



FARESTART
Great Food. Better Lives.

2014 Annual Report

LETTER FROM LEADERSHIP

Dear FareStart Supporters,

Some of our region's most pressing social issues are right before our eyes. People living in poverty, families struggling with hunger, increasing homelessness. That is why your support of FareStart's programs means so much. **Only with the continued investment of our community can we provide solutions to these problems and help people in need work toward self-sufficiency.**

With a highly structured, safe and supportive environment to learn and practice culinary and life skills, our students graduate with an education that will serve them for life. FareStart's chefs, trainers, and employment specialists balance compassion with high expectations for professionalism that meet the demands of the foodservice industry.

2014 was a monumental year for FareStart as we expanded our programming to Beacon Hill's iconic Pacific Tower. This move allows us the capacity to expand our employment and training programs by 60 percent over the next four years, and provides geographic access to students living south of Seattle.

As a result of your support, FareStart has continued to build a strong foundation for our future:

- In September 2014, our School Meals Program moved into Pacific Tower. This move has allowed the program to **increase production by 13 percent and prepare more meals than ever before for low-income child care centers and schools throughout our city**, which extended our reach of healthy meals for children.
- In addition, our national program, **Catalyst Kitchens**, moved into our expanded office space in Pacific Tower and **welcomed 15 new organizations into the growing network of foodservice social enterprise organizations** that use the FareStart model.
- Breaking all previous records, **Catering by FareStart provided fantastic food and service for 491 events in 2014**, which helped give our students more high-level on-the-job training and increased revenue to support our mission.
- In 2014, **88 percent of our Adult Culinary Program graduates started a job within 90 days of graduation.** Further, our graduates' starting wages increased from 2013's average of \$10.98 per hour to \$11.57 and have continued to rise since.

At FareStart, we are fortunate to witness growth and transformation every day. We see students transform their lives almost before our eyes, and we are lucky to be a part of their continued progress after they graduate. Within the pages of this, our 2014 Annual Report, we hope you see the significance your investment has on our students' lives.

Whether you give your time, talent or treasure to FareStart, **thank you for helping to provide the support we need to keep our programs innovative, solution-based and growing.**

With our sincere gratitude,



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President, Board of Directors



Megan Karch
Chief Executive Officer

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Chief Executive Officer,
FareStart

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: HUNGER AND NUTRITION

Solution: Healthy Meals for Our Community

Not having enough to eat or only having access to food that lacks nutritional balance is all too common for both children and adults in our region. Through FareStart's School Meals Program, **our students and chefs prepared 301,842 nutritious meals in 2014 to feed children in 37 different schools and child care centers.**

Continuing and celebrating FareStart's founding mission to serve healthful meals to those who need them, our Community Meals Program provides hot meals to 900 people living in facilities such as homeless shelters and hospice care centers, 365 days a year. That hearty

meal from FareStart may be the only one they eat all day.

Working in FareStart kitchens, side-by-side with chef instructors, our students learn about nutrition, food allergies and dietary restrictions, as well as how to create meals made with fresh, local and seasonal ingredients that anyone would love to eat. Freshly prepared and delivered, **these meals also provide our students an opportunity to give back, feel an immediate sense of accomplishment in the kitchen, and connect with the community.**

20%

of children in Washington State struggle to eat enough nutritious food

693,393

meals prepared for members of our community

"When you impact one life, you impact many; when you impact many lives, you impact your community."

Megan Karch, FareStart CEO

ISSUE: BARRIERS TO SELF-SUFFICIENCY

Solution: Job Training and Life Skills

Without employable skills and feeling tossed aside by society or their family, finding and keeping a job might seem impossible for many of our potential students.

After completion of FareStart's Adult Culinary Program, 112 adults graduated with new skills in 2014. With that training, along with life skills to model positive behaviors, classes to write cover letters and resumes, mock interviews, and a network of vetted employers in the hospitality, elder care,

and grocery industries, **88 percent of our students started a job within 90 days of graduation.** Our students started their new jobs earning an average of \$11.57 per hour, above Seattle's 2014 minimum wage.

FareStart's employment specialists stay in touch with students for a year or more—providing continued support so that graduates retain their jobs. **Stable employment is essential for self-sufficiency, which is the essence of our mission.**

"I wanted out, my addiction prevented me from seeing the way out. That is when FareStart came and offered a message of hope and the chance to start anew while protecting my sobriety. Every chef, every staff member had something to teach along the way. All one needed was a sense of willingness for change and to learn."

2014 FareStart graduate

2014's one-night count found **3,123 PEOPLE** sleeping outside in King County—an increase of 14% over 2013

101 businesses hired Adult Culinary Program graduates in 2014

ISSUE: HOMELESS YOUTH

Solution: Opportunities for the Future

Being a teenager is hard in the best of circumstances. Teens who battle abuse, addiction and poverty can be left with a sense of hopelessness and self-doubt. In King County, more than 5,000 young people don't have a safe place to call home and thousands more are at risk. For these youth, surviving another day might seem like a victory—or another challenge.

Our youth program provides a place for young men and women to find hope. In partnership with YouthCare, **60 teens and young adults graduated from our Barista Training and Education Program in 2014.** During the nine-

week training program, students learn everything from making a great latte and keeping calm in a busy café to advancing their education and setting goals. **Last year, the youth in our training program achieved an 82 percent graduation rate, and 25 percent of the students furthered their education and completed their GED or enrolled in high school or college classes.**

The skills and experiences these youth receive are not a handout, but rather a hand up and an opportunity for their future.

MORE THAN 800

King County youth are homeless

31

businesses hired Barista Training and Education Program graduates in 2014

"I feel like I am somebody."

FareStart barista student

ISSUE: POVERTY, HUNGER AND HOMELESSNESS ACROSS AMERICA

Solution: National Catalyst for Change

Until poverty, hunger and homelessness are eradicated, we have work to do. FareStart's national program, Catalyst Kitchens, is a leader in the movement to eliminate these inequalities in the United States.

The impact of Catalyst Kitchens is extraordinary. Since its launch in 2011, our national program has provided customized and affordable consulting to emerging and developed foodservice social enterprise organizations. Based on FareStart's proven model, more than

9,000 people have been trained and more than 18.5 million meals have been produced for people in need during the past four years.

In 2014, Catalyst Kitchens' network of 65 social enterprise and culinary education organizations provided **job training to more than 3,155 individuals and helped 1,801 individuals gain employment, which are the first steps toward self-sufficiency and ending poverty, hunger, joblessness and homelessness.**

"Having Catalyst Kitchens vet our business plan against their proven model helped us... The collective knowledge and experience of the agencies in the Catalyst Kitchens network is an incredible resource to us...and I consider them instrumental in our continued success."

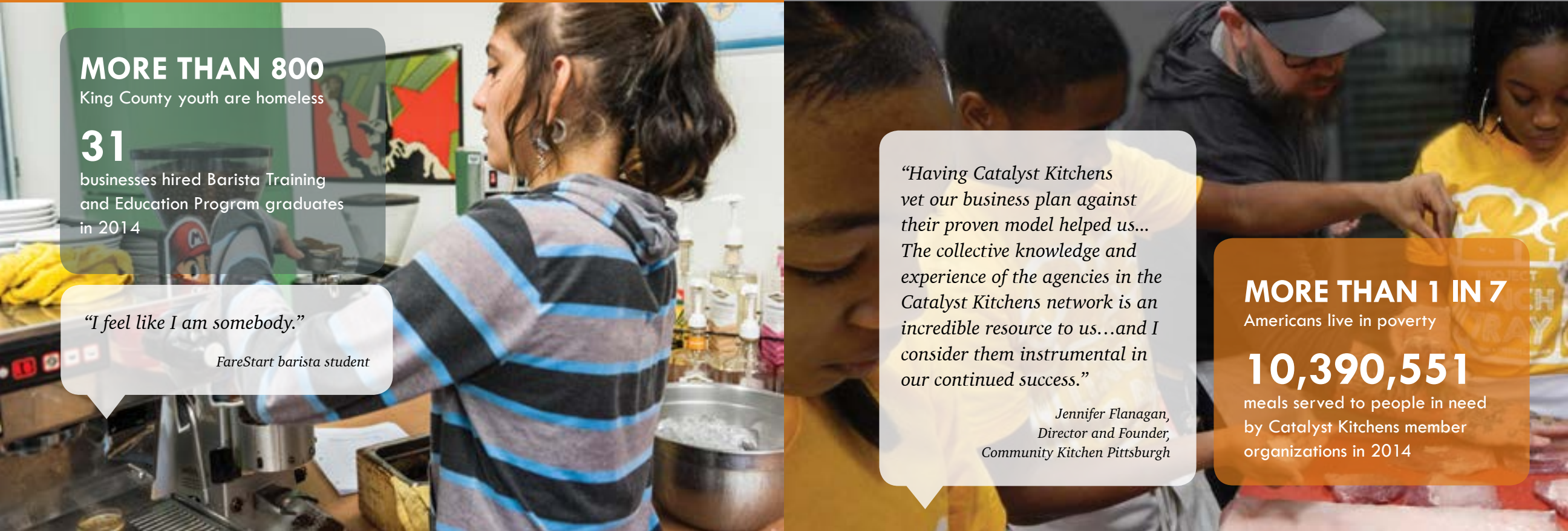
*Jennifer Flanagan,
Director and Founder,
Community Kitchen Pittsburgh*

MORE THAN 1 IN 7

Americans live in poverty

10,390,551

meals served to people in need by Catalyst Kitchens member organizations in 2014



2014 FINANCIALS

	FareStart	FareStart Properties	Consolidated ¹
REVENUE			
Food Service	\$4,229,937		\$4,229,937
Government	1,072,929		1,072,929
Private Contributions	5,494,363		5,494,363
Catalyst Kitchens Services and Dues	167,799		167,799
Interest and Other Revenue	26,649		26,649
Total Revenue	\$10,991,677		\$10,991,677

EXPENSES			
Programs	7,809,836		7,809,836
Administration	1,272,378	172,676	1,445,054
Fundraising	1,407,389		1,407,389
Total Expenses	\$10,489,603	\$172,676	\$10,662,279

Total change in net assets	\$502,074	(\$172,676)	\$329,398
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ASSETS AND LIABILITIES			
Current Assets	4,973,136	165,335	3,634,675
Non-Current Assets	1,766,458	7,931,969	11,202,223
Total Assets	\$6,739,594	\$8,097,304	\$14,836,898

Current Liabilities	749,517		706,446
Non-current Liabilities			(11,077)
Total Liabilities	749,517		717,523
Net Assets	\$5,990,077	\$8,097,304	\$14,119,375

LIABILITIES & NET ASSETS			
Total Liabilities & Net Assets	\$6,739,594	\$8,097,304	\$14,836,898



- Private Contributions 50.0%
- Food Service Revenue 38.5%
- Government 9.8%
- Catalyst Kitchens Services and Dues 1.5%
- Interest and Other Revenue .2%



- Programs 74.5%
- Administration 12.1%
- Fundraising 13.4%

¹Intercompany balances have been eliminated in consolidation.
²Pie charts reflect FareStart only.



FareStart's Circle of Impact recognizes annual giving from individual donors who support our mission with financial gifts \$1,000 and above. Our deepest thanks for your support and investment in 2014.

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We are honored to recognize members of our Legacy Circle—those who have included FareStart in their estate plans. Their generosity and vision for our community's future will ensure that FareStart remains a vital resource to men, women and youth in need of opportunities far into the future.

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GUEST CHEFS

It is our honor to celebrate the talented chefs and cooks who take a night off from their restaurants to volunteer their talent and time at FareStart. Please join us in thanking the following compassionate supporters who cooked alongside our students at Guest Chef Night, our annual Great Food, Better Lives Gala Auction, or another FareStart event.

A la Mode Pies Chris Porter	Elliott's Oyster House Robert Spaulding	Maple Falls Cafe Sam Hassan	RN74 David Varley	Tilikum Place Cafe Ba Culbert
Alderbrook Resort and Spa Boyd Borland, Justyn Chartier & Adam Hagen	Eva Amy McCray	The Metropolitan Grill Eric Hellner	Salish Lodge & Spa Steven Snook	TRACE Steven Ariel
Altstadt Megan Coombes	Food Writers Hsiao-China Chou, Rebekah Denn & Sara Dickerman	Miller's Guild Jason Wilson	Seattle Yacht Club Breanna Beike	Trellis Brian Scheehser
Assaggio Ristorante Mauro Golmarvi	Hitchcock Brendan McGill	Palisade Tom Small	Serafina Christian Chandler	Tulip Resort Casino John Jadamec & Perry Mascitti
Betty Jesse Thomas	The Hunt Club Dan Gilmore	Ponti Seafood Grill Alvin Binuya	Skillet Nick Novello	Urbane Audrey Spence
Caffe Vita Bob Prince	Il Fornaio Franz Junga	Purple Cafe and Wine Bar Seattle Micah DeNunzio	SkyCity Restaurant Jeff Maxfield	Volunteer Park Cafe Erica Burke
Crow Jesse Thomas	Kaspars Special Events and Catering Kaspar Donier	Purple Cafe and Wine Bar Woodinville Brett Teegardin	Smokin' Pete's BBQ Eric & Julie Reinhardt	The Wandering Goose Heather Earnhardt
Dragonfish Cafe Amy Beaumier	Lecosho Matt Janke & Cody Westerfield	Quality Athletics Seth Richardson	Tallah's Walter Edward	Westward Zoi Antonitsas
El Gaucho Matt Brandsey	Lola Dezi Bonow	Quinn's Jeremy Ravetz	TASTE Restaurant Craig Hetherington	Whole Foods Market Lisa Hatten, Ferron Lining & Hayden Smissen
		RockCreek Eric Donnelly	Tavolata Brian Clevenger	
			Teatro ZinZanni Erik Carlson	

GUEST CHEF NIGHT VOLUNTEER GROUPS

Volunteers are essential to the success of FareStart's businesses and operations, which is evident every week at Guest Chef Night. Our Thursday night volunteer groups give their time so that we can keep our costs low during dinner service, which ultimately benefits our students. We thank our volunteer servers in 2014, most of whom arrive with their co-workers and friends, having never before waited or served tables in a professional restaurant.

Aegis Living	FareStart Senior Leadership Team	Seattle Metropolitan Chamber of Commerce's Young Professional Network	Starbucks Coffee Company	Pennsylvania Alumni
Allyis	Friends of Fred R. Smith	Seattle Opera	Sysco	United Way of King County
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OUR EXTRAORDINARY VOLUNTEERS

We are fortunate to have a legion of dedicated volunteers who give their time chopping vegetables, delivering meals, serving elegant dinners, and so, so much more. Though we would love to list every person who helped FareStart in 2014, the following list celebrates our extraordinary volunteers who—in addition to FareStart's Board of Directors and committee members—donated 20 or more hours over the course of 10 or more volunteer shifts. Thank you!

Jacob Aushman	Anita Ertel	Doug Hurley & Lynn Taylor	Abigail Neel	Jacqueline Stratton
Douglas Bieker	Billie Fisher	Karen James	Martina Panlilio	Nancy Taing
Linda Bothwell	Liz Fitzhugh	Rachael Kauffung	Jessica Park	George Tantzen
Timothy Burke	Sandy Gorman	Katherine Kellogg	Mark Pufpaff	Nicole Tiano
Jennifer Cameron	Sally Grandall	Roie Levy	Joshua Richardson	Bonnie Tibbles
Megan Coombes	Tiger Gray	Alice & Rod Louie	Chela Rosales	Bridgid Tomaszewski
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Laura East	Timothy Hicks	Jennifer Mudge	Sandy Schwartz	Jesse Warner
Mikki Eifert	Katherine Holzman		Jason Smith	Tiffany Wu
			Chelsea Snodgrass	

GRADUATE EMPLOYERS

Since our founding, more than 7,500 students have received job training and life skills to transform their lives and achieve self-sufficiency. In 2014, the following businesses hired FareStart graduates. Please join us in thanking these supporters when you visit their establishments.

ADULT CULINARY PROGRAM	Denise Louie Education Center	The Market St. Restaurant & Bar	Salish Lodge & Spa	Buffalo Wild Wings
A la Mode Pies	Dickey's Barbecue Pit	Marrriott Hotels	Salvation Army, William Booth Center	Caffè Torino
A and J Commissary	Dragonfish Asian Cafe	Mashiko	Seastar Restaurant and Raw Bar	The Center for Wooden Boats
Aegis Living (2 graduates)	Eggs and Plants	McMenamins	Seattle Sportservice	The Clipper Café
Aljoja	Eurest Dining Services	Metropole (3 graduates)	Silver Cloud Inns & Hotels	Evergreens Salad
Altstadt (2 graduates)	Famous Dave's (2 graduates)	Metropolitan Building Maintenance Co.	Skilllet (4 graduates)	FareStart
Anthony's Pier 66	5 Guys Burgers and Fries	MOD Pizza	Sockeye's Restaurant & Bar	The GAME
Aramark	Goodwill	Muscular Dystrophy Association	Sodexo (3 graduates)	Gatheredtable
Ballard Market	Gordon Biersch Brewery Restaurant	Mustard Seed Cafe	Some Random Bar	Goodwill
Banzai Sushi	The Great Northwest Soup Company	North Auburn Rehabilitation & Health Center	Specialty's Café & Bakery	Gourmondo Café
The Barking Dog Alehouse	Gulf Horizon Services	Oddfellows	Spinasse	Jack in the Box
Bent Burgers (2 graduates)	Henry's Tavern (3 graduates)	The Old Spaghetti Factory	TanakaSan	McDonalds
Black Bottle	Herban Feast	The Orcas Hotel	Taylor Shellfish Farms Oyster Bars	Operation Sack Lunch
Bon Appétit	Highstrike Grill	Palisade	Thomas Cuisine Management	Pacific Science Center
Boom Noodle	The Hi-Life	Palomina Restaurant & Bar	3 Pigs Bar B-Que	Panera Bread
Búho Cocina y Cantina	Hyatt at Olive 8	The Party Staff (2 graduates)	United Parcel Service	Pineapple Hospitality
Burien Nursing and Rehabilitation Center (2 graduates)	Il Fornaio (2 graduates)	PCC Natural Markets	University of Washington	Qdoba Mexican Grill
Cameron Catering	In-Season Catering	Petra Mediterranean Bistro	Vios Café and Marketplace (3 graduates)	Queen Bee Cafe
Carrs Restaurant & Catering	lvar's (6 graduates)	Peyrassol Café	Waterways Cruises and Events	Safeway
Chandler's Crabhouse	Jimmy John's	P.F. Chang's	Whole Foods Market	Sellen Construction Company
Chang's Mongolian Grill	Kress IGA Supermarket	Poquitos	zaw	Specialty's Café & Bakery
Chipotle Mexican Grill	Local 360	Portage Bay Cafe	BARISTA TRAINING AND EDUCATION PROGRAM	Starbucks Coffee Company
Coastal Kitchen	The Lost Pelican (3 graduates)	Qdoba Mexican Grill	The Admiral Bird	Street Bean Coffee
Covenant Shores	Madden Industrial Craftsmen	QFC	Bird on a Wire Espresso	Subway
Damn the Weather	Maggiano's Little Italy	Red Robin		Taco Time
Delicatus	Mama Stortini's	Repast Bakery and Café		Target
		Safeway		University of Washington Medical Center



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