



# FUTURE CHEFS

**FOUNDED** 2008 | **CURRENT Budget** \$460,000

**DESCRIPTION:** Future Chefs prepares urban youths in the Greater Boston area for quality early employment and post-secondary education in the culinary arts and supports them in developing a broad base of transferable skills. Future Chefs links career focused preparation and coaching with activities that enhance participants' skills, interests and abilities, both in and out of the kitchen. The organization brings together resource partnerships from education, industry and government agencies to meet the employment and training needs of older adolescents and stays involved with students as they move into adulthood.

Program staff, industry and academic partners focus on transferable skills development, providing readiness coaching for entry level jobs and post-secondary training, individualized goal setting and ongoing academic and employment support. Participants emerge from the program with the experience and confidence to create and realize individual goals leading to economic self-sufficiency, community engagement and personal fulfillment. While the 'hook' is culinary arts training and jobs, students are encouraged to think broadly about their inherent strengths and challenges and explore a wide range of career options.

**ADVISORY OPPORTUNITY:** Future Chefs is recruiting professionals to join Governance, Fundraising and Finance Committees. Since 2009, Future Chefs has received guidance from a dedicated Advisory Council and now seeks to strengthen its leadership and fundraising capacity with the addition of hard working mission driven committee members.

## THE NEED

Research shows that successes or failures during the transition from adolescence to adulthood establish patterns that can last a lifetime. Yet, many potentially successful youth lack the support to navigate their future and secure postsecondary education or meaningful employment. This is often the case for young people from low-income backgrounds or youth in trade-oriented high schools who are pursuing a non-traditional, non-college bound path.

- In Massachusetts, 59,000 students are in trade-oriented classrooms, and 10,000 live in Boston.
- At the 16 trade-oriented schools in greater Boston, each guidance counselor serves an average of 189 students.
- The costs of not having a post-graduation career plan are high. In Boston, 1 in 10 youth (18 to 24) are not working and not in school.

## WHY CULINARY?

Culinary arts and the food service industry present a consistent demand for skilled labor, with numerous entry-level positions and opportunities for career advancement.

- Restaurant jobs accounted for 9% of Massachusetts economy in 2010.
- The culinary arts and food service sector will create 22,000 new jobs in Massachusetts by 2020.
- In Boston, median salaries for restaurant managers and chefs range from \$54,000 to \$79,000.
- With its professional network of restaurants, chefs, suppliers, and industry partners, FC is uniquely positioned to connect youth with culinary careers.

## TWO-YEAR ADVISORY COUNCIL GOALS SET IN 2011\*

- **Expand** program to reach 55% more youth by 2013  
[Goal met in Boston]
- **Move** to accessible Boston location to broaden program offerings and involve unaffiliated participants (students who lack in-school culinary programs) [Goal Met]
- **Establish** a formal one-on-one mentoring program titled "Food is My First Language" linking industry professionals with youth participants in the critical transition period following high school  
[Goal shifted and met]
- **Develop** and implement a strategic fundraising plan to attract major donors, increase the number of grants, grow corporate sponsorship (doubled revenue in 2 years), and establish a Board of Directors

\* Join our team now to make the next two years as exciting as the last

## NEW ADVISORY ROLES SOUGHT

### Accounting/Finance Treasurer and Committee

- Oversee and guide Future Chefs financial planning and accountability

### Development/Fundraising

- Oversee implementation of funding goals

### Governance -

- Develop a pipeline of Industry Advisors serving on Future Chefs Advisory Council

### Business Development

- Develop revenue generating operations utilizing Albany Street professional kitchen



*One of the most fundamental obligations of any society is to prepare its adolescents and young adults to lead productive and prosperous lives as adults. This means preparing all young people with a solid enough foundation of literacy, numeracy and thinking skills for responsible citizenship, career development and lifelong learning. - Pathways to Prosperity, Harvard University, 2011*

**SOCIAL INNOVATION – FUTURE CHEFS MODEL**

Future Chefs creates a way out of the cycle of poverty, addresses the “skills gap” and provides urban Boston teens with viable post-secondary options and a clear career pathway. Rooted in partnerships, the program engages educators and employers in a tailored, collaborative approach to provide services in a holistic, experiential manner.

**Participants emerge with the experience and confidence required to achieve economic self-sufficiency and personal fulfillment as a contributing member of their community.**

**Phase I: Exploration & Commitment**

In Phase I, during tenth and eleventh grade students explore the culinary arts and food service sector through project-oriented learning and industry-related field trips. Participants demonstrate commitment through required attendance at after-school meetings and progressively more challenging skills events, which foster positive relationships with program staff, alumnae and high school peers.

**Phase II: Developing a Post-Secondary Career Plan**

During Phase II, high school seniors identify and assess their career goals and, with support from Future Chefs, create concrete individual plans for achieving these goals. These plans range from finding a job to applying to a degree program at a four-year post-secondary institution. Regardless of what path each student takes, Future Chefs provides tailored individual support through:

- Access to earned, career-related opportunities (job shadowing, internships, job placement and apprenticeships)
- Training in professional “soft skills” such as resume development, interviewing and communication;
- Training in “21st Century Skills” such critical thinking, problem solving and creativity; and
- Training in fiscal literacy and guidance in the financial aid process if needed

**Phase III: Working the Plan**

After completing high school and transitioning to work, college or other post-secondary training, participants move into Phase III. Phase III involves extended one-on-one coaching and advising to help participants reach long-term goals while gaining independence and learning to problem solve the inevitable challenges all young adults face. Phase III young people often begin giving back to Future Chefs, acting as key volunteers, peer leaders and role models.



Program Performance	2011	2012	2013
Number of participants in all three phases	90	86	100
Number of internship, job shadow, and job placement sites secured through outreach	15	18	21
Percentage of documented high school seniors obtaining scholarships and grants for post-secondary education	71%	90%	90%
Number of formal Referral Agency partnerships (academic support, social services, counseling, etc.)	---	2	4

**PROGRAM RESULTS ARE REMARKABLE.**

Future Chefs identified two long term outcomes to be used as a measurement for program success: (1) the successful completion of post-secondary education or training (culinary program certificate, formal culinary apprenticeship, two/four year college degree) OR (2) access to a living wage and a job that provides opportunities for promotion or other advancement.

After completing the three phase program, participants have the mindset, drive and skills and confidence necessary to navigate the adult world to move forward in work and life.

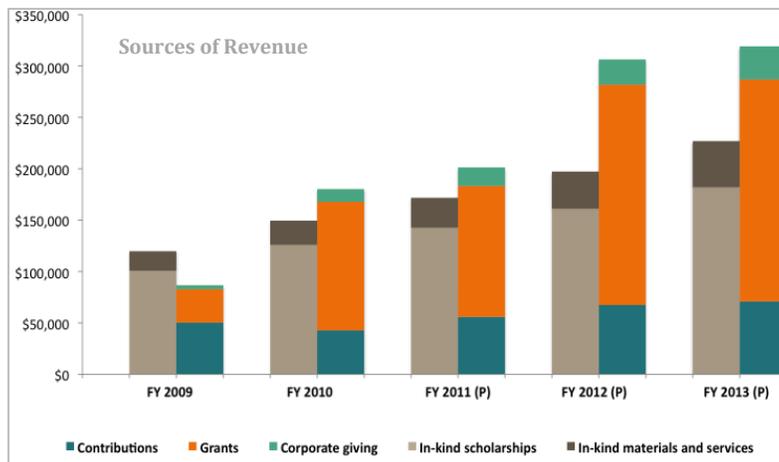


## FINANCIAL SUSTAINABILITY

Future Chefs is a young, yet financially resilient organization. After its initial operating year, during which FC received major seed funding, the economic markets collapsed – and FC found itself without a sponsor. Through the tireless efforts of its Executive Director, Toni Elka, FC won the support of several local foundations and numerous individual donors during the most challenging economic climate in recent history.

Over the past two years, Future Chefs has grown and diversified its funding base. Future Chefs continues to receive recognition, build capacity and improve and enrich its programming. Future Chefs is participating in a comprehensive Root Cause “Peer Performance Exchange” with 7 other innovative career development models to measure and assess programming against best-practice standards in the field. The resulting assessment will drive priority areas in Future Chefs next annual plan for program and organizational development.

Finally, Future Chefs Advisory Council and Executive Director just completed the first stage of a plan to strengthen governance, fundraising and strategic planning with the expansion of its governance capacity.



## PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that Future Chefs will track to demonstrate progress, capture lessons learned, and make course corrections as needed. Note: Fiscal year is October 1 – September 30.

	FY 2011	FY 2012	FY 2013	FY 2014 (P)
<b>Organizational Health/Capacity-Building</b>				
Acquire office headquarters, program space, youth meeting room, and teaching kitchen	Explore potential sites and funding	Bid on site; move to new space	Fully operational in new space	---
Add Culinary Educator staff position	---	Search, hire PTE	FT x2	FT x2 + PTx2
Develop, implement strategic fundraising plan	Develop	Implement	Revise and implement	Implement
Increase corporate sponsorship dollars	\$18,000	\$24,000	\$32,000	35,000
Increase number of grant applications submitted	30	40	45	
# major donors making \$2,500+ gifts	3	5	10	
Increase percentage of Advisory Council members who raise \$1,000+ per year	13%	25%	50%	50%
Institute program evaluation system	Begin Process with Capacity Institute	Create Logic Model with Measurable Outcomes	Prepare for data migration to new CRM	Implement Salesforce database
Increase strategic planning, financial oversight and fundraising at the advisory level.	---	---	Develop Committee Work	Recruit Industry Advisors
Increase total revenue	\$201,000	\$306,000	\$420,000	\$480,00



### Success Story: Aquila (Collins) Kentish

When Aquila first joined Future Chefs in her senior year at Madison Park Technical Vocational High School, she had a GPA of 1.79 and no interest in attending college. Yet Aquila loved her culinary classes and was recommended to FC by a culinary instructor. FC helped Aquila explore her options and ignited her passion and focus by connecting her to successful chefs and opportunities to continue her studies after high school. Through Future Chefs Aquila earned a half-tuition scholarship to Southern New Hampshire University. She has since completed her associate's degree with honors and earned her bachelor's degree in Hospitality Management in May 2012. Aquila Collins works for the Seaport Hotel, a Fidelity owned private hotel. She is an engaged member of Future Chefs alumni, a positive role model for other students in the program. Ms. Kentish joined the team in June 2012 as a culinary educator. (Updated, May 2013).

## TEAM AND GOVERNANCE

**Executive Director and Founder, Toni Elka**, sought and singularly found the funding and support to launch Future Chefs. In 2013, The Philanthropic Initiative at the Boston Foundation named Ms. Elka a 2013 Boston Neighborhood Fellow. She holds a B.F.A. with honors from the Massachusetts College of Art and Design and a Certificate in Nonprofit Management and Leadership from Boston University. Toni understands that life after high school is a risky time for students without a safety net, a plan, adult support and guidance. In 2004, Elka became the Program Director at the Anthony Spinazzola Foundation's Culinary Apprentice Program and began organizing a community of youth, teachers and local chefs around an annual skills event hosted by C-CAP. When the Spinazzola Foundation closed in August 2007, there was no question that Elka would continue working with this cohort of students. In 5 quick years, Toni has formed a strong community of support around a growing, successful organization: Future Chefs.

**Manager, Culinary Pathways Program: Jill Rowell**, specializes in nonprofit capacity building, which includes organizational development, program strategy, and financial growth. Prior to joining Future Chefs, Jill was the Development and Operations Manager at Adoption and Foster Care Mentoring in Boston. Jill holds a Bachelor's degree from Canisius College. **Aquila Kentish**, Culinary Instructor, oversees Future Chefs Culinary Pathways and RESET programming and softs skills development classes. She is a Future Chefs alumna with Bachelor of Science degree in Hospitality Management and Associate Degree in Culinary Arts, and 3+ years of industry experience. **Chris Titus** joined the programming team in 2013 as the Social Enterprise Coordinator and kitchen manager. Former General Manager at the North End's Taranta, Chris graduated from Salem State University with a concentration in business management and economics. **Will Barclay**, AmeriCorps Ambassador of Volunteer Coordination and Outreach, provides coordination and project support to the programming team, leading the Food is My First Language dinner series for Alums and community professionals. He graduated from Cornell University with a B.S. in Nutrition is applying to medical schools.

**Operations and Development Manager, Abbie Waite**, joined Future Chefs team in September 2010. Previously, Abbie was employed by a popular Cambridge-based restaurant group, to manage marketing and events for their six establishments. She holds a B.A. in sociology from Northeastern University, a Professional Chef Certificate from the Cambridge School of Culinary Arts, and a deep commitment to community service. **Grant Writer, Kathleen Maloney Sykes**, joined the team in 2013 and is focusing on building relationships and revenue streams with our funding community. Both support Toni, boosting organizational capacity and development.

**Future Chefs' Advisory Council** members include 12 industry professionals, restaurateurs and educators. The Council is chaired by Patricia M. Keegan Ph.D, Senior Vice President at ClearRock Consulting, and Vice Chair, Kenny Weill, Owner of K. Weill Consulting. Erin Griffith, of Middle House Events is the Secretary. The Advisory Council was formed in 2010 and benefits from active Governance and Fund Development committees. Ms. Keegan, with consulting help from the Executive Service Corps, is leading a governance development process that will provide Future Chefs with a Board of Trustees at the beginning of 2014. This body will assume responsibility for Strategic Planning, Fundraising and Financial oversight.

Future Chefs receives financial, administrative and human resource services from its **fiscal sponsor Third Sector New England**.

*"I cannot thank you enough for being by my side, always believing in me, and being my biggest supporter. I believe god sent angels in my life to help me, and you are one of them."*

*-Youth participant, age 18*