



## **STRATEGIC PLAN | FALL 2020**

### **About Build Repair Grow**

[Build Repair Grow](#) is a nonprofit organization in Massachusetts that teaches young people how to grow and cook food, basic carpentry, sewing, and bike repair. We provide training in practical skills critical for building individual resiliency, problem-solving, and self-sufficiency while promoting community health. Our programs were developed with a focus on in-person, hands-on learning, but in light of the current pandemic, we have pivoted to provide take home project kits and online instructional videos.

Incorporated in February of 2020, Build Repair Grow has established the organizational, strategic and intellectual infrastructure to plan and launch no-cost and low-cost programs throughout Western Mass. This summer, our board of directors and volunteers went through an intensive strategic planning process to create a roadmap that will be used to guide Build Repair Grow as it moves out of the initial start up phase and begins to scale up activities, seek major funding, and hire staff while ensuring we stay true to our core values. We are delighted to share this 2020-2021 Strategic Plan.



## **Organization History**

While directing auxiliary programs at an independent school in Chicago in 2006, Logan McFadden had the idea to create a hands-on, immersive introduction to practical skills-based learning, providing a platform for young people to gain confidence and familiarity around the tools necessary to grow and cook food, sew clothing, repair a bike, and use carpentry skills. While completing a one year immersive Farm Education Fellowship at The Farm School in Athol, Mass., Logan fell in love with the region and found it to be an ideal location to build this idea into a full-fledged organization. Logan piloted the program in the Spring of 2019 with middle school students from The Chicken Coop School at The Farm School in Orange. Since then, Build Repair Grow has taken root in the fertile soil of Massachusetts. We formally incorporated in February 2020 and obtained 501(c)(3) status in July.

In Summer 2020, Build Repair Grow launched its first programs in collaboration with local agency partners. Build Repair Grow distributed 600 take home project kits to families in the city of Holyoke, MA, in collaboration with agency partner Neighbor to Neighbor. These project kits focused on planting a pollinator garden and sewing a mask. Build Repair Grow also engaged nine middle and high school students in a six-week online class centered on creating a digital library of tutorial videos to accompany the mask kits, in collaboration with agency partner MassHire

Build Repair Grow has temporarily pivoted away from in-person workshops in recent months to meet the needs of families and young people struggling with the long-term community social distancing challenges that are expected to last through next year. As such, in the winter of 2020-2021 Build Repair Grow will launch "BRG in a Box," a remote learning curriculum providing take-home project-kits and video tutorials. While we will continue BRG in a Box for the foreseeable future, we intend to renew our focus on in-person programming as soon as circumstances allow.

## Build Repair Grow Strategic Goals and Objectives

The Board and Executive Director approved three strategic goals for 2020-2021. Build Repair Grow will evaluate our programs based on these goals and will share the outcomes with our stakeholders.

<b>Program Goal:</b> Increase practical skills and self-efficacy among Hampshire, Franklin, and Hampden County youth	
<b>Process Objectives</b>	By June 2021 have 5 partnerships for distributing project kits and a mail subscription program (e.g., Farmer's market program, mail subscription, Just Roots partnership, N2N partnership)
	By December 2020 create a series of 6 standard kits, covering the full range of skills -- cooking, growing, sewing, basic carpentry, basic concepts of bike repair -- each containing an activity and instructional videos.
<b>Impact Objectives</b>	By June 2021, at least 100 families (approximately 100-200 children) will have completed the full series of 6 kits
	By June 2021, at least 5,000 kits will have been distributed
<b>Outcome Objectives</b>	By June 2021, 75% of class series participants will report an increase in knowledge in gardening, cooking, sewing, and carpentry
	By June 2021, 50% of program participants will report use of the practical skills learned beyond the provided activities
	By June 2021, 50% of program participants will report increased confidence in their ability to complete a project kit with limited direction
	By June 2021, 75% of program participants intend to complete another kit



<b>PROGRAM GOAL:</b> Increase access for schools and participants with barriers to acquiring the skills targeted by BRG, providing programs in an equitable way.	
<b>Process Objectives</b>	BRG will have at least 3 partnerships with organizations based in and/or with a focus on of communities who have been historically and systemically disenfranchised
	BRG will engage two community advisers and two youth advisers who can directly speak to the needs of communities who have been historically and systemically disenfranchised
	BRG will ensure all advisers are fairly compensated and/or reimbursed for the time and contributions they provide to the organization.
	By June 2021, BRG will provide supplemental cost of program participation to 50% of program participants residing in economically disadvantaged areas and/or individuals facing economic barriers to access
<b>Impact Objectives</b>	At least 50% of participants served will reside in communities who have been historically and systemically disenfranchised
	At least 50% of school partnerships will be with schools in communities who have been historically and systemically disenfranchised and/or do not offer home economics/shop programs
	At least 50% of participants report that they did not have access to learning these skills without BRG's activities.
<b>Outcome Objectives</b>	By June 2021, 75% of such class series participants will report an increase in knowledge in gardening, cooking, sewing, and carpentry
	By June 2021, 50% of such program participants will report use of the practical skills learned beyond the provided activities
	By June 2021, 50% of such program participants will report increased confidence in their ability to complete a project kit with limited direction
	By June 2021, 75% of such program participants intend to complete another kit
	By June 2021, 75% of such participants will report having a positive and welcoming experience with BRG and/or a BRG program

<b>Program Goal:</b> Increase leadership skills among young participants	
<b>Process Objectives</b>	By June 2021 BRG will have an active Youth Advisory Council (YAC), providing a cohort of at least 6 youth an opportunity to build leadership skills and foster community and peer resilience
	BRG will provide opportunities for YAC members to engage with BRG staff, interns, board, and volunteers, as well as community experts at regular meetings and other program activities.
<b>Impact Objectives</b>	At least 80% of participants will attend 6 YAC meetings per year
	At least 80% of participants will provide 8 hours advising project kits, classes, communications or other BRG activities
<b>Outcome Objectives</b>	After 1 year of participation, 50% of YAC members report they feel more prepared for a job, higher education and/or a community leadership role
	At then end of their YAC term, at least 50% of YAC members intend to continue their engagement with BRG as advisers, teachers or in some other leadership/advisory capacity



## Build Repair Grow Strategic Phases



## Build Repair Grow Organizational Structure and Staffing Phases

Phase 3-4 (Now)	Phase 4-5	Phase 5-6
<b>Executive</b> <ul style="list-style-type: none"> <li>Executive Director</li> </ul>	<b>Executive</b> <ul style="list-style-type: none"> <li>Executive Director</li> </ul>	<b>Executive</b> <ul style="list-style-type: none"> <li>Executive Director</li> </ul>
<b>Grants and Fundraising</b> <ul style="list-style-type: none"> <li>Board Fundraising Chair</li> <li>Executive Director</li> </ul>	<b>Grants and Fundraising</b> <ul style="list-style-type: none"> <li>Board Fundraising Chair</li> <li>Executive Director</li> <li>PT Development Staff</li> </ul>	<b>Grants and Fundraising</b> <ul style="list-style-type: none"> <li>FT Development Director</li> <li>Board Fundraising Chair</li> <li>Executive Director</li> </ul>
<b>Communications and Outreach</b> <ul style="list-style-type: none"> <li>Board Communications Chair</li> <li>Communications Intern</li> </ul>	<b>Communications and Outreach</b> <ul style="list-style-type: none"> <li>Board Communications Chair</li> <li>PT Communications Staff</li> </ul>	<b>Communications and Outreach</b> <ul style="list-style-type: none"> <li>FT Communications Director</li> <li>Board Communications Chair</li> </ul>
<b>Programs</b> <ul style="list-style-type: none"> <li>Program Intern</li> <li>Video Intern</li> <li>Evaluation students</li> </ul>	<b>Programs</b> <ul style="list-style-type: none"> <li>PT Remote Learning Staff</li> <li>PT Auxiliary Program Staff</li> <li>Program/Video Intern</li> </ul>	<b>Programs</b> <ul style="list-style-type: none"> <li>FT Remote Learning Director</li> <li>FT Auxiliary Program Director</li> <li>Program support staff</li> </ul>
<b>General Operations</b> <ul style="list-style-type: none"> <li>Executive Director</li> <li>Board Clerk</li> <li>Board Treasurer</li> <li>Program Intern</li> </ul>	<b>General Operations</b> <ul style="list-style-type: none"> <li>Executive Director</li> <li>Board Clerk</li> <li>Board Treasurer</li> <li>Program Intern</li> </ul>	<b>General Operations</b> <ul style="list-style-type: none"> <li>Executive Director</li> <li>Board Clerk</li> <li>Board Treasurer</li> <li>Admin. Assistant</li> </ul>
<b>Partnerships</b> <ul style="list-style-type: none"> <li>Executive Director</li> </ul>	<b>Partnerships</b> <ul style="list-style-type: none"> <li>Board Partnerships Chair</li> <li>Executive Director</li> </ul>	<b>Partnerships</b> <ul style="list-style-type: none"> <li>Board Partnerships Chair</li> <li>Executive Director</li> </ul>

