

# LETTER FROM LEADERSHIP

### Dear Friends,

Homelessness, joblessness, hunger and poverty know no boundaries. Nearly 10,000 King County residents experienced homelessness in 2015, with nearly 40% of those individuals living unsheltered. On November 2, 2015, the City of Seattle and King County proclaimed a state of emergency on the homelessness crisis and committed to utilize adequate resources to fund new shelters and other housing options in the region.

At FareStart, we will continue to provide long-lasting solutions for people who are looking for a way out of homelessness, joblessness and poverty. Last year, more than 836 men, women and youth came to FareStart looking for their second chance. Not everyone enrolls in our programs, yet we work with them to find the resources they need.

In 2015, we graduated a record-breaking number of students—203—and because of the contributions from our community of supporters, we are on track to graduate even more students going forward.

It is our pleasure to reflect on how far we have come as an organization over the past year and build on our successes and challenges, so that we may better serve our community locally and beyond.

- Last year, 91% of our Adult Culinary Program graduates started a new job within 90 days of their graduation and 75% of those individuals remained employed after six months or more.
- We continued to see an increase in our graduates' wages, providing greater self-sufficiency. In 2015, hourly starting wages increased from 2014's rate of \$11.57 to \$13.92.

- Our Schools Meals Program, headquartered in Pacific Tower since 2014, increased meal production by 55% in one year's time, delivering meals to 47 schools, childcare centers and after-school programs.
- The test phase of our Youth Culinary and Customer Service Training Program started in September, from which six youth from Seattle Public Schools' Interagency Academy graduated from our eight-week training program.
- Our national program, Catalyst Kitchens, provided unique consulting services to 119 organizations, advising on the launch or expansion of foodservice training programs and social enterprise businesses based on the FareStart model.

As you review the pages of our 2015 Annual Report, we hope you see how your investment in our programs and students provides a ripple effect of transforming lives locally and globally.

Thank you for caring about our students, graduates and community. Your support is increasingly valuable as we work to end homelessness, joblessness, hunger and poverty.

With our sincere gratitude,

Craig Russell President, 2015 Board of Directors

Mega La

Megan Karch Chief Executive Officer

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# OUR MISSION

FareStart provides a community that transforms lives by empowering homeless and disadvantaged men, women and families to achieve self-sufficiency through life skills, job training, and employment in the foodservice industry.

# ISSUE: HOMELESS AND DISENGAGED YOUTH

# Solution: Graduating Success

Nationally, there are more than 6.5 million youth disengaged from school and work. Locally, there are 20,000 young people 16 to 24 in this demographic. Yet, it is not all bleak: studies show that about 75% of this population is hopeful or confident they will eventually achieve their life goals.

In partnership with Seattle Public Schools' Interagency Academy, FareStart launched our Youth Culinary and Customer Service **Training Program** in October 2015. While in the eight-week program, students learn culinary, barista and customer service skills in FareStart's new Café @ Pac Tower while earning credit toward their high school diploma. The first cohort graduated six students.

In collaboration with YouthCare, our 13-year-old Barista and Customer Service Training Program gives at-risk and homeless youth the opportunity to build a better future by increasing their ability to develop a supportive community and pursue educational or employment goals. In 2015, 64 youth and young adults graduated from this program and 48 advanced their education or gained employment.

Equipped to move their lives forward, graduates from both of our youth programs are empowered to utilize new tools for their future and successfully achieve their life goals.

# ISSUE: BREAKING DOWN BARRIERS TO EMPLOYMENT

Solution: Training for the Future

Poverty and joblessness is a perpetual cycle—especially for people who fall in and out of homelessness, are in recovery or have been incarcerated. Finding and keeping a job is difficult.

At FareStart, we help people overcome the barriers to employment by developing the work and life skills they need to have lifelong careers. In turn, their training and hard work fuels our restaurant, cafes, catering business,

A child who experiences homelessness is

more likely to drop out of school

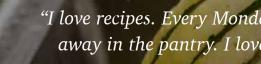
20,000 King County youth are neither in school or employed

83% graduation rate of students from our Barista and Customer Service Training Program - Homelessness increased

in King County between 2014 and 2015

"This program can help get youth off the street. I survived and made myself a stronger and better person."

Kala, FareStart Barista and Customer Service Training Program Graduate



and school and community meals programs. Everybody wins: our community gets great food and our students are on a path to self-sufficiency.

Working at high-end restaurants and grocery stores, delis and elder care facilities, 91% of the graduates from our Adult Culinary Program found good jobs within three months, hired by one of our employment partners in the region.



"I love recipes. Every Monday, FareStart gets new ingredients delivered that get put away in the pantry. I love looking at them and imagining all the possibilities."

– Diana, FareStart Adult Culinary Program Graduate

# ISSUE: LIVING WITH HUNGER

# Solution: Feeding Our Community

Too many people who live in poverty have a diet high in processed foods and low in nutritional value. Cooking food for those in need was FareStart's founding mission and in 2015, we prepared and delivered 828,299 meals, both high in nutrients and flavor, for people at 62 different schools, shelters, hospice care centers and other organizations around Puget Sound.

Every day, FareStart chefs, students and volunteers produce hot, well-balanced meals for low-income and homeless people living in facilities like shelters, transitional housing

and hospice centers. We know that the food we deliver may be the only meal they eat that day, and we create meals tailored to their needs.

While many school meal programs offer re-heated. processed foods, FareStart provides a healthy alternative that kids love to eat; menus are created by our professional chefs with the dietary needs of children in mind and our students work alongside our chefs to prepare delicious meals, including allergen-free and vegetarian options.

# ISSUE: JOBLESSNESS, POVERTY AND HUNGER OUTSIDE KING COUNTY

Solution: Expanding FareStart's Ripple Effect

### One person, one job, one community at a time.

In response to the growing need to replicate FareStart's proven model in other communities, we launched Catalyst Kitchens in 2011. Our global program provides consulting to incubate, launch and expand foodservice job training and social enterprise businesses across the country and beyond.

From Los Angeles to New York and Canada to Scotland, our alliance of 65 member organizations trained 3,181 individuals in 2015, who developed job and life skills for

828,299 contract meals served to our community in 2015

**91%** of the contract meals we produced

delivered to low-income and disadvantaged individuals

Production of our meals to the community increased **↑19%** 

in 2015

Most Americans will spend at least **ONE YEAR** below the poverty line between ages 25 and 75

"FareStart does a great job of exposing the kids to new foods and using veggies in delicious ways. The cauliflower mac 'n cheese is always a big hit!"

- Shannon, Teacher at University Temple Children's School

"The Catalyst Kitchens team was fantastic. They engaged with our staff and listened to what was working and what wasn't. The net result was a more structured program... with the ability to train more students per year, at a reduced cost.'

- Paul Fordham, Deputy Director of Homeward Bound of Marin

employment and self-sufficiency and expanded FareStart's positive effect in communities outside Seattle.

In the past four years, organizations in our network provided job training to more than 12,500 individuals, helped 6,332 individuals gain employment, and cooked 34 million meals for people in need.

FareStart provided consulting and support services for

> 119 organizations in 2015

1.408

graduates of Catalyst Kitchens' member organizations were placed in new jobs

# 2015 FINANCIALS



## **REVENUE**<sup>1</sup>

- Private Contributions 47.1%
- Food Service Revenue 40.7%
- Government 10.1%
- Catalyst Kitchens Services and Dues 1.7%
- Interest and Other Revenue .3%



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FV		

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Programs 73.6%

- Administration 12.1%
- Fundraising 14.3%

	FareStart	FareStart Properties	Consolidated
REVENUE			
Food Service	\$5,183,321		\$5,183,321
Government	1,289,786		1,289,786
Private Contributions	5,989,594		5,989,594
Catalyst Kitchens Services and Dues	220,151		220,151
Interest and Other Revenue	42,326		42,320
Total Revenue	\$12,725,178		\$12,725,178
EXPENSES			
Training Programs	9,040,103		9,040,103
Administration	1,486,989	196,056	1,683,045
Fundraising	1,753,695		1,753,695
	¢10,000,707	\$196,056	\$12,476,843
Total Expenses	\$12,280,787	\$190,030	\$12,470,04v
Total Expenses	\$12,280,787	\$190,050	φ12,470,04 <b>.</b>
Total Expenses Total change in net assets	\$12,280,787 \$444,391	(\$196,056)	
Total change in net assets			\$248,335
Total change in net assets ASSETS AND LIABILITIES	\$444,391	(\$196,056)	\$248,333 3,265,475
Total change in net assets ASSETS AND LIABILITIES Current Assets	<b>\$444,391</b> 3,045,693	( <b>\$196,056</b> ) 219,786	\$248,333 3,265,479 12,072,998
Total change in net assets ASSETS AND LIABILITIES Current Assets Non-current Assets	<b>\$444,391</b> 3,045,693 4,281,592	( <b>\$196,056</b> ) 219,786 7,791,406	\$248,333 3,265,479 12,072,998 \$15,338,477
Total change in net assets ASSETS AND LIABILITIES Current Assets Non-current Assets Total Assets	\$444,391 3,045,693 4,281,592 \$7,327,285	( <b>\$196,056</b> ) 219,786 7,791,406	\$248,335 3,265,479 12,072,998 \$15,338,477 936,315
Total change in net assets ASSETS AND LIABILITIES Current Assets Non-current Assets Total Assets Current Liabilities	\$444,391 3,045,693 4,281,592 \$7,327,285 936,315	( <b>\$196,056</b> ) 219,786 7,791,406	\$248,335 3,265,479 12,072,998 \$15,338,477 936,315 34,452 <b>970,767</b>
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<sup>1</sup>Charts reflect FareStart only.

<sup>2</sup>Intercompany balances have been eliminated in consolidation

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12

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Jennifer Johnson in memory of Joey Newbury Lisa Johnson Elizabeth & George Jones Adam Joseph Loic Julien & Susan Holderman Julien Jan & Jenny Kahn Maria & Stuart Kahn Anne Kao Merzin Kapadia Kyle Karpack Mindi Katzman Emily & Craia Kehrberg Grace Keigley Anita Kendall Katie Kendall Bryan Kennedy Kurt Kennett Nadia Khaber-Kosh. in honor of Shiah Sarkowsky Julie Kientz Laurel Kiichli & Carl Wolfe Christopher King Miriam & Kevin Kina Staci King Jill Kinsman Katherine Kirk Maggie & Lyle Kizer, in memory of Jon Pettit Eric Klunder & Jennifer MacCormack Darshan Kolachoor Alan Koslow, in honor of Rodger Kohn

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14

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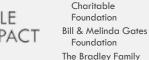
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Connie Clark-Redmond & Kirk Redmond Coast Hotels, The Benson Hotel **Collections** Cafe Component Design NW Definitive Audio Farm & Larder Fran's Chocolates Frog Hollow Farm Don & Jaymi Garvett The Herbfarm **Hightower Cellars** lvar's Acres of Clams Joule **Kaspars Special Events** and Caterina Kenmore Air Kerloo Cellars Kevin White Winery Bradford & Pamela Kimball Latta Wines Lecosho Lucky Palate Manu's Bodega Margaux M-Power Coaching Nell's Restaurant Oddfellows Cafe **OEI** Graphics Poquitos Portage Bay Café Proper Wines Purple Cafe and Wine Bar Kirkland Purple Cafe and Wine Bar Seattle

Radiator Whiskey

Beach Salumi Savaae Grace Wines Julia & Grea Schechter Schwartz Brothers Restaurants Seattle Yacht Club Simple & Crisp Skillet Smokin' Pete's BBQ Soi Phil & Maggie Stalcup Sullivan's Steakhouse T Maccarone's Tallulah's Tap House Grill Tom Douglas Restaurants Tutta Bella Neapolitan Pizzeria University of Washington Club Whole Foods Market Willows Lodge Woodward Canyon Winery EMPLOYEE GIVING CAMPAIGNS Adobe

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16

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### MATCHING GIFT PROGRAMS

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## **GUEST CHEFS**

Food is our universal language and a significant part of FareStart's culture and community. We celebrate the chefs and cooks who volunteer their time to work with FareStart students and staff, while taking a night away from their busy restaurants and businesses. The next time you visit one of these establishments, please join us in thanking our great partners who gave their time and talent at Guest Chef Night, our annual Great Food, Better Lives Gala Auction, and/or another FareStart event.

**Argosy Cruises** Christine Keff

Alderbrook Resort and Spa Adam Hagen

Assaggio Ristorante Mauro Golmarvi

Bettv Jesse Thomas

Cafe Juanita Holly Smith

Caffe Vita Bob Prince

Chandler's

Crabhouse Thomas Cullen

Chinoise Sushi Bar 8 Asian Grill

Thoa Nguyen **Collections Café** 

Thomas Kollasch

**Continental Mills** Dimitri Ponomarchuk

Copperleaf **Restaurant** at Cedarbrook Lodge

Roy Breiman **Mark Bodinet** 

Crow Jesse Thomas **Duke's Chowder** 

18

House **Bill Ranniger**  **Elliott's Oyster Portage Bay Cafe** House Dave Miller **Robert Spaulding** Purple Café and **Ethan Stowell** Wine Bar Restaurants Jon Langley

Ethan Stowel Harry Mills Hitchcock Queen Bee Cafe Brendan McGill Justin Sledge

Il Fornaio

Joule

Chris Garr

Events and

Kaspar Donier

Caterina

Matt Janke

Manu's Bodega

Manu Alfau

Nell's Restaurant

Philip Mihalski

**Oddfellows** Cafe

PCC Natural Markets

**Becky Selenaut** 

Alex Wilson

Lynne Vea

Lecosho

**Radiator Whiskey** Tyler Palagi Franz Junga Charlie Garrison Ivar's Acres of Clams

**Rav's Boathouse** Paul Duncan

Rachel Yana **Restaurant Marché** Greg Atkinson **Kaspar's Special** RN74 David Varley

> Salish Lodge & Spa Steven Snook

Seattle Yacht Club Breanna Bieke **SkyCity Restaurant** 

mychinesesoulfood.com Jeff Maxfield Hsaio-Ching Chou Soi Porntip Wiborg

> Stoneburner/Bastille Jason Stoneburner

Sullivan's Steakhouse Zachary Martinez Tallulah's Walter Edwards

CIRCLE

MPACT

during the year.

Tim Burke

Wayne Glover

Sally Grandall

Timothy Hicks

Karen James

Karason

Roie Levy

Nancy & Mark

**Tendrils Restaurant** at Cave B Estate Winery and Resort Tyler Krost

**Tulalip Resort Casino** David Buchanan John Ponticelli Tutta Bella Neapolitan Pizzeria Brian Goidics The University of Washington Club

Jon Maley Urbane Audrey Spence The Wanderina Goose

Heather Earnhardt Washington State **Convention Center** José Chavez

**Whole Foods Market** Ferron Lining

From chopping carrots on weekends and stuffing envelopes for mailings to delivering meals and serving diners at Guest Chef Night, FareStart volunteers contributed more than 20,700 hours of service in 2015. We are unable to list each of our 1.338 volunteers. yet we are honored to recognize our Circle of Impact volunteers who contributed more than 75 hours of their time during the course of 20 or more volunteer shifts

**CIRCLE OF IMPACT VOLUNTEERS** 

Drew McCornack Jennifer Cameron Bryan Miller Barbara Mitchell Jennifer Mudae Abigail Neel Katherine Holzman Dam Nguyen Jessica Park Francis Piscal Amy Read Stanton Nancy Rodriguez

Renee Schlocker Sandy Schwartz Jason Smith Chelsea Snodarass Elizabeth Teeple Nicole Tiano Bonnie Tibbles Cynthia Tran



FareStart graduates have gone through excellent training programs, designed in partnership with our region's chefs and foodservice industry managers. Each student must demonstrate proficiency in critical skill areas and are evaluated through intensive classroom and on-the-job training. We are grateful for our employment partners, each expanding FareStart's ripple effect by helping our graduates on their path to self-sufficiency.

### ADULT CULINARY

PROGRAM

ABM Ace Parking Aegis Living Altstadt Aqua/Arca Inc. Beecher's Handmade Cheese Blue Moon Burgers (5 graduates) Bon Appétit (11 graduates) Bread of Life Mission Café Nordstrom CaliBurger Cannonball Inn & Caterina Capitol Cider Cascade Valley Senior Living Centerplate (2 araduates) The Central Saloon Chandler's Crabhouse (2 graduates) Chili's Bar & Grill City Catering Company (3 graduates) Coastal Kitchen Commuter Comforts Cafe Consolidated

Restaurants. Inc.

and Resorts Cutters Crabhouse Damn the Weather Daniel's Broiler Delaware North Denny's **Dickey's Barbecue Pit** El Gaucho Elephant Car Wash Elliott Bay Brewina Company **Emerald Heights** Etta's (2 graduates) Eurest Dining Services (2 graduates) **Executive Hotel Pacific** Far Bank Frank's BBQ Fred Meyer Garden Terrace Healthcare Center of Federal Way Goodwill (2 graduates) Gordon Biersch Brewery Restaurant (2 graduates) The Heathman Hotel Henry's Tayern (2 graduates) HMSHost Hop Jack's Hotel Nexus Seattle Hyatt at Olive 8 (2 graduates)



**Crowne Plaza Hotels** Icicle Seafoods Oddfellows Cafe & Bar (2 araduates) II Bistro Operation Sack Lunch ll Fornaio (3 graduates) (10 araduates) Pacific Regent Bellevue International Parkina Management Pazzo's on Eastlake It's Greek To Me PCC Natural Markets Ivar's Acres of Clams Perché No (6 graduates) P.F. Chang's Ivar's Salmon House The Pink Door (3 graduates) Planet Java Diner J & M Cafe Ponti Seafood Gril (3 graduates) (2 graduates) Kraken Congee Portage Bay Cafe Kukai Ramen & Izakaya (2 araduates) Lecosho Purple Café Liam's and Wine Bar Loulay Kitchen & Bar Queen Anne Manor Senior Livina Lower 48 Ray's Boathouse Ma'ono Fried Chicken Whisky RE:PUBLIC (2 graduates) **Marination Mobile** Red Robin The Market Hall (6 graduates) **Ripe Catering** Safeco Field McArthur Stone LLC Safeway (2 graduates) Mel's Market Salomon The Metropolitan Grill Schwartz Brothers Miller's Guild Bakery Mulleady's Irish Pub (5 araduates) (3 graduates) Seattle Sportservice Nola (2 graduates) Northgate Plaza – A Shawn O'Donnell's Merrill Gardens American Grill & Community Irish Pub

Alexandra Stockdale

Shuaa Jazz Bistro Skillet SkyCity Restaurant Specialty's Café & Bakery (3 graduates) Spur Gastropub Starbucks Coffee Company Sullivan's Steakhouse (2 graduates) Sur La Table Taco del Mar Taco Time (3 graduates) **Taylor Farms** Taylor Oyster Bar 13 Coins Thrive Tom Douglas Restauran Total Success Event Services Inc. Tutta Bella Neapolitan Pizzeria Underground Cafe University of Washington Club (3 araduates) Vios Café (3 araduates) Vita D'Italia (2 graduates)

Washington State **Convention Center** The Westin

Whole Foods Market (3 graduates) Wilmar Corporation World Market Grill Yanni's

#### YOUTH CULINARY AND CUSTOMER SERVICE TRAINING PROGRAM

Baja Bistro Bike Works\* Mary's Place\* PCC Natural Markets Seattle Tilth\*

#### **BARISTA AND** CUSTOMER SERVICE TRAINING PROGRAM

The Admiral Bird\*\* Arby's Bird on a Wire Espresso Bon Appétit Borracchini's Bakery The Center for Wooden Boats\* City Foods Dairy Queen **Elevated Sportz** Five Guys **Global Transportation** Services, Inc. Gourmondo Catering & Cafe Company

Green Corps\* Jack in the Box Jersey Mike's Subs Jo:a Japanese Restaurant JUMA **McDonald's** Pacific Regent Bellevue Panera Bread Peace for the Streets by Kids of the Streets\* Remedy Intelligent Staffina **Rovers Security** Seattle Parks & Recreation, Jefferson Community Center\* Specialty's Café & Bakery Starbucks Coffee Company

The Summit at First Hill Taco Bell Target The Ram Value Village Vovito Wendy's

\*Denotes internship \*\*Denotes employer and internship

