity: Conserving and replenishing soil (20 min.)
 - Facilitator shows students the two glass jars with compacted and noncompacted soil. Facilitator asks students which one they think will hold water better. Facilitator asks a student to slowly pour water into both jars.
 - Facilitator asks students if they know what the Dust Bowl is.
 - Facilitator briefly explains about the Dust Bowl and links it to poor conservation of soil, an important natural resource.
 - Facilitator asks students to think about soil as a living organism, with a complex ecosystem, and explains how tilling cause enormous damage to that ecosystem. Facilitator reminds students that this is a feature of conventional agriculture.
 - Facilitator shows students the jars and asks them to compare and contrast. The non-compacted soil will be clearly holding water better than the compacted soil.
 - Facilitator asks students if they know of an example close to home of how poor conservation of the soil is affecting the environment. (The Dead Zone in the Gulf of Mexico, which is caused by the runoff of nitrogen and phosphorus from conventional farms in the Midwest, has created an area the size of Connecticut that is completely dead).
 - Facilitator asks, how might this affect us in Louisiana?
- Assessment: Conservation at home/in school (10 min.)
 - Facilitator asks students to break into pairs and discuss one way they can conserve a natural resource at home or in their school. Pairs report back to the group.
- Closing: Thank you and give take home sheets to teacher.

Appendix E: Current Org Chart

Grow Dat Org Chart

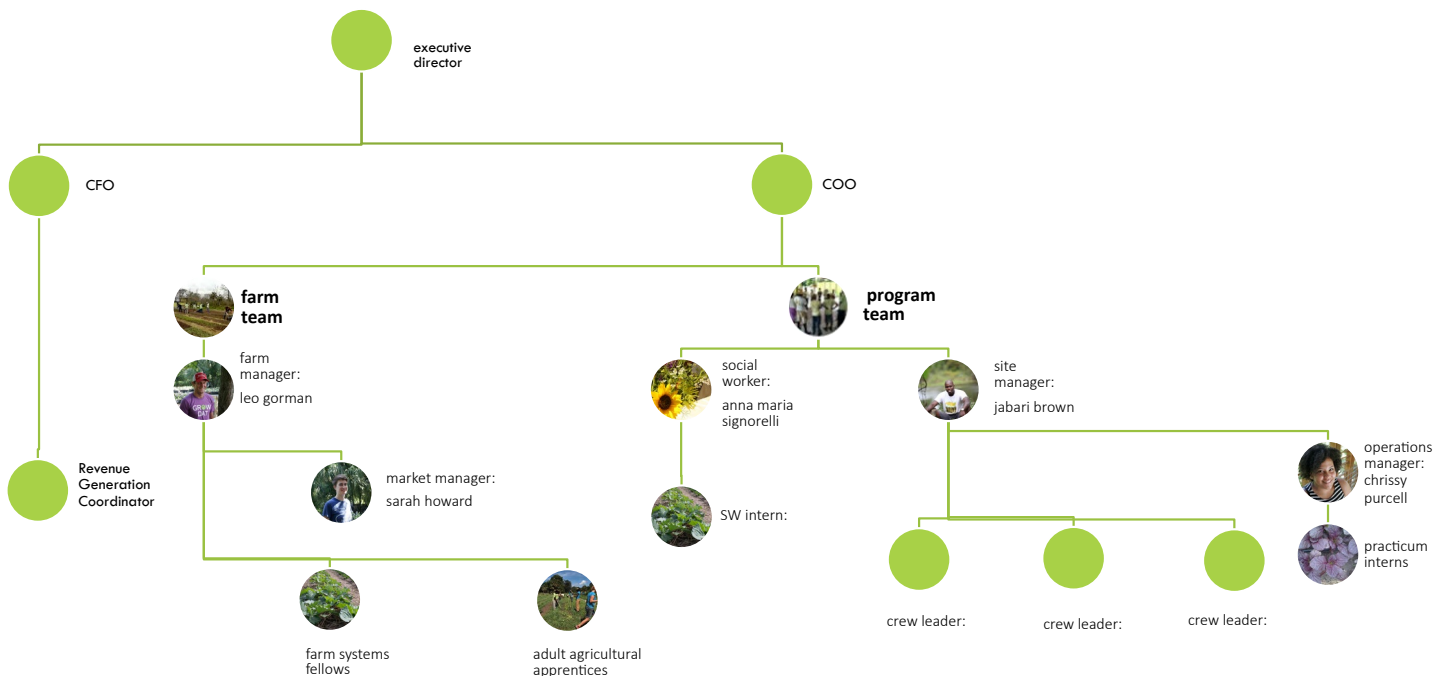


Appendix F: Proposed Org Charts – Fiscal Year 2016 and 2017

FY 2016 Organizational Chart



FY 2017 Organizational Chart



Appendix G: Event Manager Job Description

A Title: Events Coordinator

Reports to: Executive Director

About Grow Dat: The mission of the Grow Dat Youth Farm is to nurture a diverse group of young leaders through the meaningful work of growing food. On our farm we work collaboratively to produce healthy food for local residents and to inspire youth and adults to create personal, social and environmental change in their own communities. Grow Dat is a place where people from different backgrounds and disciplines come together in research and practice to support public health, local economies and a sustainable food system in South Louisiana.

General Job Description: The Events Coordinator will be responsible for managing

Responsibilities:

- Manage and organize Grow Dat uses of space including tours, classes, dinners, field trips, and corporate volunteer groups
- Create and maintain events calendar and event logistics timelines
- Negotiate contracts for field trips, farm dinners, classes, volunteer groups, and other event partnerships
- Oversee all logistical aspects of events to ensure that they are high quality and that target revenue and expense goals are met
- Work with other staff members to recruit and train volunteers and Grow Dat alumni to run field trips, tours, and other events
- Communicate with all stakeholders to ensure expectations are clear for all points of the event – before, during, and after
- Maintain a working budget for each event
- Manage sponsorships and partnerships
- Create marketing collateral for each type of program
- Conduct outreach to potential visitors and partnerships, especially for field trips and corporate volunteer days
- Create event summary for each event and incorporate stakeholder feedback on areas of excellence and areas for improvement
- Establish a clear set of metrics for events and use them to measure their success
- Incorporate event feedback into future events
- Manage curriculum for tours, field trips, and classes

Qualifications:

Experience:

- BA required
- At least 2 years work experience in one of the following:
 - Event Planning
 - Project Management
 - Community Outreach

Skills: Leadership; Strong communication; Creativity; People skills; Multi-tasking; Outreach; Qualitative and Quantitative Analysis; Event Planning; Logistics Coordination; Understanding of technology

Attributes: Passionate about Grow Dat's mission; Creative; Detail-oriented; Entrepreneurial; Flexible; Personable

Salary and Benefits: Commensurate with experience

Appendix H: Instagram Engagement Guide

Goals:

- Increase engagement with youth, customers, potential customers, and other supporters on Instagram, Twitter, and Facebook
- Increase the number of views and likes for Instagram photos
- Create Grow Dat brand awareness in a broader demographic

Strategies:

- Use popular hashtags so that Grow Dat photos show up in search results
- Use multiple hashtags (but not too many) so photos are viewed by a wider demographic
- Include the Instagram logo in Grow Dat communications so that people follow it

Getting Started

- Username—Can be more creative than the organization's name, but should be clearly Grow Dat
- Bio —(1) Bold the business' name
(2) Descriptive, but precise
(3) Include link to website
- Picture – Grow Dat logo

Posting to Instagram:

- Frequency and Timing
 - Post as often as you see fit, but not so much that you overwhelm followers and they feel like they are being spammed
 - Early evening (5-6pm) is the time users engage the most, particularly on weekdays
- Content
 - Use professional quality photos. Always keep in mind that the driving force behind Instagram is to showcase photography.
 - Showcase all aspects of Grow Dat
 - Ex: farm, youth, behind the scenes, etc.
 - Include clear calls to action in the description
 - Ex: Follow us for more pictures of the farm! Click the link in the bio!
- Geo-location
 - Include restaurant, neighborhood or city on all posts
- Other Social Accounts
 - Make sure all posts are also linked to the Grow Dat Facebook page and Twitter account

Tips and Tricks:

- Numbers
 - Instagram: use as many hashtags as you want, so that the image is more prevalent in search results; at the same time don't overwhelm followers to the point that they feel spammed
 - Usually about 5 is the best
- Test hashtags to determine which are driving follower acquisition
- Location of hashtags
 - In Instagram, you can put hashtags in the description or in the comments
 - Putting most of them in the comments is a good idea, because it is less distracting for someone looking at the image/description
- Use the singular and plural, since they are viewed differently
 - i.e. #tomato #tomatoes
- Create some Grow Dat-specific hashtags
 - #GrowDatFresh #GrowDatCityPark #GDYFHive #dayatGDYF, etc.

Sample Hashtags:

- Foodstagram
- Food
- Foodlove
- Foodpic
- Foodphotography
- Healthyfood
- Localfood
- NOLA
- NewOrleans
- Healthy
- Fresh

Handles to interact with:

- Customers and supporters, especially engaged ones who are commenting on/liking your pictures
 - Example: post a Thank You when someone picks up a CSA box or donates
 - If someone compliments the produce they get via Instagram, share it!
- Grow Dat events such as the Hootenanny and other events you are involved in, like the Crescent City Farmer's Market
- Grow Dat staff members, youth, and alumni

Appendix I: Sample Schedule, March 2019

Sample Schedule March 2019 Activities

	Sunday, March 04, 2018	Monday, March 05, 2018	Tuesday, March 06, 2018	Wednesday, March 07, 2018	Thursday, March 08, 2018	Friday, March 09, 2018	Saturday, March 10, 2018
Morning	Gardening Class	Farm Tour (Individuals)	Corporate Volunteer Group	Field Trip	Field Trip		GDYF Leadership Program
Afternoon			Farm Tour (Group)			Cooking Class	GDYF Leadership Program
Evening	Farm dinner with Chef La, Mosquito Supper Club, or a rotating chef	GDYF Leadership Program	GDYF Leadership Program	GDYF Leadership Program	GDYF Leadership Program	GDYF Leadership Program	GDYF Leadership Program

Appendix J Engaging More Opportunity Youth In Our Work

As we look toward the next five years, we aspire to increase engagement of “opportunity youth” in our Leadership Programs. . Opportunity youth are youth that are currently not in school; potentially unemployed and not seeking employment; and often also experiencing homelessness and legal problems. Currently, our programming recruits and hires 20% of participants from the “disconnected” end of the spectrum of engagement. We believe we have the capacity to increase the percentage of youth coming from marginalized backgrounds and that our mix of training, education and support within our ecosystem will benefit them greatly.

To advance our impact for the most vulnerable “opportunity youth” in the community, additional opportunities will be made available for youth to track into existing Leadership Development programming, receive increased financial and social support, and potential tracking into expanded roles within the Hive. We envision greater engagement with Opportunity Youth occurring through:

- Expanded roles within the Leadership Program – youth who are hired in will participate in the Leadership Program with other young adults, while gaining additional opportunity to engage with work on the farm. Youth tracked into the “Expanded Leadership ” will receive 20 hours a week of work on the farm to help improve and stabilize their livelihoods.
- Improved recruitment and processes – to ensure Opportunity Youth are entering the program we will enhance partnerships with organizations such as the Youth Empowerment Project and other programs in the city working with a high percentage of opportunity youth. Additionally, we are exploring alternative approaches to our hiring process to ensure that we are offering a platform that enables these young people to participate in interviews on the farm.
- Increased roles within the Grow Dat Hive – opportunities within the Hive will target Opportunity Youth that transition from the Leadership and Advanced Leadership Programs. These youth will receive priority tracking into fellowships and other positions as the Hive begins operations. Additionally, ventures and co-operatives launched from within the Hive will open up greater avenues for impact within the New Orleans community to influence Opportunity Youth outside of the direct Grow Dat pipeline.
- Case management partners— we will partner with other organizations better equipped to handle the challenges opportunity youth encounter. We recognize that we do not have the capacity to fully support every element of each young person’s life that enters our ecosystem. Thus, we aim to firm up and expand existing partnerships to better support Opportunity Youth in areas outside the scope of our operations. This includes housing, incarceration and legal issues, pregnancies and caring for children, and other issues that partners are designed to support.

By expanding roles and relationships with Opportunity Youth, we seek to enhance our impact within the most vulnerable group of young people in the community. Evidence of Grow Dat’s impact demonstrates that the model is successful at transforming the most challenging youth in the community. Building on this work, expanded opportunities offers Grow Dat a chance to reach young people who need the model the most, while accessing additional resources within our support networks.

Appendix K: Future and Dead End Opportunities

Long-term Opportunities

Many of the opportunities we uncovered during the planning process are more viable beyond our five-year framework. Some of these ideas included a food truck, a mobile market, and creating and selling value-added products. Though serving farm-to-table food is aligned with our vision and could help share healthy food with residents throughout the city, it is a logistical challenge that is not in the current capabilities of the farm. Farm dinners are a logical extension of farm work; they showcase both the site and the beautiful, fresh crops. Additionally, a number of partners can be engaged in the execution of these dinners including dinner clubs, restaurants, and pop-up dinner organizations. A food truck, on the other hand, would require a capital campaign, new licenses, and a staff of chefs with food truck experience.

A mobile market could be an interesting new sales channel, but would have many of the same challenges as a food truck. First, an investment would need to be made in finding and refurbishing a bus or truck to carry the produce. Second, a new operations strategy would be needed to build the mobile market into the current operations and programming. Though this would be a great strategy and exciting new program if we had excess produce, at this point it is selling out easily. As production capacity increases, this could be an exciting alternate sales channel for us to explore, but at this time it does not make sense to dedicate staff energy and funds to it.

Another revenue avenue that we looked into was the production and sale of value-added products. We are doing this to a certain extent with mixed salad greens sales to restaurants, at markets, and in the CSA, but it has yet to do this more labor-intensive products. Some ideas that emerged included hot sauce, salad dressing, and herbal soaps—all of which could feature herbs and produce. There are two major challenges that make this idea logistically unfeasible. First, we neither have the space nor licenses to produce these products on a large scale. Though some groups, like the New Orleans Food & Farm Network's Edible Enterprises offer space and partnership potential, they are expensive and require a very detailed business plan to make them worthwhile. Additionally, no one on our staff has expertise in prepared food or value-added products and no one has a recipe to bring to the table, which means that extensive product testing would be necessary before the production process could begin. This might be a good idea to revisit as staff talents change as a more resources, such as those provided through NOCHI, become available.

Dead End Opportunities

There were a number of ideas we looked into which did not like viable revenue generation strategies for Grow Dat. We looked into a u-pick farm stand, but it seemed like it would cannibalize other produce sales, while not increasing margins on crops. It could be a good idea if Grow Dat expands and produces more crops, but at this time it is not the most profitable sales channel. A corn maze and a pumpkin patch were also suggested. While they would be fun, festive, and vision-aligned, they would take away land space from the current growing and could conflict with the schedule of current programming. Additionally, space rental, in many ways, seems like an ideal opportunity, since it would take advantage of the Grow Dat space when programs are not going on. However, most space rentals would conflict with the current Memorandum of Understanding between Grow Dat and the park and require an additional staff member with expertise in event planning and site rentals. These barriers make it a less-than-ideal revenue stream for Grow Dat.

Some of the restaurant partnerships we investigated also proved to be fruitless at this point in time.

DINNER LAB

Dinner Lab: Dinner Lab is a membership-based pop-up dinner program, where chefs cook a multi-course meal at a surprise location. EMH reached out to the Dinner Lab team about two possible types of partnerships, as a site for membership events and as a venue for private events. The model for membership events is a co-branding opportunity, rather than a revenue generation opportunity. In this type of partnership, we would donate the space with about two weeks of advance notice. Depending on the chef and available produce, there would be a possibility of Dinner Lab buying Grow Dat produce to use in the meal. Dinner Lab would tackle all logistical coordination and security and pay up to \$300 for a member event. They would only host one at the site per year, and thus given our goal to increase revenue, this type of partnership does not make sense.

The second partnership option is Grow Dat becoming a site for private events. Dinner Lab is a very popular caterer and planner for private events, such as corporate parties, weddings, and birthdays. It boasts a diverse set of venue partners, so that guests with varying needs are able find the perfect space. For this type of partnership, venues are paid a nominal fee for allowing Dinner Lab to use their site. Though Grow Dat can set this price, it needs to be competitive (likely in the \$200-300 per event range) in order to be selected. Events would only be held at Grow Dat when chosen by event hosts, with as much notice as a year and little notice as a few weeks. Given the large number of event spaces in the city and the very specific appeal of a farm setting, it is unlikely that Grow Dat would be able to make more than a few hundred to a thousand dollars per year under this model. The staff time required to coordinate with Dinner Lab and event planners, as well as the risk of bringing a large group of people to farm makes it an unattractive option for boosting revenue.

MYHOUSENOLA.COM

My House Nola: My House NOLA is an agency that plans public, private, corporate events, especially helping with the catering aspects and food trucks. Barrie Schwartz, the founder of My House Nola, has historically hosted pop-up dinners and events throughout the city. At this time, she is no longer interested in co-branding events with sites and would rather help cater and coordinate events for a fee. This is not in-line with Grow Dat's current goal to increase revenue, but it could be useful for future events held at the farm.

APPENDIX L: Our Constraints to Growth

Through this planning process, some potential constraints were discovered, namely that Grow Dat is bound to the existing space it maintains with its partners in City Park. Within the space, the pursuit of some activities is limited to approval by our partners. Additionally, as with any social enterprise seeking growth, Grow Dat must strongly consider the capacity of the existing staff to perform any new activities, and its ability to add new personnel to support our future efforts. The existing staff has been with the organization since its inception. Each member has grown their role to mold the organization and its culture. The focus of our work is on cultivating leadership development in young people. Thus, it is acknowledged that training, production of agriculture, and other efficiencies to operate a farm are not as easily attainable, and thus will be scaled and prioritized to support our primary mission of leadership development. We prioritize the promotion of leadership development throughout the entirety of our model. We acknowledge these constraints to inform the reader of how our strategies evolved given these conditions.

Appendix M: Financials for the HIVE

Thanks to the mix of revenue streams we anticipate that the Hive will be self-supporting and will generate revenue through a mix of foundation support targeted to create access for individuals within their networks, individuals and institutions who pay for consulting outside of our workshops, and sponsorship for speakers series. However, if the Hive does not prove to be financially viable beyond an initial three year period, we can evolve the work while still sharing the tools and lessons we develop (such as our curriculum and on-going research findings), thereby continuing to create an impact beyond the “four walls” of our farm.

Financial projections for the Hive assume early support from partners willing to underwrite a portion of the cost of developing the curriculum and launching the enterprise. Future years assume the Hive is supported largely from earned revenue activities, though these activities may not fully cover Hive costs.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenue					
Consulting	15,000	20,000	25,000	25,000	25,000
Training	145,000	165,000	150,000	115,000	120,000
Speaker Series	23,000	23,000	23,000	23,000	23,000
Total Revenue	183,000	208,000	198,000	163,000	168,000
Expenses					
Personnel	65,500	103,000	136,500	145,000	153,500
Overhead	5,260	10,500	10,500	10,500	10,500
Materials	6,000	12,000	12,000	12,000	12,000
Total Expenses	76,760	125,500	159,000	167,000	176,000
Rev as % of Expenses	238%	166%	125%	97%	95%
Contribution	\$106,240	\$82,500	\$39,000	(\$4,500)	(\$8,000)

Year 1 revenue is largely driven from Training fees. For clarity, a mix of sources is assumed. The partners below are illustrative of the types of partnerships that we will develop, and is based on current relationships and conversations that have occurred with these potential partners, often with the partners expressing specific interest in supporting these activities.

Training	FY 2016
Tulane (Taylor Center)	\$25,000
Sponsorships	
Laureus Foundation	25,000
Whole Kids Foundation	20,000
Kaiser Permanente Foundation	50,000
Capital One	25,000
	\$120,000
Total	\$145,000