



Strategic Plan 2019 – 2022

Following is the second strategic plan of After the Harvest. It comes as we work to build a diversified financial foundation that will support the organization for the long-term. Our vision remains the same, but through this strategic plan we have refined our mission, core values and strategic positioning, to focus more closely on measured results. Goals include strengthening partnerships and collaborations to increase the volume and variety of fresh produce we provide; improving the distribution process for all produce; expanding the reach of our message to increase support for the organization; strengthening our financial position through expertise and diversification; and building the organization through staff development and effective board governance. Once again, we believe that our strategic plan clearly outlines our path forward to fulfilling this exciting mission.

Who We Are:

After the Harvest (ATH) rescues nutritious fruits and vegetables from going to waste and donates them to agencies that serve hungry people, primarily in Greater Kansas City. Our volunteers glean *after the harvest*, picking what's left in farmers' fields and picking up already harvested leftover produce. The majority of the funds we raise helps us procure semi-truckloads of donated produce that might otherwise end up in landfills. ATH is a 501(c)(3) nonprofit. Harvesters—The Community Food Network is our primary produce distribution partner. Learn more at aftertheharvestkc.org.

Mission:

To fight hunger, improve nutrition, and reduce food waste by rescuing fresh produce and distributing it to organizations that feed hungry people.

Vision:

A healthy heartland without hunger and food waste

Core Values:

- **Mission-Driven** – We work together based on our shared beliefs that no healthy food should be wasted and no one should be hungry.
- **Dignity** – Access to nourishing food is a right, not a luxury. Hunger is unacceptable.
- **Collaboration** – Collaboration is essential to achieve our goals.
- **Sustainability** – We implement sustainable, common-sense, efficient solutions that reduce food waste and hunger.
- **Diversity** – We provide an inclusive environment that embraces the diversity of individuals, thoughts, and viewpoints.
- **Integrity** – We are transparent, trustworthy, and committed to ethical and professional accountability in the management of our operations, resources, and relationships.

Tagline:

Healthy food for hungry people

Strategic Position Statements (Internal 10-Year position)

- ATH will be the recognized leader in advancing, providing, and supporting produce recovery and distribution services to organizations that feed hungry people.
- ATH's stakeholders include farmers, distributors and packers, hunger relief organizations and those they serve, other nonprofit organizations, volunteers, organizations that could process and prepare foods, and funders.
- ATH's geographical parameters are the following:
 - For accessing fresh produce, it is the Kansas City area for gleaning and nationwide for large truckloads.
 - For distribution of produce, it is Kansas and Missouri with a focus on Greater Kansas City.
- ATH will have a measurable positive impact on the health of the individuals and communities we serve.
- ATH will be strategically linked to other organizations to ensure that food recovery is an integral part of the food system.
- ATH will have a robust, diverse, and growing revenue and asset base and will create earned income streams that capitalize on knowledge and experience.
- ATH will employ volunteer and labor forces that are diverse, qualified, energized, and committed to effectively achieving the agency's mission and vision.
- ATH will have access to the capital and equipment to effectively achieve its mission.

Strategic Goals and Associated Strategies:

Goal 1 - ATH improves the quality and increases the volume and accessibility of nutritious, fresh produce to organizations feeding hungry people. (PROGRAM)

Strategies:

1.1 Produce Procurement:

- a) Maintain and leverage our partnership with Farmers Choice and other brokers to secure sustainable fresh produce
- b) Identify, build, and strengthen partnerships with large commercial producers and processors

1.2 Gleaning:

- a) Rescue existing produce from farmers, individual growers, area farmers markets, and orchards in the Kansas City area
- b) Solicit and expand work with farmers and growers to grow additional food for distribution
- c) Continue to provide a meaningful volunteer experience and build on those relationships to help meet our goals

1.3 Distribution:

- a) Develop and implement a distribution system with agencies that is consistent, streamlined, and equitable

- b) Solicit agencies to participate in the gleaning and pick-up process to increase their access to food
- c) Build and strengthen relationships with Harvesters and other food banks and leverage those relationships to increase distribution

1.4 Collaboration:

- a) Evaluate and establish strategic partnerships with innovative regional efforts

Outcomes:

- Volume (pounds) and variety of produce gleaned, procured, and distributed increases yearly
- Number of meals and servings of fruit or vegetables offered increases yearly (~.25 pound is a serving)
- Number of farmers donating to ATH increases yearly
- Number of farmers growing specifically for ATH increases yearly
- Number of commercial brokers that are participating increases yearly
- Number of volunteer hours, recurrent volunteer hours, and volunteer cash donations grows yearly
- Methods developed and implemented to track nutritional impact to food recipients
- Lag time between the collecting and reporting of data of gleaned produce decreased (operational indicator – move out)
- Number of existing and new partners participating in different opportunities increases (e.g., funding opportunities, initiatives)
- Number of agencies participating in the gleaning and pick-up process increases yearly

Goal 2 - ATH strengthens the understanding, capacity, and interest in participating in the sustainable recovery and use of fresh produce. (COMMUNICATION & ENGAGEMENT)

Strategies:

- 2.1 Employ various types of communications that best define the organization’s programming and challenges, and that result in more support
- 2.2 Organize, lead, or participate in targeted efforts to educate and recruit farmers to donate food to ATH
- 2.3 Develop partnerships that will help promote the concepts of produce rescue and gleaning as accepted parts of the food system

Outcomes:

- An increased number of targeted opinion leaders who are more aware of our mission and our status as the thought-leader on food recovery
- Increased recognition of the differences between ATH and Harvesters
- Increased annual participation by target audiences (farmers, volunteers, agencies, corporations, faith congregations, partners, etc.)
- Increased recognition of food rescue and gleaning as accepted principles of good agricultural practices
- An increased number of farmers with greater understanding of the role of gleaning in

- sustainable farming practices
- An increased number of visits to and use of the ATH website and social media platforms

Goal 3 - ATH expands its fundraising and financial capabilities to grow and sustain the organization. (FINANCE AND FUNDRAISING)

Strategies:

- 3.1 Develop and execute annual and three-year strategic fundraising plans
 - a) Diversify and grow existing sources of funding
 - b) Identify and develop new sources of funding and revenue streams, especially unrestricted funding
 - c) Explore opportunities for earned income and execute them as feasible
- 3.2 Develop a workable portfolio of funding platforms to fund the mission long-term (i.e., cash reserves, endowment, capital, investments)
- 3.3 Develop the financial and fiscal expertise of the board and staff and improve the usability of existing tools
- 3.4 Follow industry best practices and recognized financial metrics in the development and implementation of financial policies and procedures

Outcomes:

- Annual revenue targets are met
- An increased number of new funders and types of funding (e.g., foundation, government, corporation, individuals)
- Increased funding from existing funders and donors
- Improved nonprofit financial ratios and measurements (e.g., fundraising efficiency, change in net assets, cost per pound)
- A diversified funding portfolio with an operating reserve
- A sustainable and realistic development plan

Goal 4 - ATH ensures its sustainability through effective leadership, governance, collaboration, and operations. (Sustainability)

Strategies:

- 4.1 Continue to improve the organizational structure and workforce
- 4.2 Invest in employee recruitment and development to:
 - a) Build staff diversity and inclusiveness,
 - b) Expand existing and foster new competencies, and
 - c) Develop leadership and mission-critical skills.
- 4.3 Increase effective governance through:
 - a) Board development and education,
 - b) Recruitment and sustainability,
 - c) Diversity and cultural competence of board, and
 - d) Board fundraising expertise

- 4.4 Leverage technology to improve operations
- 4.5 Develop and implement a facilities plan and a fixed asset plan to support organizational requirements
- 4.6 Explore opportunities to build alliances and other strategic partnerships to create greater operational efficiencies

Outcomes:

- Optimized and skilled staff and leadership that meet organizational goals and strategies,
- Staff that demonstrates personal leadership and accountability for organization’s success
- Increased diversity (racial, ethnic, and age) in the staff, board, and volunteers
- An established pathway for increased engagement and leadership of volunteers
- An increased number of media partners, influential people, community leaders, and celebrities engaged with ATH
- Hardware and software that supports programs, fundraising, volunteer management, and financial needs
- Equipment and required capital sufficient to support operations
- Sufficient materials (e.g., packaging)

Glossary:

Food Insecurity

Food insecurity is the lack of consistent access to enough food for an active, healthy life. Hunger and food insecurity are closely related, but distinct, concepts. Hunger refers to a **personal, physical sensation** of discomfort, while food insecurity refers to a **lack of available financial resources** for food needed for the household.

Food Recovery/Rescue

According to the Natural Resources Defense Council, 52% of all fruits and vegetables grown in the U.S. is wasted before it reaches the consumer. After the Harvest recovers or rescues produce that might otherwise go to waste and provides it to agencies that feed hungry people.

Food System

A food system includes all processes and infrastructure involved in feeding a population: growing, harvesting, processing, packaging, transporting, **marketing**, consuming, and disposing of food and food-related items. It also includes the degree to which we waste food. Note: Food deserts are areas where fresh, healthy food is scarce.

Gleaning

In Old Testament times, gleaning was the social welfare program of the day. Farmers were instructed to leave the corners of their fields and not to harvest twice but to leave that food for “the widows, orphans, and travelers” or homeless people to glean or harvest to feed themselves and their families. At After the Harvest, our gleaners are volunteers who harvest excess produce from growers’ fields and pick up already harvested leftover produce.

Hunger-Relief Organizations

These are organizations dedicated to feeding hungry people, such as food banks, pantries,

shelters, and community kitchens. Note: A food bank is a non-profit organization that collects and distributes food to hunger-relief agencies.

Produce Procurement

The term refers to large-scale farmers, growers, and produce-packing plants that donate semi-truckloads of nutritious produce that cannot be sold for cosmetic or other reasons and that may be headed for landfills. After the Harvest arranges for the packaging and transport of the produce to agencies feeding hungry people.

Service Area

After the Harvest delivers produce to agencies in Missouri and Kansas, focusing primarily on the 26-county area that encompasses Kansas City. Harvesters – the Community Food Network—is our primary distribution partner for large truckloads of produce.