Pictured above; Root trainees in Salem, MA learn how to work with rough puff pastry dough during their 14-week culinary training program.
A Letter from the Executive Director

300 Lenora St
PMB 1166
Seattle, WA, 98121
206-565-9980

December 1, 2022

Members and Supporters

This has been a momentous year for the Catalyst Kitchens network. In January 2022, a group of members led the effort to take our network into new territory as an independent organization. We set off down this path, knowing that our members are our strength and that our collective knowledge and expertise can fuel our work into the future.

We have maintained an incredible network of programs and nonprofits around the country, allowing us to continue to do what we are best at - bringing together like-minded individuals to share their expertise and learn from each other to impact more lives and help people build lasting careers and futures.

I was lucky enough to move with this organization as it became independent, first as Interim Executive Director and now as the official ED. Benita Brisco also joined our team this year as the Director of Development, a brand new position and role for this organization.

The future of our network looks bright as we continue to grow and add new capabilities. We will continue to offer amazing events, discussions, and connections between members. We are rebuilding a team that will help us maintain industry-leading resources to excel at job training. We are collecting resources and expertise from members to offer all our members the tools they need to be leaders in their community and industry. We will continue to build on the fundraising we have done this year, intending to offer re-granted funds once again to all our members in 2023 and beyond.

Thank you for all that you do,

Justin Smith

www.catalystkitchens.org
Our renewed commitments

Starting in April, we recruited a Member Advisory Board to help reshape the way we approach the world and seek to create change. That amazing group led us in re-writing our mission, strategy, and values.

**Mission:**
Create a community of learning and resources dedicated to supporting individuals with barriers to employment to launch and grow careers.

**Strategy:**
We achieve this through a network of organizations that thrive and grow by sharing best practices, raising awareness, and advocating together for one another and their constituents. Network members support one another, and the movement of culinary skills training and workforce development as a whole.

**Values:**
- Diversity, Equity, and Inclusion
- Collaboration
- Collective Impact
- Empowerment
- Innovation

Catalyst Kitchens is a national network of social enterprise and non-profit organizations with teaching kitchens leading a movement to end joblessness through foodservice job training & social enterprise.

Pictured above: a graduate of Columbia Industries in Kennewick, WA poses with her newly earned chef coat.
Since 2011, the Catalyst Kitchens Network placed over 17,000 individuals experiencing barriers to employment in jobs, served over 120 million meals to their communities, contributed $392 million into their local economies.

**2021 Outcomes**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Graduates</td>
<td>1388</td>
<td>Every trainee we successfully move through a member program is a life changed through education and wrap-around services</td>
</tr>
<tr>
<td>Job Placements</td>
<td>1301</td>
<td>Self-sustainability is the greatest result we can achieve for our graduates. We saw average wages increase again in this year's outcomes to 125% of local minimum wage</td>
</tr>
<tr>
<td>Meals Served</td>
<td>23,555,083</td>
<td>A new high mark again in outcomes for our network. This level of production continues to be double our averages pre-pandemic.</td>
</tr>
<tr>
<td>Social Enterprise Revenues</td>
<td>$36,441,450</td>
<td>Our member enterprises are more diverse than ever, with more members producing retail products and investing in graduate entrepreneurship</td>
</tr>
</tbody>
</table>
MEMBERSHIP

There is now a Catalyst Kitchens member program in 35 states across the US, representing more than 80 different communities.

EXPANDING OUR NETWORK

The following new members joined us this year:
- Palm Beach County Food Bank
- Touch A Heart, Inc.
- Emma’s Torch
- Extraordinary Charities
- Homes for the Homeless
- New England Culinary Arts Training (NECAT)
- Project Feast
- Servant’s Heart
- The Moore Wright Group

The following members rejoined our network this year:
- Liberty’s Kitchen
- Transitions

RECOGNIZING EXCELLENCE

Members in our network excelling in all facets of our model attain the status of “Model Member” by hosting visiting staff and peer reviewers for an in-depth Standards Review. This year, Manna on Main Street and their Common Grounds Training Program (pictured above) achieved this goal with a grade of 92 out of 100. They join 14 other Model Members around our network.

Interested in becoming a member? Reach out!

- info@catalystkitchens.org
- www.catalystkitchens.org
- 300 Lenora St., PMB 116, Seattle, WA 98118
- 206-565-9980

Pictured below: Catalyst Kitchens staff and Manna on Main Street staff at their Common Grounds cafe.
Catalyst Kitchens made the strategic decision in 2022 to maintain a small operation while we created our new structure and wrote our plans and strategy for the future. With an Executive Director, Director of Development, and Member Leadership Board in place, we are ready for the next stage of our growth. Our overall budget ended just under $300,000.

With a clear plan for the future, Catalyst Kitchens will resume major activities in the year ahead. Below is a snapshot of our goals for staffing, funding, and finances. Our largest area of growth will be in grants to members, as we seek to be a fundraising engine for their collective work and impact. Fueled by these areas of growth, we hope to achieve a budget around $2M in 2023.
**Programs**

<table>
<thead>
<tr>
<th>Peer Connections</th>
<th>Our turn to independence was driven by the belief that our members have in each other, and our ability to share and spread expertise, program to program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDEA Groups</td>
<td>2022 Saw a new focus with IDEA groups, highlighting innovation within the network.</td>
</tr>
<tr>
<td></td>
<td>More than 150 member staff joined us across 6 months of conversations</td>
</tr>
<tr>
<td></td>
<td>16 different member innovations were highlighted</td>
</tr>
<tr>
<td>In-Person Regional Summits</td>
<td>We returned this year to in-person summits, hosting more than 50 members and guests at our Northeast and Northwest Summits</td>
</tr>
<tr>
<td></td>
<td>Guest speakers included USDA SNAP E&amp;T Reps, Dept. of Labor, Delaware Restaurant Association, and more</td>
</tr>
<tr>
<td></td>
<td>Members led sessions sharing about Trauma Informed Care, Case Management Strategy, Culinary Instruction, and Enterprise Growth.</td>
</tr>
<tr>
<td>New Vendors</td>
<td>This calendar year we added 3 new vendor discount partners, and 3 collaborative partners, including access to the Jacques Pepin video library.</td>
</tr>
<tr>
<td></td>
<td>New vendor partners for the network helped increase our member savings by several hundred thousand dollars, helping ease the bottom line for nonprofits still facing the remnants of the pandemic</td>
</tr>
</tbody>
</table>

This coming year will see a slate of 36 IDEA Group discussions featuring members, 3 Regional Summits, a new website and resource library, a National Summit, and much more to be announced throughout 2023.

*Pictured: Above, Northeast Summit  
Below, Northwest Summit*
STRATEGY
FOR 2023 AND BEYOND

Membership Goals:
Increase our reach to 40+ states
Continue to diversify by enterprise and program types

Future Plans for Resources:
New website development to house curriculums and kitchen resources from member collective
Addition of two new staff to steward resources and develop trainings:
- Director of Education and Training
- Director of Kitchen Innovation

Fundraising Goals:
Raise $10,000,000 over next 10 years
- Pass-through unrestricted funds to members
- Funding lines for enterprise development and staff expansion
LEADERSHIP

After a year of transition, Catalyst Kitchens has a clear direction for our future leadership - be member led and member driven. Our board will be made of staff from our member organizations, allowing their knowledge and expertise to always guide our decisions and keep the mission at the center of what we do.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kailey Baer</td>
<td>District Program Manager, Columbia Industries</td>
</tr>
<tr>
<td>Erin Bourgois</td>
<td>Director of Outcomes &amp; Evaluation, Farestart</td>
</tr>
<tr>
<td>Ben Dubow</td>
<td>Executive Director, Forge City Works</td>
</tr>
<tr>
<td>Monique Lopez</td>
<td>Chief Strategy Officer, UMOM New Day Centers</td>
</tr>
<tr>
<td>Keri Fisher</td>
<td>Program Director, Common Grounds Training Program, Manna on Main Street</td>
</tr>
<tr>
<td>Hector Mañon</td>
<td>Coordinator of Post-Secondary Certificate Programs, Arc Broward</td>
</tr>
<tr>
<td>Barbara Hughes</td>
<td>Executive Director of City Beet Kitchens, Project Renewal</td>
</tr>
<tr>
<td>Heather Martin</td>
<td>Senior Director Strategic Partnerships, Providence</td>
</tr>
<tr>
<td>Christie Ison</td>
<td>Executive Director, Food Jobs Work</td>
</tr>
<tr>
<td>Patrick McCune</td>
<td>Culinary Operations Manager, West Side Catholic Center</td>
</tr>
<tr>
<td>Paul Jensen</td>
<td>Associate Executive Director, Operations, Trenton Area Soup Kitchen</td>
</tr>
<tr>
<td>Anna McDermott</td>
<td>Sr. Director of Workforce &amp; Community Development, Food Bank of Delaware</td>
</tr>
<tr>
<td>Paul Fordham</td>
<td>Co-CEO, Homeward Bound of Marin County</td>
</tr>
<tr>
<td>Marisa Peña</td>
<td>Program Manager (Stone’s Throw), Bread Line, Inc.</td>
</tr>
</tbody>
</table>
MEMORIAM:
DAVID CARLETON, FOUNDER
CATALYST KITCHENS
MARCH 5, 1967- SEPTEMBER 6, 2022

David Carleton's visionary leadership started with a small organization called Kitchens with Missions. He understood the transformational power of social enterprise and job training and change lives and communities across the world. David's idea morphed and grew into Catalyst Kitchens in 2011 when it became the national initiative of Farestart, and now into it's own independent organization in 2022. In honoring his legacy, his family asked to share the following excerpts from Hotchkiss Magazine and a 2011 report on a Community Service award it had given David, which captures much of David's vision in his own words:

David began his career using his business background in the conventional ways...he worked in media, hi-tech funds and Internet technology for 15 years before choosing FareStart in 2003. However, it was years earlier that he realized he needed more meaning in his worklife. So he searched for ways to make a greater impact, and honed his management, business development and communications experience to social enterprise.

He was drawn to FareStart because, as a social enterprise, it combines what he termed the best of service and business approaches. “You know the saying: If you give a man a fish, you feed him for a day. If you teach him to fish, you feed him for a lifetime.” David founded Catalyst Kitchens as a way to replicate that success in other cities. “The vision was to take the impact we’re having in the Seattle region and grow it exponentially by sharing a good solid model, a proven model that works, and providing other organizations with a path to reach the same kind of success.” “Through food-service job training, and job placement in the food industry, folks go from having nothing, to having a career, to having a place to live. And we see this transformation happening every day.” “Training individuals as they work toward a better life... Self-generating business revenues, the profits from which go back to pay for the training services we provide... This is a complete circle – something that makes sense – and that’s where my passions and my enthusiasm come from.”

In 2022 we chose to rename the Catalyst for Change Award to honor the impact and legacy of David Carleton, long time supporter and champion of programs in this field everywhere, and established the Founder’s Fund to help us to grow our capacity to better serve our members. Many of our everyday practices in the network first originated with David and his plans for what he knew Catalyst Kitchens could become.

Pictured: Above, David in his home office.
Left, David receives an award for innovation on behalf of Catalyst Kitchens.
Below, a group photo from one of the first Catalyst Kitchens national summits that David hosted at FareStart in Seattle.
We couldn’t have done it without you

Individual Donors

Individual donors make our mission possible, and we would like to especially thank the following:

Megan Karch
Ursula Ingersoll
Lillian Sherman
Pavur Sundaresan
Alan Gevinson
Renee Martin
Cheryl Smith
Anne Nylander
Thomas Heinegg
Dan Johnson

A major thank you to the family of David Carleton for their help in setting up the Founder’s Fund to help ensure Catalyst Kitchens’ future sustainability.

Sustaining Partners

The Jacques Pépin Foundation supports free culinary and life skills training, through community based organizations, that helps individuals detached from the workforce gain confidence, skills, and employment in food service. They are both a donor to Catalyst Kitchens and many of our individual member programs.

Focusing Philanthropy believes extraordinary impact is possible if we focus on root causes, maximize leverage, act on solid information, and pool our efforts. We are honored to work with them to solve human challenges and harness the power of individual donors.

Toast.org is focused on creating a healthier, more sustainable and equitable world where people have enough nutritious and culturally relevant food to eat, where restaurant workers earn a living wage, where surplus food isn’t wasted, and where a diverse and inclusive restaurant community provides opportunity and generates impact.

Thank you to our Member Advisory Council

These members volunteered their time throughout 2022 to guide the organization, create new governance, and draft our future strategy, paving the way for our greater impact, and setting the stage for our new Member Leadership Board.

Paul Jensen, Trenton Area Soup Kitchen
Christy Moore, Opportunity Tulsa
Anna McDermott, Food Bank of Delaware
Delphia Brewton, Blessings Catering
Mary Kay Sweeney, Homeward Bound of Marin County
Cathy Kim, Hot Bread Kitchen
Jeff Griffin, Franciscan Center Baltimore
Marisa Peña, Breadline AK
Patrick McCune, West Side Catholic Center
Jessica Scannell, Foodlink
Judy Kern, West Side Catholic Center

Kerry Brodie, Emma’s Torch
Hector Manon, Arc Broward
Barbara Hughes, Project Renewal
Scott Dolich, Stone Soup PDX
Kailey Baer, Columbia Industries
Randy Chappell, Catholic Community Services of Utah
Beth Rocca, The Light House Bistro
Keri Fisher, Manna on Main Street
Gerald Duhon, Reconcile New Orleans
Becky McGuigan, Forge City Works
Shanita McAfee-Bryant, the Prospect KC

Support

Individual Donors

Megan Karch
Ursula Ingersoll
Lillian Sherman
Pavur Sundaresan
Alan Gevinson
Renee Martin
Cheryl Smith
Anne Nylander
Thomas Heinegg
Dan Johnson

Individual donors make our mission possible, and we would like to especially thank the following:

A major thank you to the family of David Carleton for their help in setting up the Founder’s Fund to help ensure Catalyst Kitchens’ future sustainability.

Sustaining Partners

The Jacques Pépin Foundation supports free culinary and life skills training, through community based organizations, that helps individuals detached from the workforce gain confidence, skills, and employment in food service. They are both a donor to Catalyst Kitchens and many of our individual member programs.

Focusing Philanthropy believes extraordinary impact is possible if we focus on root causes, maximize leverage, act on solid information, and pool our efforts. We are honored to work with them to solve human challenges and harness the power of individual donors.

Toast.org is focused on creating a healthier, more sustainable and equitable world where people have enough nutritious and culturally relevant food to eat, where restaurant workers earn a living wage, where surplus food isn’t wasted, and where a diverse and inclusive restaurant community provides opportunity and generates impact.

Thank you to our Member Advisory Council

These members volunteered their time throughout 2022 to guide the organization, create new governance, and draft our future strategy, paving the way for our greater impact, and setting the stage for our new Member Leadership Board.

Paul Jensen, Trenton Area Soup Kitchen
Christy Moore, Opportunity Tulsa
Anna McDermott, Food Bank of Delaware
Delphia Brewton, Blessings Catering
Mary Kay Sweeney, Homeward Bound of Marin County
Cathy Kim, Hot Bread Kitchen
Jeff Griffin, Franciscan Center Baltimore
Marisa Peña, Breadline AK
Patrick McCune, West Side Catholic Center
Jessica Scannell, Foodlink
Judy Kern, West Side Catholic Center

Kerry Brodie, Emma’s Torch
Hector Manon, Arc Broward
Barbara Hughes, Project Renewal
Scott Dolich, Stone Soup PDX
Kailey Baer, Columbia Industries
Randy Chappell, Catholic Community Services of Utah
Beth Rocca, The Light House Bistro
Keri Fisher, Manna on Main Street
Gerald Duhon, Reconcile New Orleans
Becky McGuigan, Forge City Works
Shanita McAfee-Bryant, the Prospect KC

Support

Individual Donors

Megan Karch
Ursula Ingersoll
Lillian Sherman
Pavur Sundaresan
Alan Gevinson
Renee Martin
Cheryl Smith
Anne Nylander
Thomas Heinegg
Dan Johnson

Individual donors make our mission possible, and we would like to especially thank the following:

A major thank you to the family of David Carleton for their help in setting up the Founder’s Fund to help ensure Catalyst Kitchens’ future sustainability.

Sustaining Partners

The Jacques Pépin Foundation supports free culinary and life skills training, through community based organizations, that helps individuals detached from the workforce gain confidence, skills, and employment in food service. They are both a donor to Catalyst Kitchens and many of our individual member programs.

Focusing Philanthropy believes extraordinary impact is possible if we focus on root causes, maximize leverage, act on solid information, and pool our efforts. We are honored to work with them to solve human challenges and harness the power of individual donors.

Toast.org is focused on creating a healthier, more sustainable and equitable world where people have enough nutritious and culturally relevant food to eat, where restaurant workers earn a living wage, where surplus food isn’t wasted, and where a diverse and inclusive restaurant community provides opportunity and generates impact.

Thank you to our Member Advisory Council

These members volunteered their time throughout 2022 to guide the organization, create new governance, and draft our future strategy, paving the way for our greater impact, and setting the stage for our new Member Leadership Board.

Paul Jensen, Trenton Area Soup Kitchen
Christy Moore, Opportunity Tulsa
Anna McDermott, Food Bank of Delaware
Delphia Brewton, Blessings Catering
Mary Kay Sweeney, Homeward Bound of Marin County
Cathy Kim, Hot Bread Kitchen
Jeff Griffin, Franciscan Center Baltimore
Marisa Peña, Breadline AK
Patrick McCune, West Side Catholic Center
Jessica Scannell, Foodlink
Judy Kern, West Side Catholic Center

Kerry Brodie, Emma’s Torch
Hector Manon, Arc Broward
Barbara Hughes, Project Renewal
Scott Dolich, Stone Soup PDX
Kailey Baer, Columbia Industries
Randy Chappell, Catholic Community Services of Utah
Beth Rocca, The Light House Bistro
Keri Fisher, Manna on Main Street
Gerald Duhon, Reconcile New Orleans
Becky McGuigan, Forge City Works
Shanita McAfee-Bryant, the Prospect KC

Support

Individual Donors

Megan Karch
Ursula Ingersoll
Lillian Sherman
Pavur Sundaresan
Alan Gevinson
Renee Martin
Cheryl Smith
Anne Nylander
Thomas Heinegg
Dan Johnson

Individual donors make our mission possible, and we would like to especially thank the following:

A major thank you to the family of David Carleton for their help in setting up the Founder’s Fund to help ensure Catalyst Kitchens’ future sustainability.
Our network is made possible by the sustained efforts of our members, staff, donors, philanthropic partners, collaborative partners, vendors, volunteers, and more.

Our network exists to serve those who need a path to lift themselves out of poverty. It is through their hard work that our results are achieved, we are humbled to be witnesses to their greatness.

We believe in the power of food and the hospitality industry to transform lives.

As a network and a community, we know we are stronger together.

Sincerely,
The Catalyst Kitchens Team

We thank you for your continued support of our mission.

Catalyst Kitchens
300 Lenora St.
PMB 1166
Seattle, WA, 98118
www.catalystkitchens.org
info@catalystkitchens.org