“Anything long-lasting or worthwhile takes time and complete surrender.”

—Ryan Hidinger

Alex Blanco, his pregnant wife and one-year-old daughter received grant assistance in September 2017 after Hurricane Irma sent trees crashing through their apartment. Today, Alex and his family are in a new apartment and back to normal life.
For the first time since the inception of the Giving Kitchen, we have created a three-year strategic plan to guide us as we grow and to better serve our community, constituents and stakeholders. Our plan includes growing our staff and board structure while helping us to better measure and execute it.

**OUR NEW MISSION**

The Giving Kitchen is a nonprofit organization that provides emergency assistance to restaurant workers through financial support and a network of community resources.

**OUR NEW VISION**

A restaurant community where crisis is met with compassion and care.

**OUR NEW GUIDING PRINCIPLES**

- **Empathy:** Understanding and responding to unanticipated crisis in the restaurant community.
- **Generosity:** Compassion and care, beyond expectation.
- **Community:** Transcending boundaries, our community is built through caring and the connection to service of others.
- **Precision:** The right resources at the right time in the right amount to the right people.
- **Trust:** Stewardship and governance that honors our mission and those we serve.
- **Gratitude:** Appreciation for the opportunity to serve our community.

### 2017 HIGHLIGHTS

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Grants Served</td>
<td>413</td>
</tr>
<tr>
<td>Grants Given YTD 2017</td>
<td>$550,000</td>
</tr>
<tr>
<td>Grants Served Hurricane Irma Fund</td>
<td>143</td>
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<tr>
<td>Grants Matched</td>
<td>$55K</td>
</tr>
<tr>
<td>Safety Net</td>
<td>32</td>
</tr>
<tr>
<td>Program Partners</td>
<td>100</td>
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<tr>
<td>Volunteers Added</td>
<td>950</td>
</tr>
<tr>
<td>Program Partners</td>
<td>500</td>
</tr>
<tr>
<td>Referred Since 2013</td>
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</tbody>
</table>

- **Matching Grants**
  - **32 Grants Served**
  - **$58,358 in Grants Matched**

- **New Staff Members Added**
  - Executive Director
  - Marketing & Communications Manager
  - Programs Manager

- **Gratitude**
  - Appreciation for the opportunity to serve our community.

**WE’RE THINKING AHEAD!**

We implemented our first-ever strategic plan on January 1, 2018, and our new GK branding debuted on January 28, 2018 (the same day as Team Hidi 6!).

- **Executive Director**
- **Marketing & Communications Manager**
- **Programs Manager**

**Safety Net**
- Became an official program in 2017
- Added a Hurricane Irma Fund, helping more than 100 coastal Georgia restaurant workers.
In developing our strategic plan, we utilized the balanced scorecard approach as the strategic framework for identifying a broad set of objectives, initiatives and activities that we must accomplish to reach our targeted goals. The plan outlines the following perspectives in detailed tables, including staff responsibilities, board responsibilities and deadlines.

**MISSION PERSPECTIVE**

What success looks like externally to the community and our key stakeholders.

**Goals:**
- Increase the number of grants made, and measure the longer-term impact on the lives of grantees.
- Make the restaurant industry aware of GK’s mission and work, and engage them as supporters.
- Expand GK’s grant programs outside of the metro Atlanta/Athens area to serve a larger restaurant community.

**Targets:**
- 1,000 grants awarded in 2019; 2,000 grants awarded in 2021
- Create GK cultural ambassador volunteer committee
- Create a well-defined reporting system for Crisis Grant and SafetyNet programs
- 50% engagement in post-grantee engagement by 2020

**Program Targets by 2021:**
- Dining with Gratitude: $1 million/yr
- Multiply Joy: $500,000/yr
- Cause Marketing: $300,000/yr
- GK Five-Star Restaurants: 100 participating restaurants
- Hidi’s Heroes: 200 engagements

**Expand Grant Services:**
- Columbus, GA (and blueprint the process) in 2018
- All of Georgia by 2020
- Large regional city by 2021
- Southeast by 2025

**FINANCIAL PERSPECTIVE**

What financial resources are needed to operate and invest in the future of the Giving Kitchen.

**Goals:**
- Create a diverse set of funding streams, including individual, foundation, corporate and restaurant sponsors/supporters.
- Create financial security for GK via an operating reserve.

**Targets:**
- Raise $4 million by 2021
- Diversify GK funding sources
- Outperform industry standard for functional allocation (80/20)
- Onboard 1 new or renewal Multiply Joy each month by 2019
- Collect a 6-month operating reserve (minimum $300,000) by the end of 2021
- Create a drawdown policy and investment policy for operating reserve
- Create finance policy and procedure documents

**INTERNAL PROCESS PERSPECTIVE**

What we must accomplish internally to achieve the mission of the Giving Kitchen.

**Goals:**
- Leverage our resources and relationships, and be more strategic in developing meaningful, mutually-beneficial relationships with partners.
- Create customized awareness campaigns for audience segments—restaurant workers, management, owners, supply chain, donors, friends and family of restaurant workers, and general public—to increase awareness of GK’s work and mission.

**Targets:**
- Increase referrals from partners, affiliates and other resources: 15 partners, 20 affiliates, 70 resources by 2018; 100 partners, 140 affiliates, 1,210 resources by 2020
- Launch SafetyNet resource website by April 2018, and launch it on our app by September 2018
- Host 4-6 SafetyNet resource fairs (in conjunction with Restaurant Revival) annually
- Develop a detailed strategy for community engagement and implementation of “Marketing Cookbook”
- Create updated marketing materials, education kit, marketing kit and strategy for implementation

**ORGANIZATIONAL CAPITAL PERSPECTIVE**

What resources and processes need to be created or obtained to build organizational capital and better serve our diverse community.

**Goals:**
- Fill the board with trained members who fully represent the communities we serve and who provide full functional support to accomplish our mission and develop a plan to identify, vet and recruiting future board members.
- Identify and establish integral standing committees to govern the direction of our key functions, such as governance, finance and fundraising.

**Targets Partner Affiliate Resource:**
- Grow board to 20 members by 2020
- 100% of former board members support GK financially
- Diversify board to reflect the restaurant community we serve
- Every board member is engaged and supportive (100% attendance at every board meeting, participate at committee levels, contribute financially)
- Create a strategic plan measurement toolkit and reporting structure
- Create board committee job descriptions
HOW CAN YOU HELP?

We’ve achieved some significant milestones in 2017 and have set even stronger goals for 2018 and beyond. We can’t do what we do without your support along the way. We give a damn about restaurant workers, and we know you do, too. You can donate online at givingkitchen.org, or mail us a check.

THE GIVING KITCHEN

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givingkitchen.org

OUR SHIFT STARTS WHEN YOURS CAN’T.