LAUNCHING A TEACHING KITCHEN & BECOMING A MEMBER

A CATALYST KITCHENS TOOL KIT

2023
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Catalyst Kitchens 2023
Tool Kit Overview

Purpose
The purpose of this guide is to centralize information and take you through the process, from start to finish, of how to launch a workforce development model in food service. The goal is for your organization to adopt the model and go on to join the Catalyst Kitchens network!

Audience
The primary audience of this guide is “inspired citizens” - organizations, groups, or individuals who are passionate about developing and launching a workforce development program in the food service industry. From passionate individuals with big ideas to seasoned food service professionals who want to give back to their communities to nonprofit organizations who want to expand job training and hunger relief operations, this guide will help take you through the process of planning and developing your workforce development model.

Directions
This guide provides a step-by-step process to assess and develop your organization and training program. Enter the guide at the step that aligns with your organization’s progress. For example, if your vision is still in concept, enter the guide at Step 1. However; if you’ve already made progress on your organization and program development, enter the guide at a later step.

Catalyst Kitchens Membership
While the intention of this guide is to help you through the process of setting up your organization and program, it does not give you the perfect time to join the network. The Catalyst Kitchens network can provide you with support and resources at every step of the journey of building your organization; however, membership happens at different times for different organizations. Starting a job training program and food service organization is time and resource intensive and we know that it might be too early in your process and funding journey to join as a member. We’ve included Step 8 to let you know the point in your development process when we think you should join in order to best leverage the Catalyst Kitchens network.
Step 1: Understanding the Unmet Need in Your Community

Identify the Problem to Solve and Who to Serve

The first step in the process is having a clear understanding of the problem you’re trying to solve in your community. This step is intended to help you reflect on why a workforce development program is needed and which barriers you hope to help your students overcome. By focusing on specific groups of people who need support, such as individuals that are experiencing re-entry, are unsheltered, or are in recovery, you can tailor your program and services to best utilize your resources and meet your community’s needs.

Understand Your Community Landscape

Your organization should research what organizations are currently operating in your community, what their goals are, the population they serve, and the services they provide. If there are organizations that are already working in the space you’re interested in, it could be advantageous to collaborate with the existing organization rather than create a new organization that could offer overlapping services or divide the available funding. If there are no organizations solving the problem you’re interested in or serving the population you want to help, this could be an opportunity for you to start your own organization to utilize community resources and meet community needs.

Are There Resources Available in Your Community?

When considering whether or not to launch a workforce development program, your organization should audit the existing resources in the community. Resources include: launching a program within an existing organization, access to a commercial kitchen, access to funding from friends, family, investors, or partnership with an existing nonprofit organization or religious institution. While these resources are not required, any existing resources and help can accelerate launching a program.

Considerations

- What is the problem you are trying to solve?
- Who is going to be your target audience for the program? What population do you want to serve?
- Does something like this already exist in my community? Does it serve the same population that your organization wants to serve?
- How will you serve the community differently than existing options?
- Check Catalyst Kitchen Member’s Map at catalystkitchens.org
- What are your existing resources and what will you need to invest in yourself?
Useful Resources

- Starting a Nonprofit & Fiscal Sponsorship — 501 Commons

MEMBER EXAMPLE: Community Landscape Collaboration
Emma’s Torch, a Brooklyn-based member of the network, had the opportunity to expand to Washington DC. Model Member DC Central Kitchen was already well established in the area, but saw that Emma’s Torch was both serving a separate population and running a type of social enterprise that would not conflict with their mission or programs. The two organizations collaborated, shared resources, and shared contacts during the “Understand your Community Landscape” phase of this project, and both emerged stronger, with more collaborative partners in the community.

Already affiliated with an established non-profit? If so, then go ahead and jump to Section 4!

Step 2: Defining a Mission, Vision, and Values

Create a Mission Statement
A mission statement describes your organization’s unique purpose. The statement should communicate why your organization exists, who it serves, and how it serves them.

- Mission Statement: Community Kitchen Pittsburgh

Create a Vision Statement
A vision statement is an audacious goal that is possible to achieve at some point in the future. A vision should be measurable, tangible, and evoke passion.

- Vision Statement: Project Feast

Create a List of Values
An organization should have 3-5 core values that they are deeply committed to. The values should be verb-based and memorable so team members can take into consideration as they make decisions.

- Values: DC Central Kitchen
Considerations

- What are your goals as an organization?
- Your decisions moving forward should be based on your mission, vision, and values
- Write down and save your mission, vision, and values and share it with future partners, employees, and students

Useful Resources

- Building A Strategic Framework: Mission, Vision and Values - MANP.
- Mission, Vision, and Values | Principles of Management

Step 3: Determine Your Organizational Model

Nonprofit or For Profit

If you are starting a new organization, the first step is determining whether to be a nonprofit or a for profit organization with a social mission, such as a social purpose corporation. Of the 90 Catalyst Kitchens members, all have 501(c)3 status, and 1 additionally has Social Purpose Corporation status under which their business operates. Both have various advantages and disadvantages, highlighted below, but overall the fundraising advantages offered by traditional nonprofit structure are often essential to this model.

<table>
<thead>
<tr>
<th>Nonprofit Organization</th>
<th>Social Purpose Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can pursue their own mission</td>
<td>Can pursue social purposes alongside earning profit</td>
</tr>
<tr>
<td>Can receive donations and grants</td>
<td>Eligible to raise funds through investing and small business loans and grants</td>
</tr>
<tr>
<td>Cannot distribute profits to members, officers, and others</td>
<td>Does not necessarily have to report to a board so leader is decision maker</td>
</tr>
<tr>
<td>May be eligible for 501(c)(3) tax-exempt status</td>
<td>Required to post an annual report about their efforts to achieve social purposes</td>
</tr>
</tbody>
</table>


Starting a Nonprofit Organization

There are a number of key steps to take to start a nonprofit organization, with many resources available below and online. After taking the previous steps in this guide, you must recruit and select individuals to serve on the board of directors. Best practice is to have
board diversity of both personal identities and backgrounds in addition to diverse professional fields. Generally the IRS requires a minimum of three directors to create a nonprofit. Additionally, you must draft both Articles of Incorporation and Organizational Bylaws, and have your board approve them at a formal organizational meeting. Finally, you must file a Form 1023 with the IRS to be formally incorporated federally, and follow state-specific requirements to incorporate in your state.

Considerations

● What is the final goal of your organization?
● Who should be the final decision maker?
● Tax differences between nonprofit and for-profit organizations

Useful Resources

● Types of Nonprofits: Everything You Need to Know
● About Form 1023, Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code
● Forming and Maintaining a Nonprofit - State by State Guide - Foundation Group®
● Nonprofit AF - Vu Le
● Business Entity Comparison Chart
● Alternative Models:
  ○ Benefit Corp vs. Soc https://nonprofithub.org/jargon-free-guide-l3c/cial Purpose Corp | SPZ Legal
  ○ Low-Pro www.lowprofit.org
  ○ How to Be a Nonprofit Co-Op
  ○ Pay what you can
  ○ Open, Participatory Leadership: Beyond Transparency
  ○ The Road Less Traveled: Establishing the Link between Nonprofit Governance and Democracy - Non Profit News
  ○ Four Models Breaking from the Non-Pro www.4models.org

Step 4: Organizational Goals and Design

Define Goals for Programs and Services

As you design your workforce development program, assess which programs and services you’d like to offer and how they will help you reach your goals. The best place to start when defining your goals is thinking about the different people who will be impacted by your
decision making. You will need to account for sourcing people to join the training program cohorts, determining who your kitchen is serving, and staffing your organization.

When designing the program, reflect on what types of curriculum and teaching style you’d like to adopt. Your organization should consider a plan for how to teach both culinary and soft skills to prepare trainees for the workforce. You should think about the types of wraparound services your members might need to ensure their success in the program. Depending on the age group, different kitchen and cooking models might be more appropriate for development. For example, cafes are typically a good model for youth, while back of house work or recipe development might be better suited for adults. In addition, identify how you’d like your kitchen to service the broader community. Starting a cafe caters to a different population than focusing on hunger relief efforts.

You will also want to think about the type of staff you’ll need to launch the program and the culture of the team. Depending on the above goals, you will want to ensure that your staff has the necessary skills to make the program a success. You will also want to ensure that your staff is aligned to your mission, vision, and values. Students in workforce development programs have different responsibilities, needs, and perspectives so you’ll want to make sure that your staff is prepared for and aligned with your vision of training and support.

**Considerations**
- Who is your ideal member of the workforce development program? What is their estimated age range? What are their most prominent barriers to entry?
- What type of wraparound services, if any, do you want to provide? If you can’t provide wraparound services at first, would you want to provide them later on?
- How is your kitchen serving the broader community (i.e. through a coffee shop, hunger relief initiatives, etc.)?
- How much staff do you want? What skills are required? What type of culture do you want to build within your team?
Step 5: Design Workforce Development Program

Program Design
There are many facets of designing a workforce development program such as student recruitment, the structure of the curriculum, wraparound services, length of the program, and size of the cohort. Each of these decision points should optimize for improving outcomes for the members of the program.

Active Kitchen Design
Designing and building an active kitchen can be a technical task, but there are many resources available so that you don’t need to do it alone. The first question is whether your organization has, or will have, access to a kitchen or if you’re starting from scratch. If you already have access to a kitchen, then it would be ideal to repurpose existing equipment for your program. If you are starting from scratch, then it’s critical to create a space that suits both your current and possible future needs.

Factors like how many students will be in the program can determine the size of the space, the type of food served will influence which equipment is necessary, and where students will take more academic coursework may require something similar to a classroom.

Once you have a sense of the space, then you will need to fill it with a variety of items. Catalyst Kitchens suggests accounting for equipment for cooking, packaging, refrigeration, smallwares, and storage, along with food items, cleaning supplies, and apps.

While this might feel overwhelming at first, Catalyst Kitchen is here to support you along the way. If you need additional support with kitchen design then we suggest reach out to our member Jeff Bacon.

Regulations/Certifications
As you design your program, your organization should make sure that your plans for the kitchen, staff, and students will be able to meet all regulations and receive all required certifications. Different countries, states, and municipalities have different requirements for food handlers and people who work in food service. Your organization should research this information to ensure that your program will run smoothly and be able to offer your students what they need in order to work safely and become attractive applicants for job placement.

Partnerships
As you design your program, your organization should start to think about potential vendors, avenues for recruiting your target population for students, and the development of
relationships with local food service employers for job placement. At this stage, your organization does not need to formalize any specific partnerships. Typically, Catalyst Kitchens members work with a mix of local, regional, and national vendors. Your membership with Catalyst Kitchens will give you access to exclusive discounts with partnered vendors. See the full list of discounts here:

Useful Resources

- What is Workforce Development? — The Work First

Step 6: Create a Business Plan

Catalyst Kitchens members all have kitchens that actively produce food for customers. For some, that is meals made with donated food and given freely to their community, meals on wheels for seniors, or school lunches and snacks made for children who might otherwise go hungry. For many others, it is complex social enterprise such as catering, fine dining restaurants, retail products, or more. Whatever your concept for your kitchen, you will want to operate your production with a clear plan, systems, and budgets.

Financial Plan and Projections

Estimate the initial budget for equipment and rent you need to spend to satisfy your goals defined in step 4. Start by creating a list of equipment you will need, do market research about different prices, and a location budget rent. Create a projection of future revenue and expenses stream for the next five years (the number of years could change according to your organization's expectations). For each service and product that you will provide, you must estimate quantity per year and price. Create a list of goods and services you will need to operate and quantify the cost per year. Subtract cost to revenue to quantify your final result projection per year.

Sample Double Bottom Line (Social Enterprise Business & Programs) Budget Template

Location Selection

There are several aspects you need to consider when you are choosing your location. The location should be accessible for future students, allow your organization to have easy access to food, and provide services to your customers. Additionally, the space should be big enough to accomplish all the program and service goals defined in step 5, and you should control what is the budget for a location you have.

Marketing Plan

Define in a document how your organization will generate leads and reach its target audience to accomplish its goals. For this reason, you should clearly define your customer's
segment, what are the best places and ways to reach them and what are the main messages you want to communicate.

**Model Member Resource: Social Enterprise Marketing Plan — Homeward Bound of Marin**

### Considerations
- Consider partnerships if you have limited experience in marketing, finance, or real estate.
- Where and how your target audience could be reached?
- For financial projections take into consideration that it could take some time to operate at full capacity.
- Use your more conservative financial projections and plan for future contingencies.
- Will students be able to arrive at your location? Walking distance to relevant other locations for them? Public transportation?
- Prepare an approximate budget before starting looking for locations.
- Consider possible regulatory requirements that your space must fulfill.

### Useful Resources
- What is a Marketing Plan and How to Create One [20+ Templates]
- A step-by-step guide to build a personal financial plan | Principal
- 10 Things to Consider When Choosing a Location for Your Business

### Step 7: Source Funding and Grants

Identifying funding streams is necessary to ensure both the short-term and long-term success of your organization’s efforts. Regardless of your organizational model, there are multiple sources of funding available to pursue. These funding streams differ between nonprofit and for-profit organizations but achieve the same goal of helping launch and sustain your programs and impact.

**Nonprofit Funding**

Fortunately, there are numerous opportunities for funding as a nonprofit, but it is important to source and identify the best options that fit with your mission, who you serve, and in what geographic area. Even before your organization is formally incorporated, your organization can receive funding through a fiscal sponsorship by an existing nonprofit. Individual donors, including family and friends, can provide quick flexible funding to get started. Local community foundations and private foundations can grant larger amounts of funding, but have more rigorous application and reporting requirements, as do large national funders. Each of these organizations have grant focus areas that may fit within the mission, and
some funding opportunities may be tempting to drift away from the mission, but be cautious of drifting too much. Often, it is helpful to seek advice and support from a grant writer, even a contracted grant writer found through Upwork or Fiverr, to understand which grants are feasible and worth pursuing.

<table>
<thead>
<tr>
<th>Fiscal Sponsorship</th>
<th>Use another nonprofit to receive donations for your organization before incorporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Funding</td>
<td>Individual donors, community foundations, private foundations</td>
</tr>
<tr>
<td>National Funding (U.S.)</td>
<td>Large foundations, individual donors</td>
</tr>
<tr>
<td>Government Grants</td>
<td>Food-specific grant programs, workforce development grants, etc. at the state and national level</td>
</tr>
</tbody>
</table>

**Funding for For-Profit Entities**

Similar to nonprofits, organizations registered as a social purpose corporation or another alternative social impact model must identify initial streams of funding to get started. This could be in the form of investment from friends and family, or via formal fundraising avenues. One option is finding startup funding through angel investors, though these investors typically seek ownership in the organization in exchange for investment. Another option is seeking a traditional small business loan. An opportunity that specifically aims to support businesses with a social mission is social financing, including mortgage loans, construction loans, equipment loans, and working capital lines of credit. There may also be government funding at the federal, state, or local level that helps subsidize the cost of starting a business, depending on the location, ownership, and your business and program goals.

**Ask Catalyst Kitchens for a Letter of Support**

In early grant applications, some organizations have leveraged a letter of support from Catalyst Kitchens for credibility of a newly created workforce development program. The letter of support includes information on the national model, including data and outcomes to highlight the benefits of such a program for your community, and how your work will be amplified through involvement in the Catalyst Kitchen Network. At the point of requesting support, part of the funds you are pursuing should be earmarked to pay for your first year of membership dues to join the Catalyst Kitchens Network.

While not a guarantee, many members of the network have found early fundraising success and support from community foundations and local economic development funds. Additionally, Catalyst Kitchens partners with the Jacques Pepin Foundation to provide up to four (4) membership scholarships annually to organizations in need. Should your
organization be interested in this opportunity, please contact the Catalyst Kitchens team online or via email.

Considerations
- What funding provides maximum investment and flexibility for your program?
- Can you work with experts (e.g. grant writers) to expedite the fundraising process?
- Be mindful of reporting requirements that come with grant funding, and set reminders for submitting final reports.
- Seek both program-specific funding and organizational funding, though not typically in the same request

Useful Resources
- Social Financing through RSF
- Jacques Pepin Foundation
- Grant Watch
- Workforce Development funding opportunities through U.S. Dept. of Labor
- USDA Funding Opportunities
- Small Business Association - How to Fund Your Business
- Funding Opportunities
- Community Foundation Locator

Step 8: Leverage the Experience of the Catalyst Kitchens Member Network

Membership Benefits
If you haven’t done it yet, now would be the perfect moment to join the Catalyst Kitchens network. Once you have a clear picture of your goals and funding resources available, your organization can leverage the Catalyst Kitchen network to build your program. Your membership includes exclusive access to educational resources to provide your program a foundation of knowledge and support that will grow your community impact as well as access to other resources like vendor discounts to decrease your operating costs and increase the value of your student training program. To become a member, reach out to info@catalystkitchens.org or check our webpage catalystkitchens.org.

Network of Your Peers
The Catalyst Kitchen’s network is full of organizations and leaders who have successfully implemented a workforce development program. Your membership in the network allows
your organization to connect with fellow leaders in the space formally through organized events and informally through introduction and connection. After you’ve joined the network, we encourage you to search through our staff and member directories, reach out to other members of the network that are serving similar populations, have built similar kitchens, have implemented similar programs, or who might be located in your region. The Catalyst Kitchens staff can also do that research for you, and help make direct connections with fellow members who have the knowledge and experience to help you with your next steps. Conversations with other member organizations give you and your team the opportunity to connect with peers and experts and learn from their past experiences.

**Considerations**
- Have I identified an unmet need in my community?
- Do I have a clear mission, vision, and values?
- Have I chosen an organizational model and incorporated it?
- Have I conceptually designed a program that aligns with Catalyst Kitchens member organizations?
- Do I have a viable business plan?
- Have I sourced enough funding and grants to afford membership and move towards implementing my concept?

**Useful Resources**
- Sign-Up Page: Learn More about Catalyst Kitchens Membership
- Membership Benefits: Build Your Program’s Capacity | Catalyst Kitchens
- Network Benefits: Connect With Your Community | Catalyst Kitchens
- Member Map: Member Map | Catalyst Kitchens

**Step 9: Program Operations**

**Utilize the Catalyst Kitchens Network**

As a member of Catalyst Kitchens, you get access to a suite of resources including the member network. Catalyst Kitchens members have gone through the process of designing and implementing workforce development programs in the food industry. They know what it takes to design a commercial kitchen, develop curriculum and a training program, and provide support to those who experience barriers to finding jobs in the food service industry. One of your biggest benefits to joining the network is getting connected to people and organizations who have gone through this process.
We encourage you to reach out to more experienced members and members who are serving similar populations in order to learn best practices. Additionally, our library of shared resources (in the member portal) can be a great place to start.

Another way a lot of people first get acquainted with other members is at our events. We hold 5 regional events in some years, and 1 national event in other years. Being among a community of peers in-person is one of the most powerful and positive experiences, but don’t take it from us, here are quotes from our members on “Why they attend Catalyst Kitchens events”:

- “Reconnecting with friends and collaborators and meeting all the new members”
  ○ James Hondros, FareStart
- “Networking and getting inspired, new ideas, better ways to do things”
  ○ Jen Flanagan, Community Kitchen Pittsburgh
- “Making connections and sharing innovations”
  ○ Matt Shapiro, Homeward Bound of Marin
- “Meeting other CK members and getting insights, strategies, and just the general camaraderie of people around the country doing the same work.”
  ○ Steve Higcon, Common Table Louisville
- “Apart from the valuable information I gathered from all the presentations I attended, I really enjoyed meeting like-minded people from all over the country. I am in awe of the work all the members are doing and feel extremely honored to be part of the Catalyst Kitchens network.”
  ○ Marisa Peña, Breadline Alaska

**Staff Hiring**

As you put together and expand your team, your organization should spend some time thinking about the type of structure your organization will have. This will influence the roles you’ll need to fill and inform your hiring process. After hiring, your organization will need to formalize a training and onboarding process that is tailored to your specific needs and community. Additional considerations include creating a career path and trajectory for the roles you’re hiring for and keeping in mind the structure and makeup of your board.

**Inventory Management**

Members of Catalyst Kitchen sometimes are established foodservice operations that are starting up a program. Sometimes they are established social service agencies that are taking their first foray into the world of foodservice. Sometimes they are starting both from scratch. In any case, strong systems for inventory, ordering, and menu management are a must.
Members hold a vast array of knowledge and experience, and at the point you are ready to start your business and install systems, we recommend you seriously consider joining the network to speak with your peers, and find out what systems are working best for the wide variety of kitchens, operations, and enterprises across the country. Once you are a member, the ability to reach out is always available to you through the Member Directory, or by reaching out to speak with the Catalyst Kitchens staff to request a connection.

**Graduate Placement and credentials**

Part of the success of your organization will depend on the percentage of graduate placement you will be able to accomplish. Build contacts with businesses inside your community to facilitate students to connect with future employers, and increase your program value. Being a member of the Catalyst Kitchens Network can also help you to certify your program to help graduates earn stronger credentials that translate to better pay and opportunities in the workforce. Catalyst Kitchens can assist with certification through nationally recognized industry leaders, establishing state-approved apprenticeship pathways, or setting up local accreditation with colleges, universities, and other school systems. Additionally, Catalyst Kitchen network could help your organization connecting you with previous organizations with similar needs.

**MEMBER EXAMPLES:**

- **Community Kitchen Pittsburgh:** 2,000-hour Department of Labor (DOL) Certified Apprentice Programs in Culinary, Baking, and Inventory Control.
- **Food Bank of Delaware:** The Culinary School is a 14-week program certified by the Delaware Department of Education.
- **Providence:** The Culinary Fundamentals Certificate program positions students to earn ACF Certified Fundamentals Cook (CFC) certification.
- **Cafe Reconcile:** Upon graduation from this paid training program, opportunity youth are offered scholarships to continue their education at Delgado Community College.
- **Food Link:** The 12-month Food Link Career Fellowship is an official New York State Registered Apprenticeship Training Program.

**Considerations**

- Ask questions to people who went through the same experience than your organization, helps to figure out problems in advance
- The success of your organization highly depends on your staff
- Make sure your staff is aligned with your mission, vision, and values
- Consider additional resources for students that want to open their own business
Useful Resources

- Network Benefits: Connect With Your Community | Catalyst Kitchens
- Member Map: Member Map | Catalyst Kitchens
- Guide on How to Build a Commercial Kitchen | Caesarstone US
- How to Find Good Employees for Your Small Business | Insureon
- 8 Steps for Hiring the Best Employees - businessnewsdaily.com

Step 10: Report Outcomes and Provide Feedback

Program Data and KPI Management

Members of Catalyst Kitchen are asked to share data with the Catalyst Kitchen team so they can leverage the collective impact of members and raise awareness to pursue funding and resources to sustain and grow member programs. Reporting these metrics to Catalyst Kitchen can help for example to raise more funding from outside sources or accessing more discounts from vendors. Some examples of KPIs are related wrap-around services, program design and performance, business and social enterprise performance, and hunger relief or other mission-related work. From this data we can better understand, capture, and share key performance indicators that can help improve all member organizations.

Peer Members in the network will also have recommendations on great data systems to utilize and set up in your program. These can vary in use depending on the population you serve, the types of funding you use, and the reports you need to generate. As with the recommendations for operations and inventory systems, reach out to your peers once you join to get the best insight!

Long Term Success and Impact

Catalyst Kitchens member organizations know this model of program works to support our clients in changing and bettering their own lives and launching careers. The Catalyst Kitchens Network helps members build up strong data tracking and alumni engagement practices. This allows members to help graduates with obstacles they may encounter 1, 2, or 10 years down the road, and empowers programs to tell the story of their graduates’ successes for years afterwards. Many members also engage in the long-term supports of helping graduates launch small businesses, or hiring graduates on to their own staff.
Join the Movement — Become a Catalyst Kitchens Member!

We'd love to work with you. For more information, [email us].