



Sarah Bellum's Bakery & Workshop Strategic Plan 2022–2025

– Mission –

We empower adults with acquired brain injury (ABI) to re-engage in the community while re-building a sense of purpose, meaning, and identity through return-to-work opportunities in our functional rehabilitation bakery program.

– Vision 2025 –

A sustainable infrastructure to meet the unique needs of the ABI population that maximizes bakery capacity to serve more diverse clients with a strong external job placement and retention track record.

– Values –

- **Collaboration:** A collaborative approach to individualized goal-setting, planning, and engagement with each unique adult with ABI
- **Integration:** Our program is integrated into the local community where people with (dis)ability are valued members of the community
- **Purpose:** Our program provides meaningful activity to re-build a sense of purpose after medical rehabilitation ends
- **Human Connection:** We thrive on human connections that decrease social isolation and help adults with ABI re-build a sense of identity while reinforcing their valuable contributions to our society
- **Equity:** We advocate for equitable access to services, especially at the intersection of disability and other marginalized identities
- **Justice:** We seek justice and advocate for services for historically under-served communities of adults with disability from ABI
- **Sustainability:** We promote sustainable practices that embrace environmental and social sustainability



– Diversity, Equity, & Inclusion –

Sarah Bellum's Bakery & Workshop is a 501(c)3 tax-exempt, non-profit organization (Federal EIN 82-4548535). We are committed to diversity, equity, and inclusion. We focus on supporting adults with disability from acquired brain injury, a marginalized and often misunderstood population with "invisible" injuries. We do not and shall not discriminate on the basis of race, ethnicity, color, religion (creed), gender, gender identity or expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our community, including our staff, clients, volunteers, subcontractors, vendors, and customers.

– Who We Serve, Why We Serve –

We serve adults with acquired brain injury (ABI) injured after age 21 years who have access to no other resources. ABI—caused by traumatic brain injury, concussion, stroke, brain tumors, anoxic injury, infections, and many other causes—is a non-progressive medical crisis. Everything changes in an instant. Medical rehabilitation focuses on rebuilding basic skills that are deemed “medically necessary” (mobility, self-care, eating, basic communication), but ends after about one year following significant brain injury (or sooner for milder injuries). Adults with ABI are left to re-build a life that has been drastically changed due to ongoing challenges with fatigue, headaches, pain, mobility challenges, light and sound sensitivity, hearing loss, vision loss, emotional changes, personality changes, and loss of communication and cognitive skills. The biggest reported ongoing challenges for survivors of ABI include social isolation, memory challenges, and difficulty sustaining work. Work is a primary way that adults engage in the community, build relationships, and build our identities. No other program focuses on community re-integration or re-building a sense of purpose and identity through return-to-work using a holistic, individualized model. At Sarah Bellum’s Bakery & Workshop, we implement best practices in brain injury rehabilitation in our community-focused, strengths-based, functional rehabilitation program. Adults with ABI learn transferable job skills, build self-confidence, build self-awareness, learn to use new strategies and adaptations that promote success, and re-gain a sense of purpose and meaning. Our team includes rehabilitation professionals who help to develop individualized goals, promote peer supports, and offer emotional support that promotes wellbeing, mental health, and success.

Overview of Strategic Goals 2022-2025

Priority Area 1: Bakery Operations

Three-year vision: *Expand and maximize current bakery operations at Multnomah Village location while exploring feasibility and need for a second location.*

Strategy 1: Continue to expand capacity at the Multnomah Village bakery location while building new opportunities and demand for products

Strategy 2: Continue to expand capacity for our “Pipeline to Employment” paid baker transition program

Strategy 3: Increase diverse representation that reflects the local population at the intersection of disability and other minoritized identities

Strategy 4: Create a plan and evaluation method for determining the need for and feasibility of a second location

Priority Area 2: Supporting Programs

Three-year vision: *Create appropriate and relevant programmatic offerings that provide auxiliary support needed by program participants.*

Strategy 1: Determine the appropriate types and levels of auxiliary support to be provided by Sarah Bellum’s directly

Strategy 2: Build partnerships with other community and healthcare organizations to provide participants with support that falls outside of Sarah Bellum’s direct services

Priority Area 3: Staffing

Three-year vision: *Sarah Bellum’s will have a sustainable staffing structure that includes a full-time Executive Director and additional positions that support the ongoing capacity building of the organization.*

Strategy 1: Hire a full-time Executive Director

Strategy 2: Create a staffing plan for sequencing and hiring additional staff positions

Priority Area 4: Development (Revenue)

Three-year vision: *Build a diverse revenue stream that includes both business and philanthropic revenue to support existing and expanded bakery and program services.*

Strategy 1: Expand revenue from direct sales and wholesale contracts by 15% over baseline

Strategy 2: Diversify revenue by continuing to build philanthropic revenue

Priority Area 5: Marketing & Communication

Three-year vision: *Become the “go-to” place in the community for adults with ABI and for cupcakes & baked treats.*

Strategy 1: Expand targeted marketing and communication strategies to build brand recognition for both recruitment of adults with ABI and expanded bakery sales

Priority Area 6: Board Development

Three-year vision: *Continue to grow the Board while refining board roles to be more focused on strategic and fiduciary responsibilities and less on day-to-day operations and logistics.*

Strategy 1: Grow the Board to between 7-9 members with diverse skills and ABI representation

Strategy 2: Create a Board development plan that includes refinement of board expectations, as well as ongoing training and development opportunities to help board members fulfill their roles and responsibilities

Priority Area 1: Bakery Operations

Three-year vision: *Expand and maximize current bakery operations at Multnomah Village location while exploring feasibility and need for a second location.*

Strategy 1: Continue to expand capacity at the Multnomah Village bakery location while building new opportunities and demand for products.

Description: Our small bakery space is limited in capacity to 2 adults with ABI at a time in the Front of House (FOH) and 4 adults with ABI at a time in the Back of House (BOH). We are also limited by storage capacity and operational capacity of our mixers and equipment. In order to accommodate growth in sales, new wholesale contracts, special orders, and new bakery items, we could expand to a maximum of 6 days/week in the FOH and two shifts/day, 6 days/week in the BOH. This will allow us to serve up to 72 adults with ABI in a given week at maximum capacity. With this growth, we will need to be sure to also increase and stabilize the infrastructure (managers, volunteer helpers, equipment, storage).

Action Items	Who	Outcomes/Metrics	Completion by
Stabilize post-pandemic expansion to 24 weekly BOH baking shifts	BOH Managers	1 shift per day (10am-2pm), 4 bakers/shift, 6 days/week	December 2023
Stabilize post-pandemic expansion to 18 weekly FOH baking shifts (1 half-day, 4 full days)	FOH Managers	1-2 shifts per day, 2 volunteers/shift, 5 days/week	December 2023
As demand/need increases, expand to 36 weekly BOH baking shifts	BOH Managers	Add evening shifts (3pm-8pm), 4 bakers/shift, 3 days/week	December 2024
Expand to 20 weekly FOH baking shifts (5 full days)	FOH Managers	2 shifts per day, 2 volunteers/shift, 5 days/week	December 2024
As demand/need increases, expand to maximum capacity of 48 weekly BOH baking shifts	BOH Managers	Add evening shifts (3pm-8pm), 4 bakers/shift, 6 days/week	December 2025
Expand to 24 weekly FOH baking shifts (6 full days)	FOH Managers	2 shifts per day, 2 volunteers/shift, 6 days/week	December 2025

Strategy 2: Continue to expand capacity for our “Pipeline to Employment” paid baker transition program.

Description: Introduced in May 2022, we began offering part-time, paid employment for 6 baker positions. Lack of services and supports for adults with ABI means a gradual RTW approach is needed. Over 12 months, we partner with bakers with ABI to build transferable skills, connect with Benefits Counselors and Vocational Rehabilitation Counselors to assist participants to transition out of the bakery program to integrated, competitive employment that meets their RTW goals. We will track maintenance, supports, and retention for up to 5 years.

Action Items	Who	Outcomes/Metrics	Completion by
Clarify policies & procedures to distinguish volunteer and paid baker positions, pathways, goals, and program	Board	Policies & procedures documents, Clear Roles & Responsibilities delineations	December 2022
Stabilize and evaluate pilot Pipeline to Employment pathway program for 6 baking shifts	Director	Assessment report describing feasibility, needs, curriculum, and job placement results	June 2023
Assess for readiness to expand Pipeline to Employment pathway program	Director	Depending on pilot program results	December 2023

Strategy 3: Increase diverse representation that reflects the local population at the intersection of disability and other minoritized identities.

Description: We serve adults with disability due to ABI. Our bakery program is located in SW Portland, and is comprised primarily of adults with ABI who are white males. We value equity, inclusion, and justice, and aim to increase our recruitment and retention of adults with ABI from other minoritized and historically under-represented communities at the intersection of disability and other identities. As we increase diverse representation within our program, we will continue to maintain a cultural humility lens as we grow, learn, and welcome adults with ABI from different and diverse backgrounds with different and diverse needs.

Action Items	Who	Outcomes/Metrics	Completion by
Develop relationships with other non-profit organizations in the Portland metro region who serve adults from historically under-represented groups (e.g., race, ethnicity, sexual orientation, gender identity/expression, veteran status)	Board, Managers, Volunteers	Ongoing communication, outreach, and education with at least 10 different organizations	December 2023
Increase recruitment of adults with ABI who also identify at the intersection of other historically marginalized communities (e.g., race, ethnicity, sexual orientation, gender identity/expression, veteran status)	Board, Managers, Volunteers	Increase representation of non-white, male adults with ABI from 20% to 30%	December 2024

Strategy 4: Create a plan and evaluation method for determining the need for and feasibility of a second location.

Description: If we can stabilize this growth and maximize the current capacity, that would justify expansion to a second location on the east side of Portland.

Action Items	Who	Outcomes/Metrics	Completion by
check in with the organization leadership to determine current state of interest in exploring second location	Board	Consider opening a second location in North or Northeast Portland to increase equitable access for adults from minoritized communities	December 2025

Priority Area 2: Supporting Programs

Three-year vision: Create appropriate and relevant programmatic offerings that provide auxiliary support needed by program participants.

Strategy 1: Determine the appropriate types and levels of auxiliary support to be provided by Sarah Bellum's directly.

Description: ABI impacts many different aspects of one's life. Successful community re-engagement and return-to-work requires a multi-faceted approach to supporting many needs after ABI.

Action Items	Who	Outcomes/Metrics	Completion by
Conduct a needs assessment to determine what other services, supports, accommodations, and/or training adults with ABI need in our local community in order to re-engage in the community and return-to-work	Director	Mixed methods evaluation (survey, interviews, focus groups) leading to specific recommendations	December 2023
Explore feasibility and partnerships with other organizations to support identified needs	Director		December 2024

Strategy 2: Build partnerships with other community and healthcare organizations to provide participants with support that falls outside of Sarah Bellum's direct services.

Description: This strategy will depend on the results of the needs assessment. We will be sure to integrate and include participants with ABI directly into this strategy.

Action Items	Who	Outcomes/Metrics	Completion by
(as indicated by needs assessment)		Create Outreach Coordinator position? Case manager role?	December 2025

Priority Area 3: Staffing

Three-year vision: Sarah Bellum's will have a sustainable staffing structure that includes a full-time Executive Director and additional positions that support the ongoing capacity building of the organization.

Strategy 1: Hire a full-time Executive Director.

Description: Our program to date has run on the good-will of our Founding Director who volunteers more than 30 hours/week to sustain the program and operations. Duties include operational oversight, scheduling and logistical operations, volunteer onboarding, order and sales management, bookkeeping, vocational coordination, educational outreach, grant writing, donor management, fundraising, student externship oversight, and inventory/ordering oversight. A dedicated, full-time ED position is needed to sustain the organization moving forward. In order to hire this position, we will need to also seek sustainable, diversified revenue to fund this position.

Action Items	Who	Outcomes/Metrics	Completion by
Develop a job description and clarify roles and responsibilities of the Executive Director position	Board	Job description ready	December 2022
Secure initial funding for the ED position	Board	Funding in place	October 2023
Advertise, interview, and hire an Executive Director	Board	Outcome: hire an ED	December 2023
On-board and transfer administrative duties to the Executive Director	Rik	ED takes over executive responsibilities as Rik fades out	May 2024
Annual review of ED	Board	Positive annual review	December 2024

Strategy 2: Create a staffing plan for sequencing and hiring additional staff positions.

Description: Sustainable growth that supports adults with ABI in their community re-integration and return-to-work pursuits, along with programming expansion and needs, requires strong infrastructure and support. The Board currently volunteers to assist in a variety of operational roles, but long-term sustainability will require qualified staff to oversee programs and duties on a regular basis, on-site at the bakery.

Action Items	Who	Outcomes/Metrics	Completion by
Conduct a needs assessment to determine priority of additional executive staffing needs (e.g., Marketing, Development, Fundraising, Grant Writing, Outreach/Education, Vocational Rehabilitation, Equity & Inclusion, Human Resources)	Board	Mixed methods analysis with key stakeholders	December 2024
Develop job descriptions for identified, priority positions	Board	Job description(s) ready	May 2025
Establish a funding mechanism to support any new executive staffing positions	ED	Funding in place	December 2025

Priority Area 4: Development

Three-year vision: Build a diverse revenue stream that includes both business and philanthropic revenue to support existing and expanded bakery and program services.

Strategy 1: Expand revenue from direct sales and wholesale contracts by 15% over baseline.

Description: Direct sales revenue is a critical income source to fund and sustain program expenses. To date, direct sales have not been able to sustain the full program costs. Any program expansion will require additional revenue. We currently offer direct retail sales in our shop (open 4.5 days/week currently) and have three wholesale contracts (New Seasons, Wyrd Meadery, PlantedPDX). We offer conventional and GF/V options. We became Kosher Dairy certified in November 2021, and Kosher Pareve/Pas Yisroel certified in May 2022. We discontinued the paleo product line in October 2021 as we became kosher certified (too costly to maintain with kosher ingredients, and sales were not strong). We have not done any targeted advertising, market analysis, or new product development catering to various dietary restrictions.

Action Items	Who	Outcomes/Metrics	Completion by
Re-establish post-pandemic baseline of revenue from direct sales in the retail shop through direct sales and special orders.	Director	We re-established pre-pandemic operations in April 2022. Calculate monthly averages of direct retail sales from April thru December 2022.	December 2022
Expand revenue from direct sales in the retail shop through direct sales and special orders by 15%. Engage in targeted marketing, website development, Google analytics, and market analysis to develop new products and strategies to increase sales.	Director, Managers	Show growth in annual sales revenue	December 2023
Expand revenue from wholesale contract sales by 15%. Engage in targeted marketing to develop and engage new wholesale contracts; coordinate with program expansion to increase operations as demand increased.	Director, Managers	Show growth in annual sales revenue	December 2023
Revisit and establish annual growth goals	ED, Board	Set annually	(annually)

Strategy 2: Diversify revenue by continuing to build philanthropic revenue.

Description: Retail and wholesale sales alone will not sustain operations or allow for strategic program growth. Diversified revenue sources are critical infrastructure to support our strategic growth. Along with these efforts, we need to raise the funds to build the operational and staffing infrastructure to support sustainable growth.

Action Items	Who	Outcomes/Metrics	Completion by
Secure \$5,000 for AY 2022 in annual corporate sponsorships. Establish a process for corporate sponsorships at various levels of support.	Board	Establish levels; secure funding	December 2022
Secure \$65,000 for AY 2022 in revenue from individual donations and fundraising.	Board	Secure funding	December 2022
Create a Development Plan for expanded, diversified revenue, including donor engagement & retention strategies	Board	Development plan in place	December 2023
Establish contracts with the Oregon Office of Vocational Rehabilitation Services (OVRs) to fund return-to-work efforts at the bakery program. Efforts are slow and ongoing to establish this relationship.	Director	Contract secured with OVRs.	December 2023
Secure grant funding from charitable foundations to fund the ED position.	Grant writing committee	Secure three years of funding to phase in the new ED position.	December 2023
Increase annual corporate sponsorships to \$10,000	ED	Secure funding	December 2024
Increase annual revenue from individual donations and fundraising by 15% each year.	ED	Secure funding	(ongoing)

Priority Area 5: Marketing & Communication

Three-year vision: Become the “go-to” place in the community for adults with ABI and for cupcakes and baked treats.

Strategy 1: Expand targeted marketing and communication strategies to build brand recognition for both recruitment of adults with ABI and expanded bakery sales.

Description: We have not yet had anyone in the organization with marketing expertise, so this is a prime opportunity to expand our outreach and brand recognition. Increased recognition can help drive sales, contributions, and referrals.

Action Items	Who	Outcomes/Metrics	Completion by
Engage Project World Impact to implement and manage the Google Ad grant and develop targeted advertising/marketing campaigns (social media, traditional media).	Board	Raise \$5,000 to be able to engage PWI for 12 months	December 2023
Engage formal outreach coordination efforts with partner organizations in the greater community to increase recruitment of adults with ABI from other historically marginalized communities.	Board	Increase recruitment by 10%	December 2024
Build brand recognition by engaging in community events.	Managers	Increase sales traffic to the bakery shop by 15%	December 2024
Develop new relationships with catering or other wholesale companies for expanded wholesale sales.	Managers	Increase wholesale sales by 15%	December 2025

Priority Area 6: Board Development

Three-year vision: Continue to grow the Board while refining board roles to be more focused on strategic and fiduciary responsibilities and less on day-to-day operations and logistics.

Strategy 1: Grow the board to between 7-9 members with diverse skills and ABI representation.

Description: Currently, the Board has 5 active members with expertise in brain injury rehabilitation, accounting, legal, and community connections. We have identified the following as areas of need for additional Directors: lived experience with ABI (survivor and/or family member), BIPOC representation, and expertise in at least one of the following: marketing, bakery operations/sales, fundraising, donor management/connections, vocational rehabilitation, human resources). The Board should be less involved as volunteer operations/logistics volunteers and more involved in higher-level direction, strategic planning, and community engagement.

Action Items	Who	Outcomes/Metrics	Completion by
Add one new Board member with lived experience or expertise in marketing, business, or fundraising.	Board	1 new Director	December 2022
Add up to two new Board members with targeted expertise.	Board	2 new Directors	December 2023
Evaluate need for additional Directors or expertise, development/educational needs	Board	(evaluation reports)	(ongoing)

Strategy 2: Create a Board development plan that includes refinement of board expectations, as well as ongoing training and development opportunities to help board members fulfill their roles and responsibilities.

Description: We have started small, with “boots on the ground” Directors committed to the success of this program. As we grow and hire executive staff to take on logistical daily operations, the Board needs structures in place to fulfill its fiduciary duties and strategic oversight. Implementing formal policies and procedures and expanding use of committees can assist with this growth.

Action Items	Who	Outcomes/Metrics	Completion by
Review and update Bylaws as needed	Board	Bylaws update	July 2022
Develop formal policies & procedures for the Board (expectations, procedures, roles & responsibilities, reporting/communication, orienting new Directors)	Board	P&P documentation	October 2022
Develop a written self-assessment evaluation form for Directors as part of annual re-orientation	Board	Self-assessment form	December 2022
Evaluate need for development/trainings	Board	(ongoing assessment)	(ongoing)
Engage committees as needed	Board	(ongoing assessment)	(ongoing)