

GO Kitchen Ready

*FY 2017 Buncombe County Community
Funding*

Green Opportunities

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Application Form

Project Name*

Name of Project

GO Kitchen Ready

Amount Requested*

Amount Requested

\$60,000.00

Service Area*

Which Commissioner Districts are served by this program?

Access a map of Buncombe County Commissioner districts [here](#).

District 1

District 2

District 3

Which county sustainability goal aligns best with the goals of this project?*

Based on the Buncombe County Sustainability Plan, select a Category, Goal & Objective that align with the focus of the project and the specific results that will be achieved.

Access the Buncombe County Sustainability Plan [here](#).

Economy > Workforce Development > Provide robust job training that fits present and anticipated workforce demand

If applicable, select a second sustainability goal that aligns with project goals.

Result 2 is optional - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Economy > Workforce Development > Identify and reduce barriers to employment (e.g., childcare, transportation, housing, insurance)

If applicable, select a third sustainability goal that aligns with project goals.

Result 3 is optional - Select if project aligns with more than one Sustainability Category, Goal & Objective.

Community > Equity in Access > Increase the availability of and education about locally produced foods to low income individuals

Project Description

Project Description*

Description of Project

Green Opportunities' Kitchen Ready (KR) training program provides technical, hands-on culinary instruction, with portable industry certifications, to low-income, unemployed, and underemployed Buncombe County residents to prepare them for jobs in the restaurant and hospitality industry.

The Kitchen Ready program spans approximately 14 weeks and is delivered in four training modules: Module 1: Equipment - Students learn equipment ID and operation, ingredient ID, sanitation; Module 2: Food Prep - Hands-on food preparation training, knife skills, recipe reading and scaling, steam kettle operation, and students begin to focus on a career pathway; Module 3: Lunch Service - Students prepare and serve full meals at the Southside Kitchen to hundreds of community members; Module 4: Advanced Techniques in Dining - Students are placed in paid apprenticeships, working in catering and local restaurants.

Throughout the program, students learn about health, nutrition, and the importance of community-level food system sustainability principles. GO case managers work actively with area businesses to find job placement opportunities for KR graduates, as well as provide ongoing case management support so students obtain the "soft skills" needed to succeed in any work environment.

Kitchen Ready operates out of the Southside Kitchen, a state-of-the-art commercial kitchen located within the renovated Arthur R. Edington Education & Career Center. As part of Kitchen Ready, students prepare and serve meals to hundreds of low-income people weekly, as well as through "Pop-Up" community dinners, lunches, catering jobs, and other on-the-job training and incentivized learning opportunities.

How many people will this project serve?*

State the number of individuals or households in Buncombe County that will be served by this project. Also state the number of people that will experience the desired result. For example, if dropout prevention services are being delivered to 100 students, how many will successfully graduate from high school?

Kitchen Ready will serve approximately 65 individuals in Buncombe County in FY 2017. This includes 40-45 new students and 24 previous graduates returning for ongoing employment and support services. We expect 35 students to graduate from the program within the funding period.

Program outcomes expected:

Improved job skills, life skills and overall work readiness: 55 students will demonstrate increases in technical/life skills and job knowledge as measured through testing, technical certificate accreditation, and hands-on work experience.

Improved self-sufficiency and access to resources: 30 students will overcome employment barriers and/or increase self-sufficiency using evidence-based assessment (ROMA self-sufficiency tool) at entry and 6 and 12 months after graduation.

Improved financial well-being and/or increased academic achievement: 32 students will obtain paid jobs/apprenticeships and/or will be enrolled in post-secondary educational programs.

Describe the people this project will serve.*

Characterize the demographics of the project's target population in terms such as age, gender, income, race, ethnicity, geographic area, etc. Include information about method of referral/recruitment of the target population.

Kitchen Ready serves unemployed and underemployed adults 18+ facing employment barriers that may include one or more of the following: a criminal record; lack of stable housing, transportation, childcare, and healthcare; substance abuse; low basic education; limited work experience, and/or history of domestic violence. KR recruits from low-income areas across Buncombe County (historically 79% from District 1, 16% District 2, and 5% District 3) with a focus on distressed areas and public housing developments in Asheville where 67% of families earn under \$10,000/year. Over 70% of households in the target neighborhood surrounding our center earn less than \$25,000 annually and 42+% in our key focus areas live below the poverty line (US Census). We recruit through partner referrals, community events, churches, probation officers, door-to-door outreach, and a network of alumni. Approximately 70% of Kitchen Ready graduates have been African American, roughly 40% percent have been women.

What key steps will you take to achieve the results of this project?*

Describe the core elements of your implementation plan, including milestones that will take place within the funding timeframe.

Key steps:

- 1) Students recruited through community outreach strategies, and/or by partner referrals.
- 2) Students complete GO Prep, a life skills training that provides soft skills and confidence as a prerequisite to enrolling in KR. (3 weeks).
- 3) Kitchen Ready: 3-4 culinary training sessions take place within the funding period containing four modules: 1) Equipment, 2) Food Prep, 3) Lunch Service, and 4) Advanced Dining Techniques. Students earn ServSafe and AB Tech Culinary Arts certifications. (Approximately 3-4 months, varying with each student's skill level).
- 4) Case Management and Support: GO staff assess each student's career goals and barriers to success, provide academic assistance if needed, and connect students to support services. (Ongoing and for one year following graduation)
- 5) Job Placement: Students will be connected to meaningful employment and post-secondary education as a result of KR's workforce development partnerships with AIR, and other local employers.

Describe the evidence of success that backs this project's approach.*

What evidence of success (i.e. evidence-based research, practice model, accreditation, industry standards, and/or other framework) are you using as a basis for your project design?

Curriculum Design: GO's curriculum emphasizes training based on industry standards, nationally recognized certifications, flexible strategies that integrate support and education, and other essential job

training approaches proven to be effective at equipping workers with skills that match the needs of employers looking to hire (“What Works...”, Department of Labor 2014)

Holistic Training: GO’s approach of bundling training and placement services with life skills, basic education and case management is based on best practices for serving low-income individuals with employment barriers (Ella Baker Center for Human Rights, 2010).

Recruitment: GO’s recruitment strategy is consistent with research demonstrating that client success correlates more strongly with positive attitudinal and motivational factors than it does with lack of employment barriers (University of Chicago, 2012). This allows us to target high-risk populations while maintaining greater confidence in their success.

Describe your data collection, tracking, and reporting procedures.*

Explain your methods for documenting project, service and client information. Include a description of any software or other tools utilized.

Green Opportunities uses a variety of measurement tools to track success. For eligibility, GO requires proof of income and residence. For training, staff track attendance records, pre/post tests and accreditation post-tests from third parties (e.g. ServSafe). For job/education placements and wages, GO tracks job offers and/or requires submission of pay stubs. For success of support services, GO uses the Results Oriented Management and Accountability (ROMA) Self-Sufficiency Matrix upon program entry and every six months thereafter to score clients in seven assessment dimension scores (basic life skills, employment, housing, income management, health, education, and nutrition). This data is then entered into a Salesforce CRM database that has been customized for social service outcomes. KR staff use Salesforce to run a variety of sophisticated reports over different timeframes.

Explain your technological resources and capacity.*

Explain your current technological strengths and barriers and how this impacts your ability to track data and report outcomes. Who is responsible for adaptation and use of technology within your organization?

GO uses a powerful Salesforce database that has been customized to reflect GO’s program needs and to calculate key progress indicators. Staff have the ability to run pre-made reports over variable timeframes to track outcomes. The system features 10 object types and thousands of fields, formulas, and custom rules - all developed to ensure data input accuracy and to calculate advanced client outcome metrics. The only barrier to fully utilizing this technology is human inconsistency. For example, if program staff forget to enter a case management activity or if a student’s contact information changes, making them unreachable.

GO’s Administrative Assistant/Human Resources manager is responsible for adaption and use of technology within GO. Several other staff members share this responsibility as it relates to their knowledge and expertise with a specific technology.

Organizational Profile

How does the proposed project support your mission and strategic plan?*

State your mission and the date of your most recent strategic plan, and explain how the proposed project helps advance your organizational goals.

Green Opportunities' mission is to connect youth and adults from low-wealth neighborhoods to sustained employment opportunities that support families and improve community and environmental health. Kitchen Ready is one of GO's flagship training programs that directly supports our mission by providing high-quality training designed to match the needs of local industries. The KR program advances GO's core strategic goals of providing quality technical and life skills training, individualized support, and job placement services to residents of Buncombe County's lowest wealth neighborhoods, positioning them to get and keep living-wage jobs.

GO completed a strategic plan in 2013, refining its mission, vision, and social impact model through the development of a business plan. With the addition of Executive Director George C. Jones, Jr. in July 2015, the organization has entered an exciting new growth phase and is in the process of updating and building upon GO's previous strategic plan.

What expertise/accomplishments do you have that are relevant to the proposed project?*

List your organization's strengths as well as accomplishments from the past 3 years that position the organization to be successful with the proposed project.

1) Jobs: Over the past three years, GO's training programs graduated 130 low-income individuals, placing 78% in jobs, apprenticeships or post-secondary education with an average wage of \$9.62/hr. Approximately 65% are still employed. GO also awarded 304 portable technical credentials.

2) High-quality facility: GO operates out of the Edington Center, a LEED-certified facility updated with \$4+million in HUD funding awarded to HACA. The center contains GO's state-of-the-art Southside Kitchen and is located in one of the county's most underserved communities. In the past year, KR students served approx. 15,000 meals (60% to people living in food deserts).

3) Community support: GO has strong community partnerships with area employers and expert instructors on staff. Our Kitchen Ready program capitalizes on the thriving local restaurant and food scene to tackle joblessness, unsustainable food system, and lack of access to healthy foods and a high incidence of food insecurity.

Describe partners that are critical to the success of your organization.*

List any external partners, intermediaries or advisors important to your success, and describe their role and evidence of their commitment. Describe successful collaborations with these people or groups.

GO relies on a network of strong community partnerships that are critical to the success of our organization. Asheville Independent Restaurants (AIR) provides funding and mentoring/job placement opportunities with member restaurants; MANNA FoodBank provides food and other resources for the Southside Kitchen; Mountain Food Produce provides many of the fresh vegetables used by KR; GO operates out of the Edington Center owned by HACA; AB Tech provides culinary instructors and continuing education

credits for KR program completion. Goodwill assists with recruitment and life skills training. We have strong relationships with multiple area employers to place students in career positions. GO actively connects students with services at other organizations, such as OnTrack Financial, Pisgah Legal, Our Voice, and many other community organizations.

Financial Information

Nonprofit financial assurance requirements:

Financial statements, prepared using a recognizable basis of accounting (i.e., modified accrual) and IRS Form 990s must be submitted to Buncombe County annually.

- Organizations with annual revenues of \$300,000 or greater must submit financial statements audited in accordance with generally accepted auditing standards.
- Those with revenues between \$100,000 and \$300,000 must submit financial statements reviewed in accordance with SSARS 19.
- Those with revenues of less than \$100,000 must submit non-disclosure financial statements compiled in accordance with SSARS 19.

All financial statements must be reported on by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

These requirements are considered minimum requirements. Organizations may submit a higher level of assurance than is required.

IRS Form 990 - Upload Here

Click Choose File to upload a copy of the 990 form you most recently completed.

GO 2014 990.pdf

If your organization does not have a 990, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Financial Statements - Upload here

Click Choose File to upload a copy of the most recently completed financial statements (audit, compilation or review).

GO 2014 Audit.pdf

If your organization does not have financial statements, briefly state the reason.

Include a statement of intent to comply with nonprofit financial assurance requirements as listed above.

Complete Budget Worksheet - Upload Here*

Download the budget form [Here](#).

Complete the budget form for this project/program and the overall agency. Save it to your computer, then upload it by clicking Choose File.

GO Buncombe Budget 2016-17.xlsx

Budget Narrative*

Describe all differences between current year and proposed year. List all pending funding sources with expected date of notification. Please detail any other information that may help clarify the budget.

At this time, we do not expect significant differences between the current year budget and the proposed year except for a moderate increase in expenses due to serving more people and offering expanded training opportunities. Specifically KR will be moving to a module-based training system. This will allow KR to accommodate rolling intake, which will increase our enrollment. We anticipate taking in students 10 times/year as opposed to our current 3 times/year.

GO does not have any pending funding sources yet for 7/1/16-6/30/17 Kitchen Ready program, however we intend to apply to multiple funders such as: CDBG (3/2016), Wells Fargo (9/2016), New Belgium (4/2016), Jessie Smith Noyes Foundation (5/2016), Presbyterian Hunger Program (10/2016), TD Bank (4/2016), Sisters of Mercy of NC (6/2016), CED (6/2016), and USDA-NIFA (12/2016) and others. We have committed funding from Asheville Merchants Fund, CED, United Way, and Z. Smith Reynolds.

What (if any) portion of requested funds will be used to support capital expenses?*

Capital projects are defined as those used to acquire or upgrade physical assets such as property, buildings, or equipment. Please detail.

None

Employee Wages

Please provide information about the wage breakdowns of your employees. Living wage for Buncombe County has been identified as \$11.00 per hour for employees with employer-provided health insurance and \$12.50 per hour for employees without.

Employees with employer-provided health insurance*

List the number of employees in your organization with employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$10.99 per hour

\$11.00 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

None.

Employees without employer-provided health insurance*

List the number of employees in your organization without employer-provided health insurance in each wage category. For salaried employees, use hourly wage equivalents.

\$7.25 - \$12.49 per hour

\$12.50 - \$14.99 per hour

\$15.00 - \$19.99 per hour

\$20.00 - \$24.99 per hour

\$25.00 - \$29.99 per hour

\$30.00 - \$34.99 per hour

\$35.00 - \$39.99 per hour

\$40.00+ per hour

GO employs 21 people at \$7.25-\$12.49 per hour; 6 people at \$12.50-\$14.99 per hour; 6 people at \$15.00-\$19.99 per hour; 3 people at \$20.00- \$24.99 per hour; and 1 person at \$30.00-\$34.99 per hour.