

# ***Kitchen Connects GSO***

Interim Evaluation Report YR2

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**UNCG**  
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# Introduction

## Background

Guilford County, North Carolina is home to a wide range of agricultural resources, including 90,750 acres of farmland and \$685,000 in agritourism and recreational activity<sup>1</sup>. At the same time, Greensboro/High Point, the major metropolitan area within the county, has 24 food deserts<sup>2</sup>, a food insecurity rate of 19%<sup>3</sup>, and the highest food hardship rate in the United States<sup>4</sup>. Considering this disconnect between local food and agriculture resources available and the use of those resources by individuals, families, and institutions, the City of Greensboro has mobilized several stakeholders to promote food security across our communities and develop mechanisms that support individuals and organizations who start businesses around local foods.

The City of Greensboro, the Greensboro Community Food Task Force, and the Guilford Food Council have been working together to promote food security across the Greater Greensboro Metropolitan Area and tackle the issues of access to healthy food and economic development around local food businesses. In 2014, with funding from U.S. Department of Agriculture's (USDA) Local Food Promotion Program (LFPP) Planning Grant these organizations, and other community partners, developed a Fresh Food Access Plan which was adopted by the City in 2015.<sup>5</sup> This plan identified Gaps in Our Food System, Barriers to Food Access, a lack of distribution opportunities for local Farmers and a need for commercial kitchens which would promote new food business development. The USDA has since awarded the City a Local Food Promotion Program (LFPP) Implementation Grant to help fund portions of a food plan.

The USDA has since awarded the City a Local Food Promotion Program Implementation Grant to help fund portions of a food plan. The City is working with four primary partners on the program: Guilford County Cooperative Extension Office, the Greensboro Farmers Market, the Out of the Garden Project, and the University of North Carolina at Greensboro Center for Housing and

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<sup>1</sup> US Department of Agriculture (2014, May 2). *2012 Census Full Report*. Retrieved from: <https://www.agcensus.usda.gov/Publications/2012/>

<sup>2</sup> US Department of Agriculture (2016). *Food Access Research Atlas*. Retrieved from: <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>

<sup>3</sup> Feeding America (2014). *Food insecurity in Guilford, County*. Retrieved from: <http://map.feedingamerica.org/county/2014/overall/north-carolina/county/guilford>

<sup>4</sup> FRAC (2015, April). *How hungry is America?* Retrieved from: [http://frac.org/pdf/food\\_hardship\\_2014.pdf](http://frac.org/pdf/food_hardship_2014.pdf)

<sup>5</sup> <http://www.greensboro-nc.gov/modules/showdocument.aspx?documentid=28019>

Community Studies (UNCG-CHCS). The City is leading in administering the funds and coordinating efforts among the partners, now known as *Kitchen Connects GSO*. The project addresses the lack of shared kitchen space for new local food entrepreneurs which was a recommendation of the 2015 Fresh Food Access Plan (page 33).

### [Kitchen Connect GSO Program Design](#)

Kitchen Connects GSO (KCG) is an incubator program for local food business entrepreneurs. KCG offers entrepreneurial resources for small businesses preparing low risk, pre-packaged food. The program has created a network of three kitchens in three partner locations and associated training programs. The Guilford County Cooperative Extension now houses a shared-use kitchen, certified by the NC Department of Agriculture; the Greensboro Farmers Market has a demonstration kitchen; and the Out of the Garden Project has an NC Department of Agriculture certified kitchen.

In addition to providing kitchen space to the community, KCG also provides a training program for prospective food entrepreneurs. Participants of the Kitchen Connects GSO program receive food safety training, small business classes in merchandising, marketing and basic small business finance, access to shared use kitchens, mentoring, and a specially designated farmers market table to sell products for a pilot phase. All applicants are expected to use locally-sourced, ingredients in their prepared food. Resources are available to assist in locating ingredients and building relationships with local suppliers. Participants attend the following trainings: 6

1. Plan for Success class – 2 hours
2. Safe Plate certification – 8 hour classroom, 2 hours for exam
3. Marketing Your Product – 2 hour
4. Selling Your Product – 2 hour

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<sup>6</sup> <https://www.kitchenconnectsgso.com/>

The program includes up to three uses at no cost of a certified shared-use kitchen (further use at a nominal \$10/hr fee). Participants also have access to the Greensboro Farmers Curb Market for three Saturdays at specially designated guest vendor tables to test market their products.

### Organizations Involved

The City is leading in administering the funds and coordinating efforts among the partners, now known as Kitchen Connects GSO. The City of Greensboro is working with multiple partners on this project:

1. The **Guilford County Cooperative Extension Office** (GCCE) will provide training in food safety for those using a newly created Low Risk Shared Use Kitchen and new Good Agricultural Practices (GAP) certification standards.
2. The **Greensboro Farmers Market** (GFM) will offer space at their market for new entrepreneurs and provide assistance with marketing and business planning.
3. The **Out of the Garden Project** (OOTGP) will use their community kitchen for food education programming and to support new food businesses.
4. The **University of North Carolina at Greensboro Center for Housing and Community Studies** (CHCS) will provide evaluation data for the shared-use kitchen partnership related to the Objectives of the project. They will also develop a survey tool for use in local food assessment efforts.

### Objectives of the Program

The LFPP funding is intended to support the expansion of local food entrepreneurs and provided them with connections to local producers; enable local growers to create value-added food products; provide a model for working with a neighborhood to increase the consumption of local produce; and provide data that monitors program results and a reveals clearer picture of local eating and shopping habits. This project anticipates the development of new market opportunities for food businesses and support for local food producers by:

- by providing food safety training and certification classes for local farmers and food-based entrepreneurs;

- providing training and marketing space for new businesses;
- increasing domestic consumption of locally produced agriculture by connecting local entrepreneurs to local producers at the Greensboro Farmers Market;
- increasing access to locally produced food by modeling a program to support food education and food businesses in a low-income neighborhood with limited food access;
- assisting in the expansion and development of other food business enterprises by providing statistically valid surveys to analyze food hardship the local food supply and demand in Greensboro and the effect this program has.

Four objectives have been identified for the implementation and evaluation of this program:

**Objective 1:** Create and coordinate resources for local food businesses.

**Objective 2:** Create demand for local produce converted into a shelf-stable product.

**Objective 3:** Decrease the barriers for local farmers that want to diversify from commodity crops to locally consumed crops.

**Objective 4:** Assess the use of local food resources by consumers, including those provided through the proposed program.

## Evaluation

### Procedures

The evaluation begins with a statistical/descriptive review of all applications. It then continues with systematic review of telephone exit-interviews conducted shortly after completion of the program. Finally, every 4-6 months after completion of the program, participants are interviewed again to see how their business has progressed. Observations were also made on sales days and in select classes.

## Third Cohort Applicants Kitchen Connect GSO

### Applicant Characteristics

In all, there were 39 'hits' on the application (applications opened) for the Spring 2018 cohort. The final count of non-duplicated completed applications was 24. Applicants ranged from 20 to 64 years old. The median age was 39 years old. Most (75%) were non-Hispanic White (n=18 applicants), five were African American (21%), and one Hispanic/Latino (4%). Educational attainment ranged from high school/GED to a masters and professional degrees. Many more applicants had a professional degree than previous cohorts (33.3%) or some college (33.3%). A few had either an Associates or equivalent (8.3%). None had a college degree, but 16.7% had a Master's degree. Most applicants lived in the City of Greensboro (n=18); others were in High Point, Linwood, Saxapahaw, Browns Summit, and Reidsville.

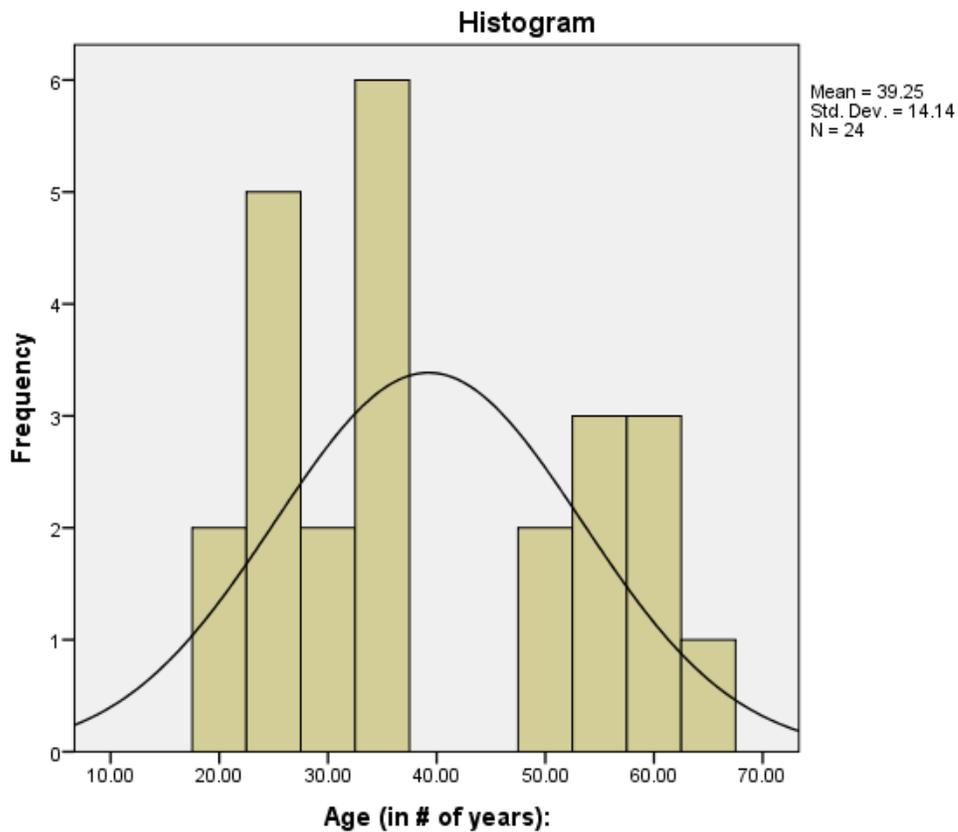


FIGURE 1 - AGE OF APPLICANTS

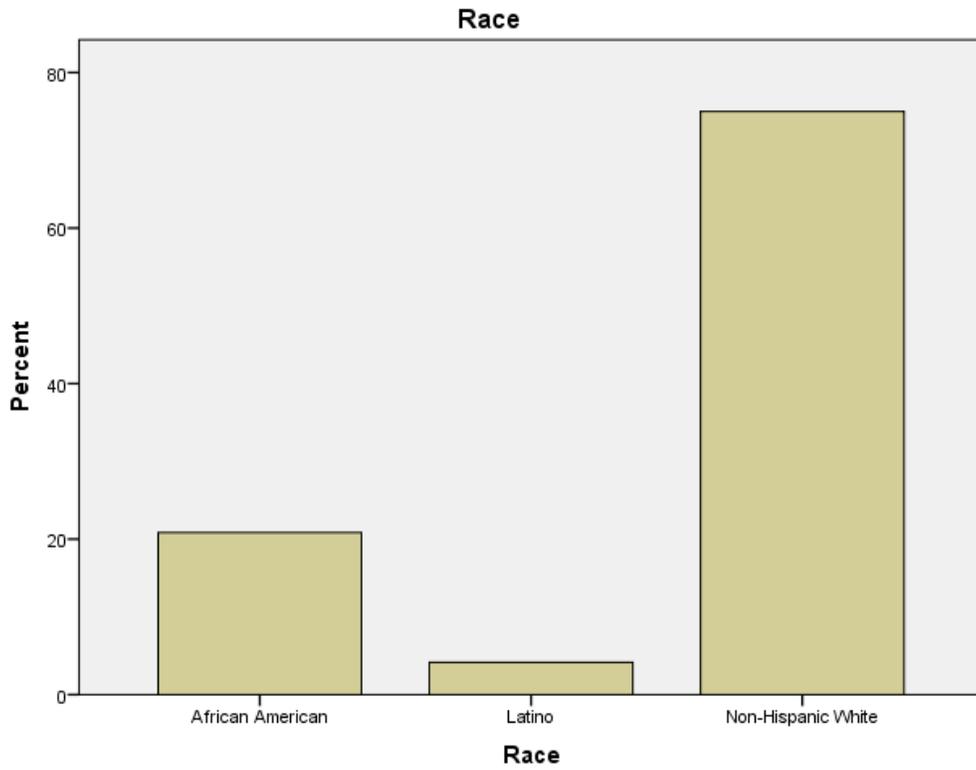


FIGURE 2 - RACE/ETHNICITY OF APPLICANTS

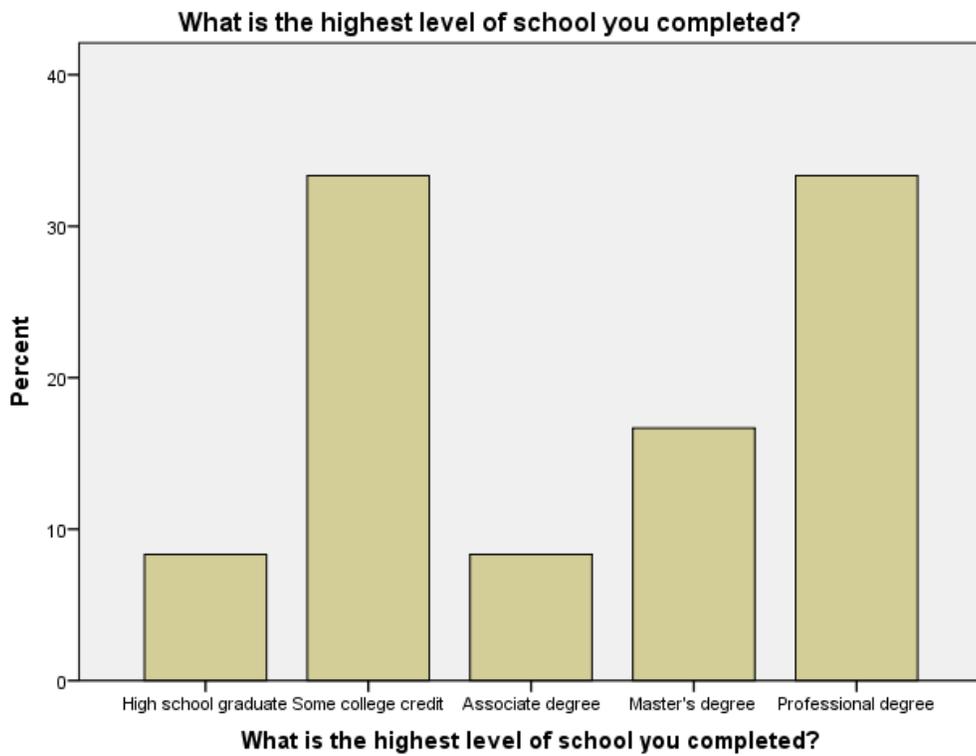


FIGURE 3 - EDUCATION OF APPLICANTS

## Recruitment

Applicants in the third cohort were asked how they learned about the program. Nine of 24 (37.5%) applicants saw tables or information at the Farmer's Curb Market, the Curb Market website, email newsletter from the Curb Market, or from discussions with the market manager. Five of 24 (20.8%) saw posts on Facebook and other (non-specified) websites. Three learned about the program from friends. For example, *"Someone sent it to me, knowing that I run a fresh fruit business. I started reading an immediately...So thought this program could put me in the right path."* Others stumbled upon the program while searching for information on Google: *"In my search for a space to produce bread, I came across the Kitchen Connects GSO project. I feel it will help ensure I have the best chance of success in this venture and connect me to other suppliers and organizations."* Additional participants learned about the program from local news or via referrals from the shared-use kitchens and the Nussbaum Center.

How did you learn about this program?	Frequency	Frequency
Greensboro Farmers Curb Market website/ email newsletter/ market manager	9	37.5%
Facebook/Internet	5	20.8%
Word of mouth	3	12.5%
Google Search	2	8.3%
Local news/ News & Record	2	8.3%
Out of the Garden Referral	1	4.2%
Guilford County NC Cooperative Extension website	1	4.2%
Nussbaum Center Referral	1	4.2%
Total	24	100.0%

## Personal Finances

Just under a third of the applicants (30.8%) were employed fulltime. Similarly, 30.8% were employed part time. About a quarter were self-employed (26.9%). While 7.7% had been unemployed more than 6 months, the others in not in the work force were disabled (7.7%) or homemakers (11.5%). Half (52.4%) file taxes as head of household and 12.5% indicated they are single parents. Three were receiving SNAP, two were veterans, also received housing assistance while another indicated receiving disability assistance. Incomes ranged from \$0 last year to over \$100,000. Median reported income last year was \$35,170.

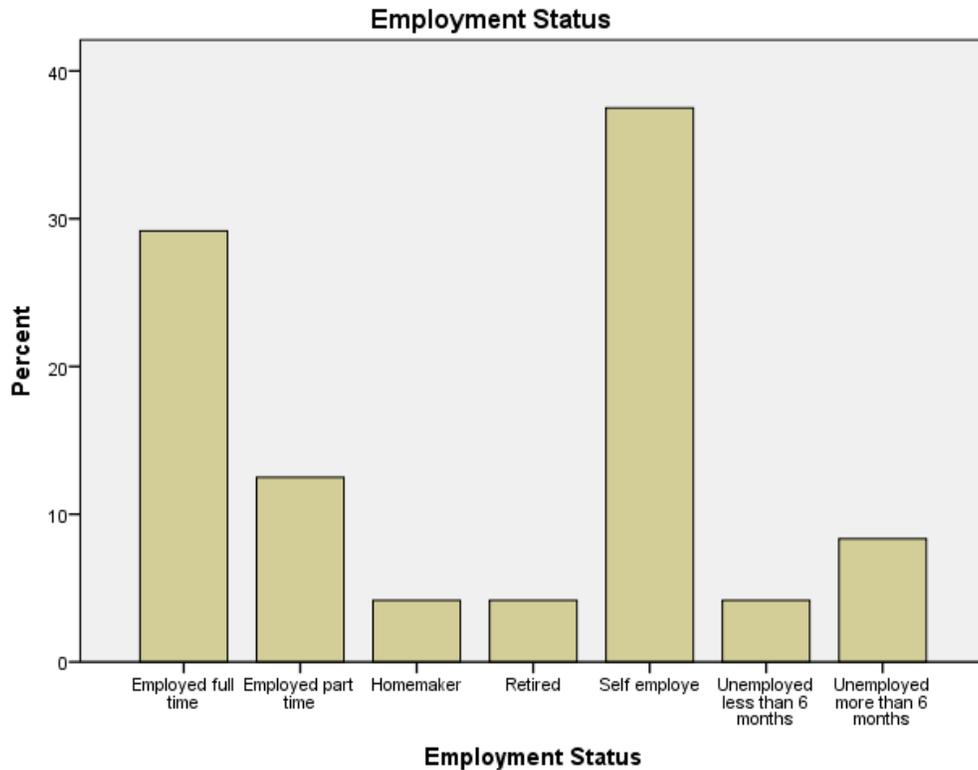
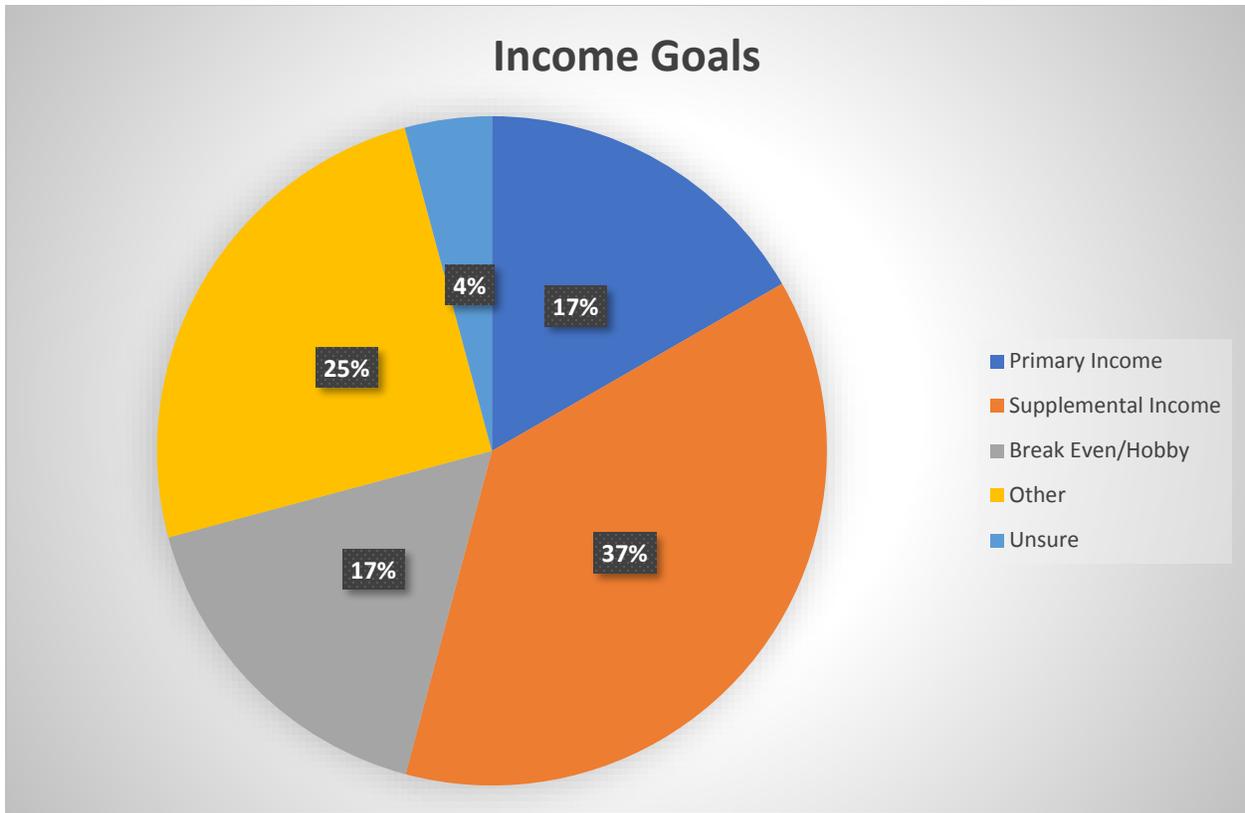


FIGURE 4 – EMPLOYMENT STATUS

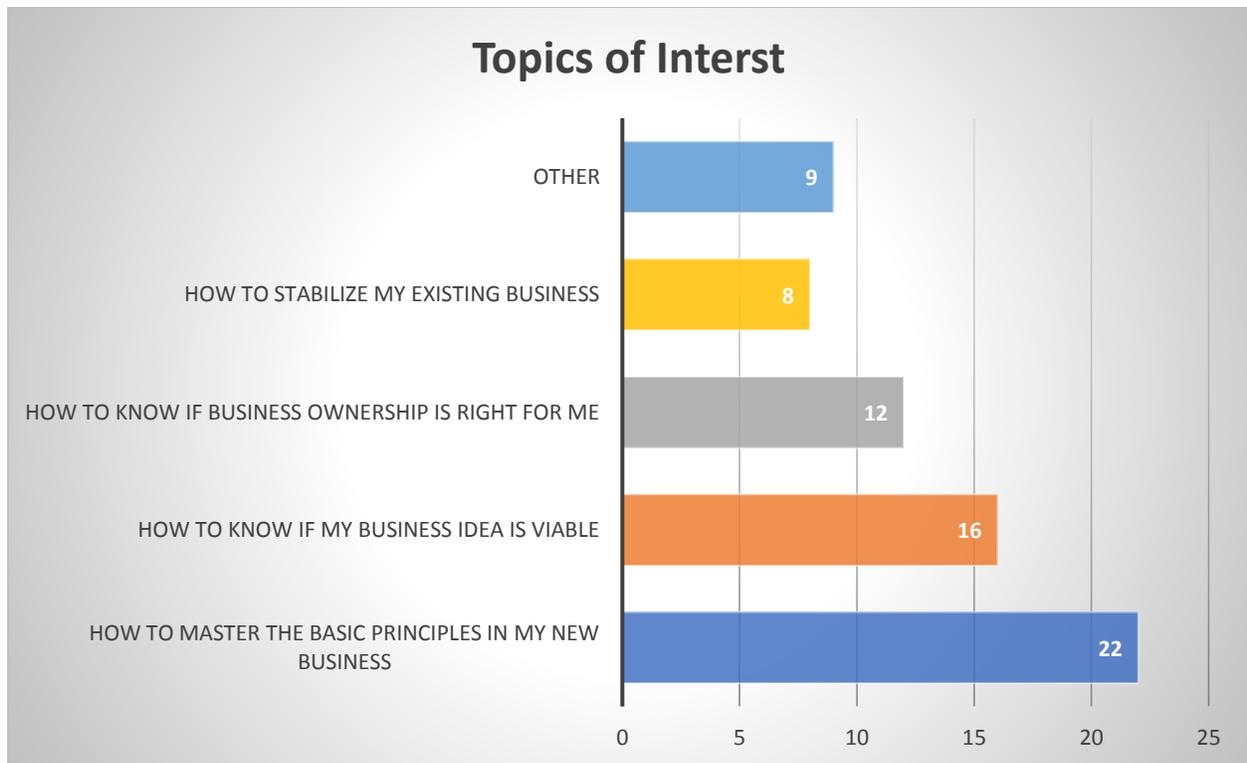
#### Business and Economic Interests

This was a new venture for 87.5% of applicants; though many also indicated having other food-related endeavors. For example, *“This is a new venture to add prepared foods and value-added products to our farms line of products.”* Four of the 24 applicants (16.7%) wanted the business to eventually become their primary source of income. Others (37.5%) saw it as a supplemental income opportunity: *“To break even in the beginning and to build the business to provide a modest addition to retirement income.”* Still more saw this as a way to diversify current businesses: *“We would like to diversify our income streams and see shelf stable, wholesale ready products as an important part of that. My husband and I work full time for the farm, and we would like to be able to double our staff capacity...”*



**FIGURE 5 - FINANCIAL GOALS OF APPLICANTS**

Applicants were interested in learning to master the basics of food business (22 of 24) and if their business idea was viable (16 of 24). All applicants had clear intentions of using local food ingredients in their products whether items they grew/raised themselves or ingredients from others. For example, *“Currently looking at using local farmers for use of eggs, flours for some of the cheesecakes. I’m using “Sweet Mornings Farm, LLC” (based at GSO Curb Market) and her jams in some of my cheesecake recipes.”*



**FIGURE 6 - TOPICS OF INTEREST**

#### Exit Interviews with Third Cohort

The Center for Housing and Community Studies (CHCS) conducted telephone interviews with the applicants and participants in Kitchen Connects GSO. Interview participants were asked about their personal background, their expectations prior to participation in the course, their perceptions and feedback from the class, and if their expectations were met. Information compiled from these interviews creates a narrative of the Kitchen Connects project - its participants, their expectations, and later successes. All applicants were called. Three or more phone attempts and three emails were sent. Of 24 applicants, 16 completed the interview (response rate of 66.6%). Eleven interviewees participated in the course while five had applied but were not selected.

<b>Total number of applicants</b>	<b>24</b>
<b>Total number of applicants who participated KCG</b>	15
<b>Total applicants interviewed who participated in the KCG program</b>	11
<b>Total applicants interviewed who did not participated in the KCG program</b>	5

FIGURE 7 - RESPONSES TO TELEPHONE INTERVIEW

### Participants

Eleven of the 16 completed interviews were with individuals who had participated in the *Kitchen Connects GSO* program. Notably, ten interviewees completed the course and were in some way active in developing their business or selling. Meanwhile, 4 completed training but were no longer active in their business, 1 dropped out of the class before completion (interview non-response), and 2 were Unknown (interview non-response). Respondents expressed a variety of reasons for participating in the program: wanting Safe Serve License; wanting more education on starting a business; and wanting more information on marketing. One said: *"The number one reason I wanted to participant was the Safe Serve License. It helps because this is one of the places that is expensive. That was my biggest interest."* Several mentioned they had *thought* about a business for years, but this program helped them in deciding to pursue: *"I have wanted to start my own food related business for years. I have moved a lot around the country. I have been here for about a year and half. I have never really had an opportunity to do it like I do now. I don't plan on leaving again and so when you commit to an area with a business you don't want to leave. I feel like there is a lot of opportunity here in North Carolina..."*

### *Previous Experience in a Food Related Business*

The majority of the participants (71%) have owned their businesses, are previous owners of a food business, or have worked in the industry prior to the course. Previous food-related experiences included: home baking bread for 25 years; making fresh fruit arrangements; hosting parties, and catering weddings. For example: *"I catered my own wedding, I have done catering for several events (churches, family, and friends), and food service director and Hope Academy."*

### *Next Steps for Vendors*

After participating in the program nine of the eleven participants were preparing to use the shared use kitchens to produce products for sale at the curb market demonstration days. From the interviews, nine out of the eleven interviewees had planned to sell or were already selling at the curb market during demonstration days. One said they would not be selling this season, and another was not certain. Feelings about selling varied from nervousness to excitement: *"I feel nervous but I feel really prepared. It depends how well it is received. If there is a huge demands I could be a little more trouble. On a smaller scale I can handle it."* Others were already selling: *"Already launched it and feel well equipped from the class information. The staff is encouraging and wants you to succeed."* Many were still finalizing plans: working on advertisement, getting insurance, and arranging clearance to use the kitchens.

### *Shared-use Kitchens*

Six of the participants have decided to use the Shared-use Community Kitchen provided by the *Out of the Garden Project*. Three other participants decided to use the *Guilford Cooperative Extension*. Two participants said either kitchen was fine, and they hadn't decided which to use or they would use both based on availability. Everyone said the kitchens met their basic need except for oven/ stove (reiterated by two bakers). One of the reasons for using the *Out of the Garden Project* kitchen over the *Guilford Cooperative Extension* was location: *"I would like to use the Out of the Garden Kitchen. Only because it is closer to where I live."*

### *Goals of Vendors*

Vendors expressed very reasonable and pragmatic goals – primarily to break-even and/or make a supplemental income. For example, one participant said: *"Cover expenses. I do not have a goal to make money wise. I want to make a little more money. It is more about the activity. I don't have dollar goals yet. Somewhere between a hobbyist and a face-to-face farmers market sale."* A few had greater ambitions of eventually making their food business a full-time vocation: *"I am not sure yet. As a student this is not something I want to see as a career. It is just something fun that I wanted to do to provide vegan foods to people. I want to be able to eventually create it to where I can have it sustain on its own."*

### *Local Products*

Local product identified included: ginger, onions, garlic, apricots, blueberries, seasonal vegetables, honey, apples and strawberries, watermelon, muscadines, mushrooms, flour, and other vegetables and fruits. Several respondents indicated that they grow their own; and all but one indicated sourcing from other vendors at the Curb Market: *"I still have to be able to make my product at a reasonable price. If local products become too expensive to make a profit I will then cease to use them."* Seasonality was also discussed as a reason for not sourcing locally in some instances: *"It will be depending on the produce season. When peaches come in season I will use them. The peaches are amazing here and I have never lived here and I love them. Some things are always available like apples. I would check out the local dairies. I really like high quality local produce. "*

### *Positive Course Feedback*

All of the participants would recommend or have already recommended the program to others. Most said it was a positive overall experience: *"It was a very positive experience. I think that the individuals that put on the classes were helpful and genuine about helping."* Immediate 'take away' lessons that participants have put to use included information on how to price items, how to market items, and basics of bookkeeping: *"The pricing was absolutely eye opening. I would have undersold my products otherwise."*

### *Recommendations from Participants*

Several participants indicated a lack of organization in the classes:

- *"I feel like they could be more organized. I feel like that the classes could be more organized and there could more of them."*
- *"If we are expecting to have a structure class, there needs to be hand out sheets to help me being successful. I felt like these classes were a lot of 'cart before the horse'"*
- *"I am passionate about wanting this program to be successful and think that with some changes it can be a great resource for the community. I feel like it could be more organized and focused."*

One participant also pointed out that the program was best for someone who is already business-ready: *"It is definitely useful for someone who is pretty far along in their process. Somebody who is independent but still may need a little help. It could be young and could be old. Someone who is confident but has questions."*

#### Non-participants

Five non-participants answered calls. One had been accepted, but *"Signed up for the program and realized that don't have the time after already been accepted."* Another indicated frustration that they had to be further along in their business in order to be selected: *"I was under the understanding was that the program was suppose to help me with improving my skills. I was told that I don't have enough experience, skills, and knowledge. I thought that was what the program was suppose to help me with."* Another non-participant said, *"I do not know much about it. Was not accepted did not give more information or why."*

#### Fourth Cohort Applicants Kitchen Connect GSO

##### Applicant Characteristics

In all, there were 18 'hits' on the application (applications opened) for the Summer 2018 cohort (aka Cohort 4). The final count of non-duplicated completed applications was 7. Applicants ranged from 29 to 63 years old. The median age was significantly higher than past cohorts at 48 years old. Most (72%) were non-Hispanic White (n=5 applicants), and two were African American (28%). Educational attainment ranged from high school/GED to professional degrees. One had a professional degree, two associate degrees, one listed trade/technical training, one some college credit, and two were high school graduates. Most applicants lived in the City of Greensboro (n=3); Browns Summit (n=2), Kernersville, and Randleman.

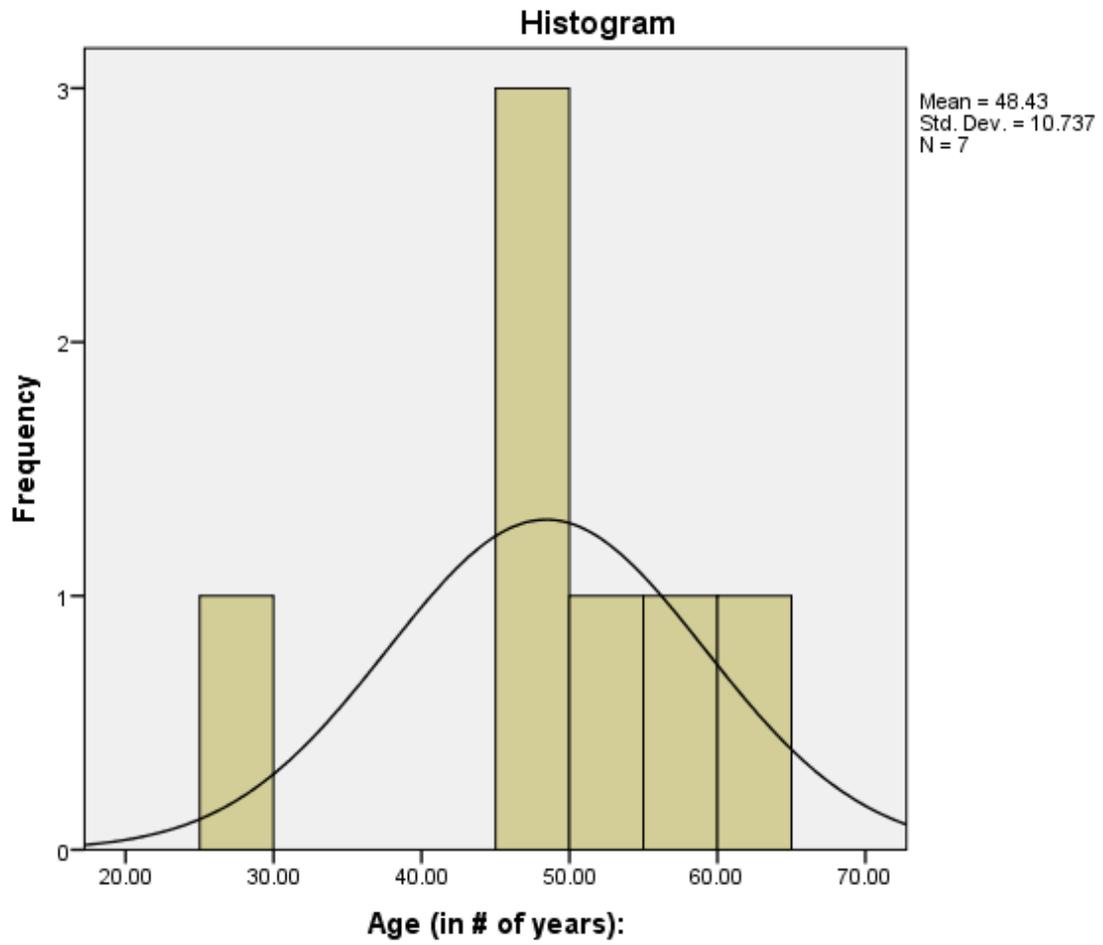


FIGURE 8 - AGE OF APPLICANTS

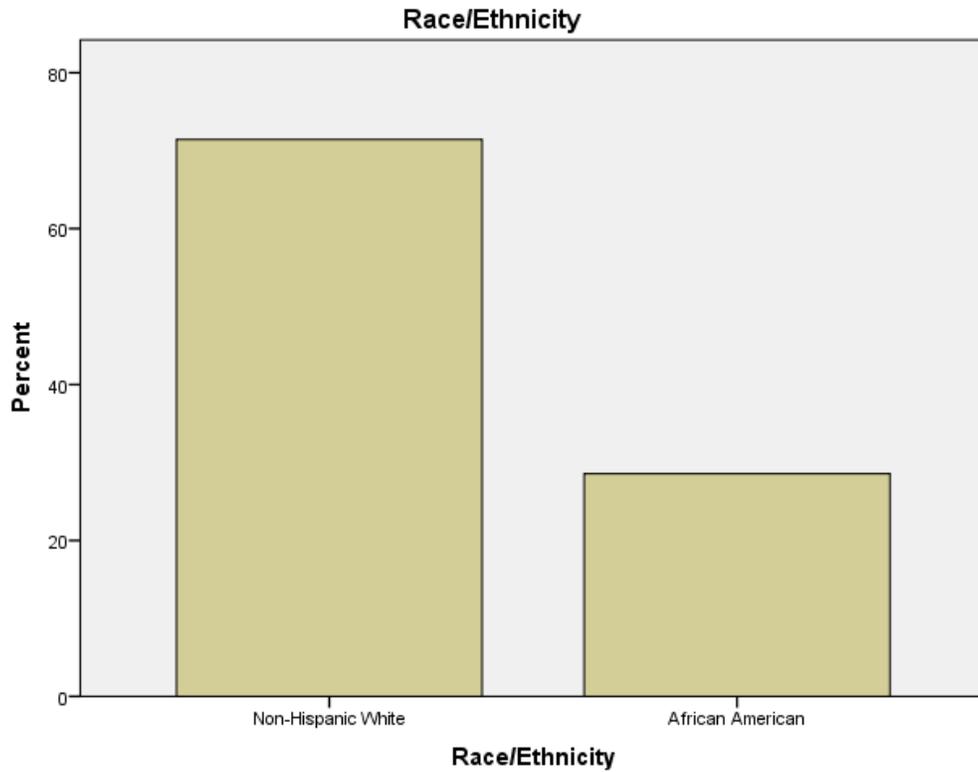


FIGURE 9 - RACE/ETHNICITY OF APPLICANTS

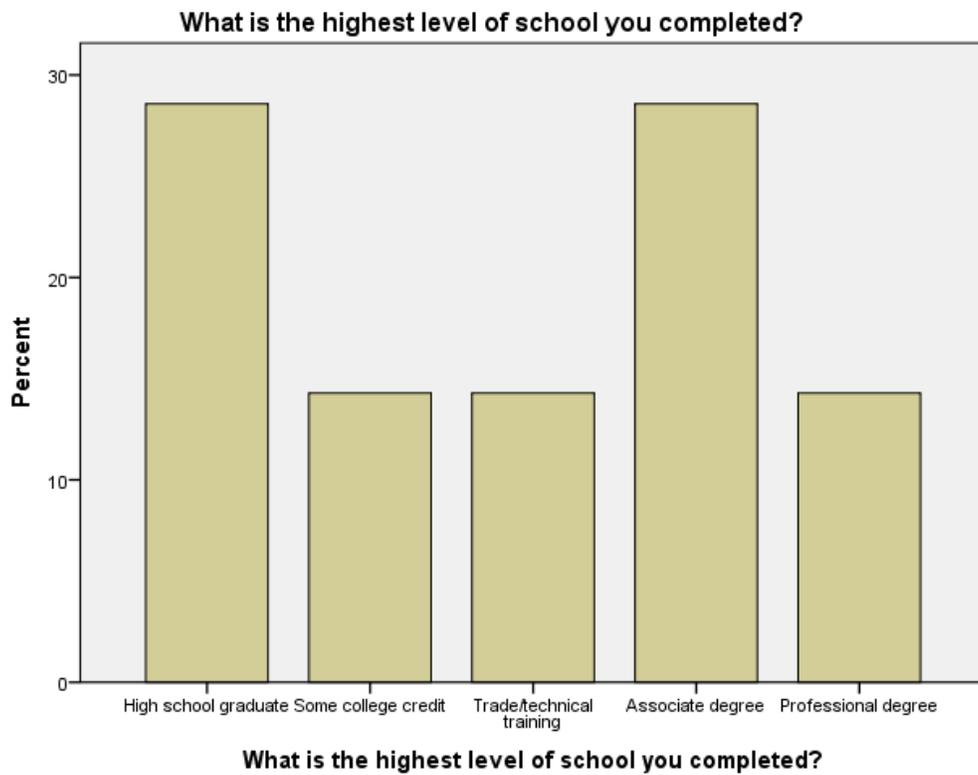


FIGURE 10 - EDUCATION OF APPLICANTS

## Recruitment

Applicants in the fourth cohort were asked how they learned about the program. Three of 7 (42.9%) applicants saw tables or information at the Farmer's Curb Market from discussions with the market manager. For example, one applicant said: *"The people that run The Corner Market told me about this program"* and another: *"through Lee Mortensen and working as a vendor at the Farmers Curb."* Other participants learned about the program from local news or via internet searches.

<b>How did you learn about this program?</b>	<b>Frequency</b>	<b>Frequency</b>
<b>Greensboro Farmers Curb Market/ market manager</b>	3	42.9%
<b>Google Search</b>	2	28.6%
<b>Local news/ News &amp; Record</b>	1	14.3%
<b>Unknown</b>	1	14.3%
<b>Total</b>	7	100.0%

## Personal Finances

A majority of the applicants (71.4%) were employed fulltime. One applicant was employed part time (14.3%) and another was self-employed (14.3%). Half (50%) file taxes as head of household and one applicant (12.5%) indicated they are single parents. Incomes ranged from \$30,000 last year to over \$100,000. Median reported income last year was \$35,170; no one reported receiving government assistance.

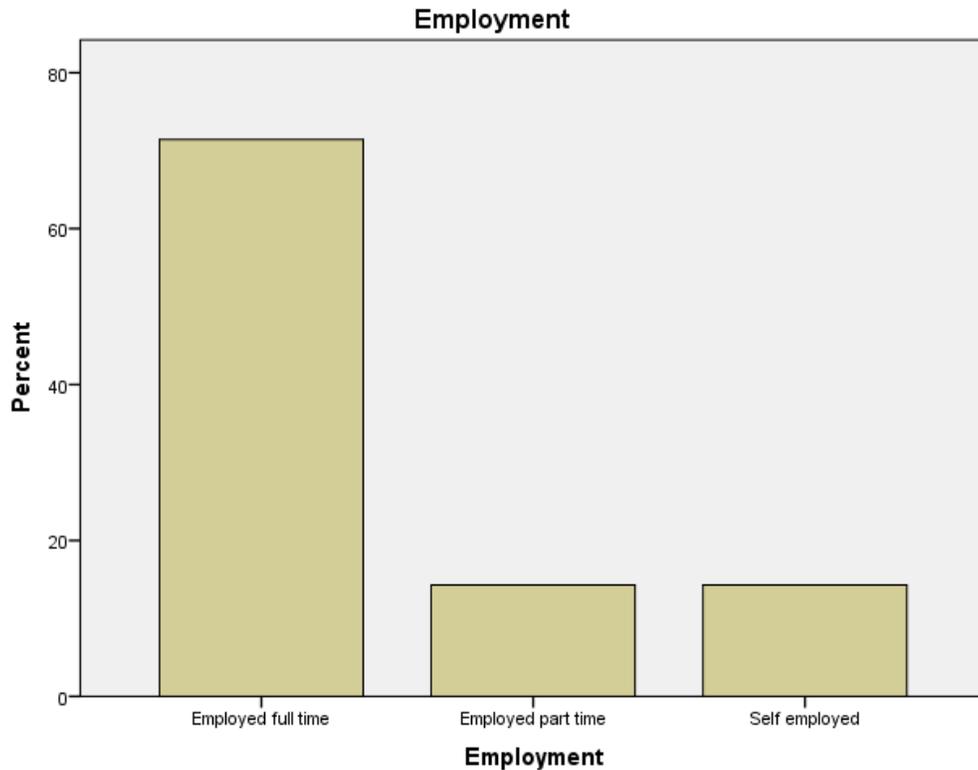
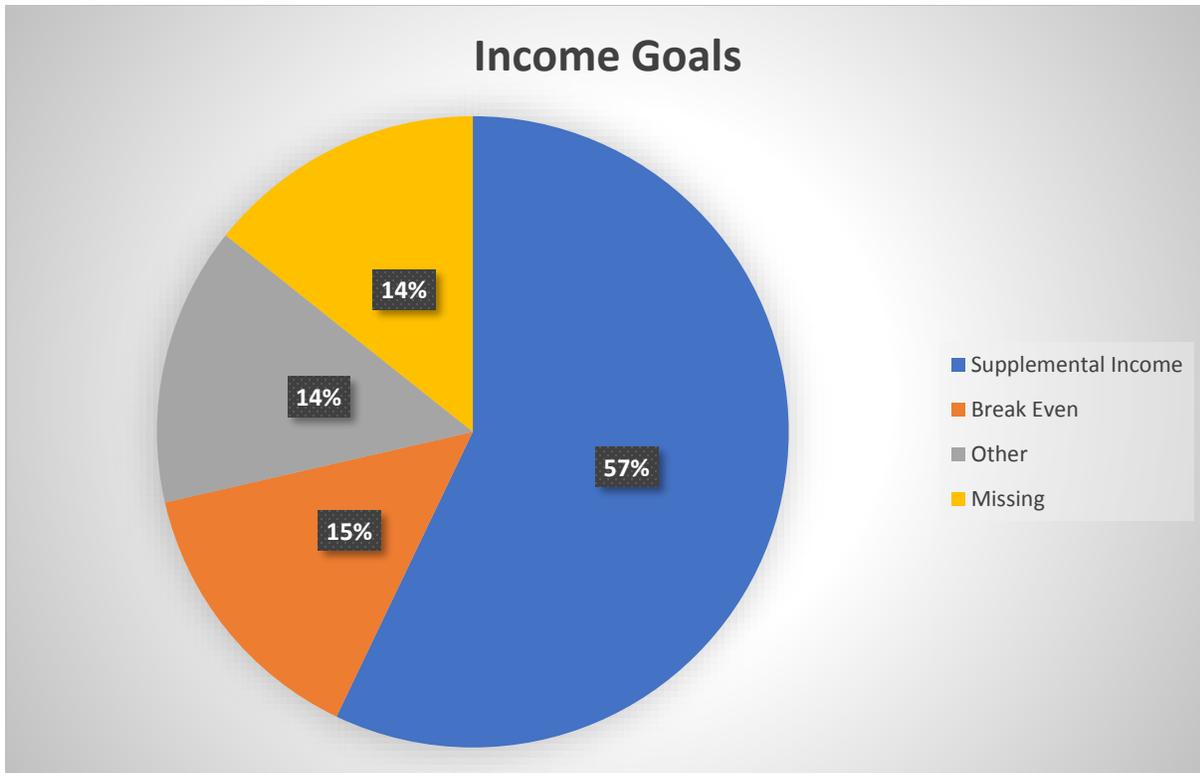


FIGURE 11 – EMPLOYMENT STATUS

### Business and Economic Interests

Only one applicant reported that this was a new venture. Most indicated regular entrepreneurial activity in food-related businesses: *“I have worked Festivals and community events”* and *“I have sold my product through Dal Maso Pasta.”* None of the applicants thought their business would become their primary source of income. Most saw it as a supplemental income opportunity: *“My basic goal is to provide enough for the company to break even. To start out I am willing to make a small profit if it is what I need to do to build my business. I know I will need to get my name out there before I can expect to make a large profit. Ultimately, I would like to being in enough to help support my family. I know this will take time.”*



**FIGURE 12 - FINANCIAL GOALS OF APPLICANTS**

Applicants were interested in learning to master the basics of food business (22 of 24) and if their business idea was viable (16 of 24). All applicants had clear intentions of using local food ingredients in their products whether items they grew/raised themselves or ingredients from others. For example, *“Currently looking at using local farmers for use of eggs, flours for some of the cheesecakes. I’m using “Sweet Mornings Farm, LLC” (based at GSO Curb Market) and her jams in some of my cheesecake recipes.”*

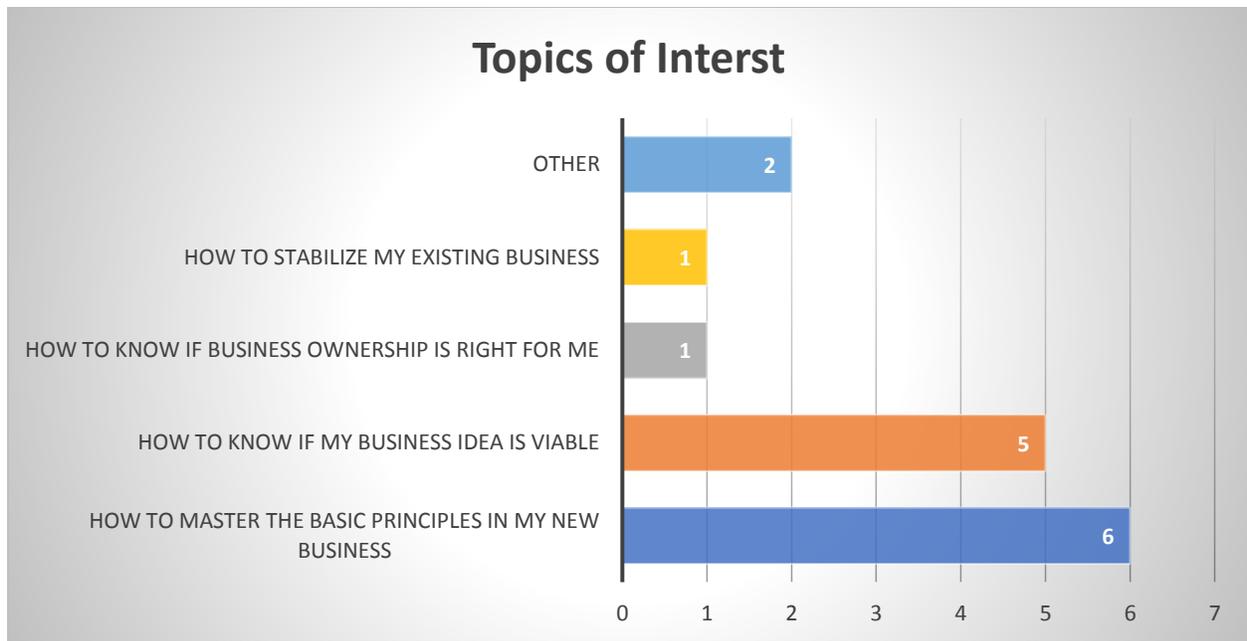


FIGURE 13 - TOPICS OF INTEREST

### Second Follow-up with First Cohort

<b>Total number of applicants</b>	<b>25</b>
<b>Total number of applicants who participated KCG</b>	<b>16</b>
<b>Total applicants interviewed for third time who participated in the KCG program</b>	<b>6</b>

FIGURE 14 - RESPONSES TO FOLLOW-UP TELEPHONE INTERVIEW

In May and June of 2018, the CHCS staff conducted the second follow-up telephone interviews (third interview since completing the program) with the summer 2017 participants in Kitchen Connects GSO. Interview participants were asked about the status of their food entrepreneurship, details about when and where they are selling their products, their sales volume, expenses, use of local Ingredients, utilization of the shared-use kitchens, future expectations and goals, as well as how *Kitchen Connects GSO* workshops benefited them and any recommendations for improving the program. Six participants from the summer 2017 cohort responded out of nine who were contacted; three did not respond to repeated voicemails, emails, and calls (response rate of 66.7%).

### Status Update

		ZActiveStatus			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Active	6	37.5	37.5	37.5
	Dropped Out	3	18.8	18.8	56.3
	Trained/Not Active	4	25.0	25.0	81.3
	Unknown	3	18.8	18.8	100.0
	Total	16	100.0	100.0	

FIGURE 15 - CURRENT STATUS COHORT 1 SUMMER 2018

Six participants (37.5%) were found to still be active in some way in food entrepreneurship; yet “active” varied from fully developed food businesses to still planning for an entrepreneurial activity of some type. Participants were asked to give a general statement of how their food entrepreneurship efforts were going nine to ten months after the workshops. There was a range of responses. One participant has expanded to four farmers markets and 13 stores; making 7 different products and a monthly profit of \$1,000. Yet, others are “Still in business, just not using the kitchen” or “I haven’t really had a chance to utilize anything because I am helping my children and taking care of them.” The later added: “I plan on starting in the next year to year-and-a-half. “

### Vending & Sales Volume

Four of the six interviewees are actively selling their goods on a weekly to monthly basis at Grove Street Market, GSO Curb Market, the Corner Market, Coble Stone (Winston), High Point Farmers Market, Corner Market, Curb Market, The Budding Artichoke (Retail), Deep Roots Markets (Retail), as well as 13 additional retail outlets.

The participants explained that they “sometimes break even” while several others said they are only making a very small profit: “If I am, it is a very small one. We are still working on paying back a loan we took out in the very start. As soon as the loan is paid off we will have a profit.” Only one vendor seems to be making a consistent profit. Time seems to be a barrier for many who have other work and life commitments and limited time for their business ventures: “Time, I don't have enough time to sell the way I want to.”

### *Use of Kitchens*

Five vendors who have at some point sold were using the kitchen at *Out of the Garden Project*. Three of six vendors said the location was very convenient and close to their home. One indicated that the 24-hour access to the kitchen makes it more accessible than other locations. Another said the “Larger and the equipment was more up to date, more organized” than the Extension kitchen. There were several suggestions for improvement:

- *“I like that the kitchen coordinator doesn't need to be there to let me in, has plenty of space to store their things there, and like the company of other vendors being there. I don't like that there is not a vegetable washing station.”*
- *“Commercial stove was replaced by regular stove, needs more than four burners and all big burners.”*
- *“Needs more Shelf space, available storage”*

### *Kitchen Connects GSO Assistance*

The Kitchen Connects GSO program has assisted vendors in several ways – primarily by helping producer/vendors to become “*certified and legit.*” One participant explained, “*Food safety certification, allowing me to vend at the farmers market*” and another said “*It has allowed me to go legitimate and having a legitimate business.*” Also, access to shared-use kitchens has benefited participants: “*It has given me an inspected kitchen I can work out of.*”

### *Expectations and Future Goals*

Participant’s goals for the next six months were modest and realistic. One said they needed to do more branding and marketing. Others indicated the goal of getting into more retail locations and increasing sales: “*In the next year I will have hopefully will be selling twice what I am selling now.*” Finally, one successful vendor would like to expand to other cities (Raleigh/Durham) and “to start paying myself.”

### *Recommendations from Participants*

Very few new suggestions were put forward in this round of interviews. First, additional activities and lessons around branding: “*The course did not have much information on how to build a brand*

for yourself. On how to make yourself stand out and your companies representation. How to build a theme for your company. A course on that would be amazing.” Another suggestion was regarding use of the kitchens for catering businesses: “Once Greensboro expands where catering businesses can also utilize the kitchen I think it will be a lot more successful/helpful.”

### Follow-up with Second Cohort

<b>Total number of applicants</b>	<b>17</b>
<b>Total number of applicants who participated KCG</b>	<b>10</b>
<b>Total applicants interviewed for third time who participated in the KCG program</b>	<b>3</b>

FIGURE 16 - RESPONSES TO FOLLOW-UP TELEPHONE INTERVIEW

In May and June of 2018, the CHCS staff conducted follow-up telephone interviews with the Fall 2017, Second Cohort participants in Kitchen Connects GSO. Interview participants were asked about the status of their food entrepreneurship, details about when and where they are selling their products, their sales volume, expenses, use of local Ingredients, utilization of the shared-use kitchens, future expectations and goals, as well as how *Kitchen Connects GSO* workshops benefited them and any recommendations for improving the program. Eight participants from the Fall 2017 cohort were called. More than three phone attempts and emails were sent. Of ten participants, three completed the interview and seven did not respond to repeated voicemails, emails, and calls (response rate of 30.0%). We were able to follow up with program staff and learn about the status of the remaining participants: two had dropped during the program, and five were no longer active.

**ZActiveStatus**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Active	3	30.0	30.0	30.0
Dropped Out	2	20.0	20.0	50.0
Trained/Not Active	5	50.0	50.0	100.0
Total	10	100.0	100.0	

FIGURE 17 - ACTIVITY STATUS COHORT 2, FALL 2017

## Status Update

Participants were asked to give a general statement of how their food entrepreneurship efforts were going five months after the workshops. Of the three respondents, two are not vending. The third, didn't participate in educational program, they only use the *Out of the Garden Project* shared-use kitchen. One of the participants said, *"I had back surgery in January, lost my job and am without any capital to move forward in creating a business."* They plan to continue but "do not have a set sell date." The other who is not yet vending said they were *"Putting more focus on how to brand the product, creating a website"* and they are planning to begin selling at the market *"in a few weeks."*

The only participant vending (who did not go through the program except to get kitchen access) is vending at a local winery. They sell only one product - chocolate truffles and report "barely a small profit." They do not remember their capitalization expenses. They do not use local ingredients. There were no recommendations from any of the three. One did say the program is "a great community asset and hope to be able to pay it back somehow. It's something that should be modeled in other cities."

## KCG Class Observations

During the Summer 2018 (fourth cohort) of the program, CHCS staff observed two classes, noting

### Marketing Your Product

The Marketing class was split into two sessions after the participants indicated that the information was difficult to follow during their first class. One of the participants explained that the first class was difficult due to amount of information they received. In the second session, there were only three participants after one participant





dropped from the program due to family issues. In this session they were working on business cards, social media, packaging, and practicing presenting their product.

The first person to present their product was a person making pickles. He named his product, "Poppys Pickles." This individual had tubs of different types of pickles and materials ready to share his products. Poppys Pickles were 32 oz jars, being sold for \$7 in a plastic container that he gets for wholesale. Initially, the marketing class instructor noticed the pricing would be an issue:

Poppys Pickles could afford to be sold for much more. The instructor said that if the pickles could be put into a glass jar and made shelf-stable, they could easily be sold for \$12. This was surprising for the participant, as he had been selling pickles for 9 years at the \$7 price. It was evident he was somewhat uncomfortable with the idea of selling them for \$12 but was absorbing the information and understanding what needed to be done to make the product better.

The next person to present their product was a vendor who had created 'chocolate salami.' Her background included being a food critic in Italy. She was born and raised in Italy and moved to the United States after her husband was





transferred from Italy to North Carolina for work. She presented three types of 'salami': original chocolate, mint chocolate, and spiced chocolate. Throughout her presentation, she explained the history of the chocolate salami and how it has been something she has been making her whole life. She shared that some people

become interested in the product after hearing that it is chocolate salami and wondering if it is chocolate in the meat salami; this was an issue when she was trying to get people to try her product. She is very excited about sharing this Italian treat made of chocolate and shortbread cookie in the shape of salami. So far, two restaurants want her product to serve and also sell in their stores.

The last person to present was a vendor making baked goods such as brownies and caramel blondies. Reportedly, they are roughly the size of an iPhone and she was only selling them for \$3; similar to the first presenter, she was also surprised to learn that this was far too low of a price. She presented her product to everyone in the room and explained about how she presents her product at the farmers market - when she is at the farmers market she has a single table with a pink tablecloth. Finding out that she may need to change her price made her nervous as she had already sold some of her items at the \$3 price. The instructor informed her that it should not be a problem or that she could possibly make her brownies smaller instead.

### Safe Plate

The Safe Plate class was held at Guilford County Cooperative Extension in Greensboro. This class was split over two full days. Participants learned about proper food safety. The instructor drew from a course book and used a PowerPoint presentation that illustrated different food safety

issues and how to avoid them. This included foodborne illnesses, proper handling, and storage for different food products. There was a general consensus that it was a lot of information and that it is going to be difficult to study all of the material. One of the participants explained, "I am studying with my daughter and taking the practice tests to make sure I have the material down for the test. I am nervous about taking it the next day though." All thought that the class was informative and thoughtful in how the information was presented. They thought it included plenty of information though it was overwhelming at times.

The instructor gave the class the option to take the test on the same day or later because they had received the books for the class later than usual. Two vendors were planning on taking it the next day after class and one person was considering taking it a week later so that she would have more time to study.

#### [NC Cooperative Extension GAP Pre-Post Evaluation](#)

The Spring 2018 GAP Certification class conducted by the Guilford County Extension had a total of five attendees. These farmers grow: microgreens, herbs, edible flowers, strawberries, mixed vegetables, greens, lettuce, tomatoes, and carrots. Growers reported wanting to take the class, so they could learn about food safety practices for their farms, and to receive Proof of Training certificate to comply with audit guidelines. No feedback or evaluation reports were shared with the evaluators. These forms may have been lost in staffing transitions.

## **Kitchen Connects GSO Measurement Development**

In working towards developing a local instrument to assess the relationships between local food systems, local food promotion, and food security, we have engaged a wide range of stakeholders to identify focus areas for question and scale development.

We have engaged stakeholders initially through a series of 8 focus group interviews in 2017, and we followed up with additional stakeholder meetings and member checks in 2018. These stakeholder meetings included 5 additional focus groups with non-profit and health agency representatives who address healthy eating as part of their mission, as well as a culminating

summit/member check with researchers, health organization representatives, and City and County health representatives who focus on healthy eating data.

Through engaging these various stakeholder groups, we have begun to identify focus areas for question and scale development for our local community. These focus areas include:

#### Local Preferences

- How important is locally-grown/produced food to our communities?
- What capacity do our communities have for purchasing local foods?

#### Resources

- What food resources do communities have available to them? These resources might include:
  - Neighborhood grocery
  - Neighborhood food pantry
  - Access to free and community meals
  - Farmers markets and produce stands
  - Educational and skill-building support
  - Cooking and meal preparation equipment in the home
- What resources for *local* food do communities have available to them?

#### Utilization

- How do individuals and communities make use of the food resources that are available to them?
- How do individuals and communities make use of the *local* food resources that are available to them?
- How do individuals and communities describe their eating practices and preferences?
  - Do people cook in the home? Do they want to?
  - Do people rely primarily on convenience and prepared food?
    - If so, why? Timing? Finances?

#### Barriers

- What factors keep people from being able to enact healthy and/or local food practices? Factors might include:
  - Social Determinants of Health
  - Income/Poverty
  - Access
  - Transportation

- Distribution
- Food Literacy/Self-Efficacy

#### Food Security

- What can existing measures of food security help us understand about our local communities? Measures might include:
  - USDA Food Security Module
  - Behavioral Risk Factor Survey System (BRFSS)
  - Food Research and Action Center food hardship question

## Conclusions and Recommendation

Over the course of the four cohorts (Fall 2017 to Summer 2018) there have been a total of 73 applicants to the program. Notably, the numbers of applications in the fourth cohort (Summer 2018) were significantly lower than previous cohort (n=7). Of those who have applied, 63% have been accepted into the program (n=46). Of those who were accepted into the program, 41.3% (n=19) are still “active” in some way with their food business. A little less than a third (28.3%; n=13) completed the courses, but are not “active.” Attrition is also high, 15.2% (n=7) dropped out at some point after being selected. We do not know the disposition of seven (15.2%) of those accepted as they did not respond to multiple attempts for interviews.

		ZYear			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fall 2017	17	23.3	23.3	23.3
	Spring 2018	24	32.9	32.9	56.2
	Summer 2017	25	34.2	34.2	90.4
	Summer 2018	7	9.6	9.6	100.0
	Total	73	100.0	100.0	

FIGURE 18 - APPLICATIONS BY COHORT

		AcceptedinProgram			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	27	37.0	37.0	37.0
	Y	46	63.0	63.0	100.0
	Total	73	100.0	100.0	

FIGURE 19 - APPLICATIONS ACCEPTED

**ZActiveStatus**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Active	19	41.3	41.3	41.3
Dropped Out	7	15.2	15.2	56.5
Trained/Not Active	13	28.3	28.3	84.8
Unknown	7	15.2	15.2	100.0
Total	46	100.0	100.0	

FIGURE 20 -CURRENT STATUS

Of 73 applications, we have interviewed a total of 41 and are in the process of interviewing participants from Cohort 4, Summer 2018. Summary tables of call scripts, logs, and outcomes may be found in the appendices.

TABLE 1 -SUMMARY OF APPLICATIONS AND INTERVIEWS

	Cohort 1 Summer 2017	Cohort 2 Fall 2017	Cohort 3 Spring 2018	Cohort 4 Summer 2018
<b>Total Number of "hits" to application</b>	80	40	39	18
<b>Total number of applicants</b>	25	17	24	7
<b>Total number Interviewed</b>	12	12	17	*
<b>Overall Interview Response Rate</b>	48.0%	70.6%	70.8%	-
<b>Total number of applicants who were selected for KCG Program</b>	16	10	15	5
<b>Total applicants interviewed who participated in the KCG Program</b>	9	6	11	*
<b>Participant Response Rate</b>	56.3%	60.0%	73.3%	
<b>Total number of applicants who were not selected to participate in KCG Program</b>	8	7	9	2
<b>Total applicants interviewed who did not participate in the KCG Program</b>	2	5	5	*
<b>Non-Participant Response Rate</b>	25.0%	71.4%	55.6%	-

\*in-progress

Participants report being “overwhelmed” by the volume of information in the classes and several reported lack of organization during the program - perhaps due in part to multiple staffing changes at all partner organization in the collaborative. Yet, overall program participants still report favorable of their experiences in *Kitchen Connects GSO*.

Concerns that should be addressed include: 1) the drop-out rate (nearly 16% of those selected for the program quit or fall out before completing classes); 2) the fact that a third (28.3%) of those who have taken classes are no longer active in food production and 15.2% are unknown and assumed inactive; and 3) the very low number of participants who are actively vending on a regular basis. Also of concern is the marketing of the program. There has been a sharp decline in the last cohort in the number of 'hits' to the application and very few completed applications. However, it is noted that as of Aug 9, 2018, there have already been 38 "hits" and 20 completed application for the Fall 2018 Cohort. The 'lull' in applications may be attributed to key staffing changes at all three anchor organization.

A review of the original program objectives and how current program outputs align, or do not align, with these objectives may be needed. The program has clearly satisfied Objective 1 "Create and coordinate resources for local food businesses." Kitchen Connects GSO and the shared-use kitchens have successfully created a program serving local food entrepreneurs and coordinated resources to provide resources for these emergent businesses. Objective 2 "Create demand for local produce converted into a shelf-stable product" may also have been met in that all participants in the program are encouraged to use local produce and the selection of participants in-part hinges on their stated use of these ingredients. Objective 3 "Decrease the barriers for local farmers that want to diversify from commodity crops to locally consumed crops" has only partially been met. In the last few cohorts, more current farmers who are already regular vendors have been recruited for the program, offering opportunities for them to add value to their produce. However, the lack of participants in the GAP certification program has limited the outcomes for Objective 3. Likewise, while Objective 4 "Assess the use of local food resources by consumers, including those provided through the proposed program" is progressing, there is not yet an instrument available to assess local use in a systematic manner.

# Appendix A: Telephone Interview Instruments

## First Call Script

Good Morning/Afternoon/Evening, my name is \_\_\_\_\_. May I speak with \_\_\_\_\_?  
I work with the UNCG Center for Housing and Community Studies, and we've been appointed by the USDA to evaluate the success of the Kitchen Connects program. Your name was selected from those that have participated or expressed interest, and I was hoping to ask you a few questions that will be helpful in evaluating the program. The survey will only take 10 minutes.  
May we continue with the interview now, or would you prefer that I call back at another time?

**NOTE** Callback time/date here:

01/01/2017 12:00PM

### Interview Questions

#### **Background**

**1. Did you attend the Kitchen Connects class?**

No

**IF NO:** Why not? ( cost, transport, time/dates, lost interest, child care, language, other...)

**IF NO:** Would you like to attend in the future?

**IF NO:** What are you hoping to get out of participation in the Kitchen Connects program?

**Probe: Do you currently operate a food-related business?**

Probe: What made you want to participate in the *Kitchen Connects GSO* program?

**2. What kind of food product are you planning to make?**

Probe: What are you planning to call it?

**3. What kinds of food activities have you participated in (prior to the program?)**

Probe: Have you sold food that you prepared (*before* the program?)

Follow-up: If so, where?

**SKIP TO #7 IF INTERVIEWEE HAS NOT TAKEN CLASS**

**4. Which Kitchen Connects classes did you attend? (Planning for Success, Merchandising or Marketing)**

**5. Describe what you learned from the Kitchen Connects classes.**

Probe: What was the most useful thing you learned from *each* class you attended?

Probe: What did you want to learn more about?

**6. After participating in the program, what are your next steps?**

Probe: Did you participate in the June 24th event at the Farmers Curb Market? If not, when do you anticipate that you will participate?

Probe: How well do you feel prepared to launch your food product?

**7. Have you used one of the shared-use kitchen or are you planning to use one of the shared-use kitchens through the Kitchen Connects program? (refer to <https://www.kitchenconnectsgso.com/> with questions)**

**IF YES:** Are you planning to use the Out of the Garden kitchen or the Cooperative Extension kitchen?

Probe: Does the current shared-use kitchen provide you with the equipment and supports that you need to launch your business?

**IF NO:** What else do you need?

**8. What are your basic financial goals for your business?**

Probe: Have those goals changed as a result of participating in this program?

**9. What kinds of local products and resources are you using to launch your business?**

Probe: How important is it for you to support other local businesses and resources?

**STOP HERE IF INTERVIEWEE HAS NOT ATTENDED A COURSE**

**10. What did you learn from the Kitchen Connects program that you feel you can use right away?**

**11. Would you recommend the Kitchen Connects program to other people who are trying to launch a small food business?**

Probe: Who is this program most useful for?

Probe: Would you participate in this program again?

**12. Is there anything related to the class that you would like to tell me?**

## Follow-Up Call Script

### Introduction

Good Morning/Afternoon/Evening, my name is \_\_\_\_\_. May I speak with \_\_\_\_\_?

I work with the UNCG Center for Housing and Community Studies, and we've been appointed by the the City of Greensboro and the USDA to evaluate the success of the Kitchen Connects program. We spoke with you in June to discuss your experience in the Kitchen Connects GSO. I was hoping to speak with you today to briefly discuss your experiences since you completed the course. Do you have 15 minutes to answer a few questions?

#### IF NO:

Would you prefer that I call back at another time?

NOTE Callback time/date here:

5/22/2018

#### IF YES: (PROCEED TO INTERVIEW)

### Interview Questions

#### Background

1. How have things gone for you since the last time we spoke?

Probe: Specifically, what progress have you made toward your goal to become a food entrepreneur?

2. Have you started vending your products?

**IF NO:** why not?

Probe: Do you plan to start selling later? If so when?

**IF YES:**

When/where do you sell your product?

Location	Days of the week	How often

**3. What is your volume of sales? How many products are you selling?**

How high is the demand? If it is high are you keeping up with demand, or if low, why do you think the product isn't selling?

Are you making a profit on the products you sell?

Probe: Are you breaking even or are you seeing a loss in sales? Why?-  
Has your profit increased since the workshops and classes? If so, explain

What are some of the barriers you are experiencing to becoming more successful?

**3. In general, what are your operating expenses (i.e. materials, supplies, ingredients, fees, etc)?**

What was your source of capitalization to cover these operating expenses as you got started?

Now, how do you cover these expenses?

**4. Are you using any local ingredients in preparing your product?**

Probe: Where are you purchasing these locally produced supplies?

**5. Which shared-use kitchen do you use? (NC Cooperative Extension, Out of the Garden, or other)**

Probe: How often?

Probe: What made you choose this kitchen over the other available locations?

Probe: what feedback can you give us about this kitchen; what do you like/dislike about it?

Probe: If you could improve one aspect of this kitchen like equipment, hours of operation, availability, etc. what would it be?

**6. How has Kitchen Connects GSO helped you in your effort to become a food entrepreneur?**

Can you give an example of something you learned in Kitchen Connects that you have applied to your food business?

**7. What were your expectations for your vending operation and product, after completing the Kitchen Connects GSO course?**

Have you met or exceeded your expectations?

Why or why not?

**8. What are your goals for the next 6 months? Year?**

Have those goals changed since you first started vending after completion of the course?

Probe: What additional licenses/certifications or skills would be helpful in growing your operation?

Probe: Was there anything that you felt would have been helpful to learn in the Kitchen Connects GSO course prior to starting your operation?

**9. Do you have any recommendations on how the program can be improved?**

**10. Is there anything else you can share about your food business and the Kitchen Connects GSO program, that you would like to tell me?**

Thank you very much for your time in helping us evaluate this program. Enjoy the rest of your day.

## **Appendix B: Telephone Interview Call Log**

## Summer 2017 Cohort

TABLE 2 – FOLLOW-UP TELEPHONE INTERVIEWS - FIRST COHORT SUMMER 2017 (PROGRAM ATTENDEES ONLY)

Complete: (Y/N)	Date & Time Call 1:	Voicemail left: (Y/N)	Date & Time Call 2:	Voicemail left: (Y/N)	Date & Time Call 3:	Voicemail left: (Y/N)	Date & Time Call 4:	Voicemail left: (Y/N)	Email Sent: (Y/N)	Date	Call-Back Time	Refused
Y	5/21/18 @ 12:31 pm	N							N			
	5/22/18 @ 1:31 pm	Y	5/24/18 @ 10:53 am	Y					Y	5/23/18 @ 2:43 pm		
Y	5/22/18 @ 2:04 pm	Y	5/23/18 @ 3:16 pm	N					Y	5/23/18 @ 2:43 pm		
Y	5/22/18 @ 2:05 pm	Y	5/24/18 @ 10:55 am	N	5/24/18 @ 11:30 AM	N			Y	5/23/18 @ 2:43 pm	Call back at 11:30 am	
Y	5/22/18 @ 2:12 pm	N										
N	5/23/18 @ 3:37 pm	N	5/29/18 @ 3:54 PM	N (mailbox full)	6/07/18 @ 11:52	N			Y	5/23/18 @ 2:43 pm	Texted her 5/30	
N	5/24/18 @ 10:49 am	Y	06/07/18 @ 12:02 PM	N	6/07/18 @ 12:30	N	6/07/18 @ 1:43	Y	Y	5/23/18 @ 2:43 pm	Called 5/30	
Y	5/24/18 @ 10:51 am	N	06/07/18 @	N	6/7/2018	N	6/7/18 @ 2:35 pm	N	Y	5/23/18 @ 2:43 pm	CALL at 2:20 pm	
N									Y	5/23/18 @ 2:43 pm		Y

## Fall 2017 Cohort

**TABLE 3 - FOLLOW-UP TELEPHONE INTERVIEWS - SECOND COHORT FALL 2017 (ATTENDEES AND NON-ATTENDEES)**

Complete: (Y/N)	Date & Time Call 1:	Voicemail left: (Y/N)	Date & Time Call 2:	Voicemail left: (Y/N)	Date & Time Call 3:	Voicemail left: (Y/N)	Date & Time Call 4:	Voicemail left: (Y/N)	Date & Time Call 5:	Voicemail left: (Y/N)	Date & Time Call 6:	Voice mail left: (Y/N)	Email Sent: (Y/N)
Y	5/22/2018 14:07	N											N
Y	5/22/2018 2:37	N											N
	5/22/2018 14:57	N	5/23/2018 16:07	N	5/24/18 @ 11:51 am	N	5/30/18 @ 1:08 PM	Y	6/7/18 @ 12:02 pm	Y	6/14/18 @3:10 pm	Y	Y
	5/22/2018 15:06	Y	5/23/2018 15:05	Y	5/24/18 @ 11:53 am	Y	5/30/18 @ 1:09 PM	Y	6/7/18 @ 12:06 pm	Y	6/14/18 @ 3:12 pm	Y	Y
	5/22/2018 15:11	N	5/23/2018 13:30	Y	5/24/18 @ 11:57 am	N	5/30/18 @ 1:12 PM	Y	6/7/18 @ 12:08 pm	Y	6/14/18 @ 3:14 pm	Y	Y
Y	5/22/2018 15:15	Y											N
	5/22/2018 15:35	N (mailbox is full)	5/23/2018 14:00	N (mailbox is still full)	5/24/2018 @ 12:27 Pm	N	5/30/18 @ 1:24 PM	N	6/7/18 @ 12:10 pm	N (mailbox is full)	6/14/18 @ 3:16 pm	Y	Y
	5/22/2018 16:06	Y	5/23/2018 14:41	Y	5/24/2018 @ 12:30 PM	Y	6/7/18 @ 12:11 pm	Y	6/14/18 @ 3:10 pm	Man answere d, said we had the wrong number			Y

## Spring 2018 Cohort

TABLE 4 - FIRST TELEPHONE INTERVIEWS - THIRD COHORT SPRING 2018 (ATTENDEES AND NON-ATTENDEES)

Complete : (Y/N)	Attended KCG	Date & Time Call 1:	Voicemail left: (Y/N)	Date & Time Call 2:	Voicemail left: (Y/N)	Date & Time Call 3:	Voicemail left: (Y/N)	Date & Time Call 4:	Voicemail left: (Y/N)	Email Sent: (Y/N)	Email Date	Call-Back Time
Y	Y	4/9/2018 @12:11 pm	N	4/16/2018 @ 11:00 am	N					Y	4/16/2018	Wednesday before 11 am and after 1 pm
Y	Y	4/9/2018 @12:15 pm	Y	4/18/2018 @ 10:09 am	Y					Y	4/16/2018	
Y	Y	4/9/2018 @ 12:44 pm	N							Y	4/16/2018	
N	Y	4/9/2018 @12:26 pm	Y	4/18/2018 @ 10:40 am	Y	4/20/2018 @ 12:15 pm	Y	4/26/2018 @ 10:46 am	Y	Y	4/16/2018	
Y	Y	4/9/2018 @ 12:37pm	N (call back)	4/18/2018 @ 11:03 am	N					Y	4/16/2018	Wednesday
N	Y	4/11/2018 @ 12:15pm	Y	4/20/2018 @ 12:18 pm	Y	4/26/2018 @ 10:49 am	Y			Y	4/16/2018	
Y	Y	4/10/2018 @ 12:30pm	Y	4/18/2018 @ 11:58 am	Y	4/20/2018 @ 12:22 pm	Y	4/26/2018 @ 2:00 pm	N	Y	4/16/2018	
Y	Y	4/11/2018 @ 12:05pm	N	4/20/2018 @ 12:25 pm	Y	4/23/2018 @11:29 am	N			Y	4/16/2018	Call back tomorrow
Y	Y	4/9/2018 @12:47pm	N							Y	4/16/2018	
Y	Y	4/11/2018 @11:53am	Y	4/18/18 @10:15am	Y	4/18/2018 @11:15 am	N			Y	4/16/2018	
Y	Y	4/11/2018 @12:00pm	Y	4/20/2018 @12:27 pm	N	5/10/2018 @ 11:59 am	N	5/15/2018 @ 12:38 pm	N	Y	4/16/2018	Call back April 27th because he is in Vermont
Y	Y	4/11/2018 @12:05pm	N							Y	4/16/2018	After 6:00 pm

Y	Y	4/11/2018 @12:08pm	N	4/20/2018 @ 12:57 pm	N	4/26/2018 @ 10:52 am	Y			Y	4/16/2018	Tues,Wed, Thurs @ Noon
Y	Y	4/16/2018 @ 11:34 am	N	4/20/2018 @ 12:59 pm	N					Y	4/16/2018	After 6:00 pm
Y	N	4/9/2018 @12:35 pm	Y	4/18/2018 @ 10:13 am	Y	4/20/2018 @ 12:05 pm	N	4/26/2018 @ 10:13 am	N	Y	4/16/2018	4/23 @ 1:30 pm
Y	N	4/9/2018 @ 12:37 pm	N (Voicemail box full)	4/18/2018 @ 10: 15 am	Y	4/20/2018 @ 12:08 pm	Y	4/23/2018 @ 11:20 am	N	Y	4/11/2018	
N	N	4/9/2018 @ 12:39 pm	Y	4/18/2018 @ 10: 38 am	Y	4/20/2018 @ 12:10 pm	Y	4/26/2018 @ 10:38 am	Y	Y	4/16/2018	
N	N	4/9/2018 @ 12:43 pm	Y	4/18/2018 @ 10:40 am	Y	4/20/2018 @ 12:11 pm	Y	4/26/2018 @ 10:42 am	Y	Y	4/16/2018	
N	N	4/11/2018 @ 12:00pm	Y	4/18/2018 @ 10:18 am	Y	4/20/2018 @ 12:13 pm	Y	4/26/2018 @ 10:44 am	Y	Y	4/16/2018	
Y	N	4/10/2018 @ 12:22pm	N	4/11/2018 @ 11:50 am	N					Y	4/16/2018	
N	N	4/10/2018 @ 12:30pm	N	4/20/2018 @ 12:19 pm	Y	4/26/2018 @ 12:31 pm	Y	5/15/2018 @ 12:35 pm	Y	Y	4/16/2018	12-1pm ; 5-9pm
N	N	4/11/2018 @ 12:09pm	Y							Y	4/16/2018	After 2
Y	N	4/11/2018 @11:59am	N	4/18/2018 @ 11:57 am	N	4/18/2018 @3:25 pm	N			Y	4/16/2018	@ 3:15 pm
N	N	4/11/2018 @12:09 pm	N	4/18/18 @12:31 pm	N					Y	4/16/2018	After work hours

# Appendix C: Cohort Tracking and Outcomes

Tracking Number	Cohort	Season & Year	Accepted in Program	Active Status	First Interview Completed	First Follow Up Completed	Second Follow Up Completed
11580	1	Summer 2017	Y	Active	Y	Y	N
13998	1	Summer 2017	Y	Active	Y	Y	Y
15616	1	Summer 2017	Y	Active	Y	Y	Y
15675	1	Summer 2017	Y	Active	Y	N	Y
17138	1	Summer 2017	Y	Active	Y	Y	Y
17328	1	Summer 2017	Y	Active	Y	Y	Y
54312	2	Fall 2017	Y	Active	Y	Y	N/A
54595	2	Fall 2017	Y	Active	Y	N	N/A
53576	2	Fall 2017	Y	Active	N	N	N/A
69357	3	Spring 2018	Y	Active	Y	N/A	N/A
71520	3	Spring 2018	Y	Active	Y	N/A	N/A
73024	3	Spring 2018	Y	Active	Y	N/A	N/A
73354	3	Spring 2018	Y	Active	Y	N/A	N/A
74095	3	Spring 2018	Y	Active	Y	N/A	N/A
74468	3	Spring 2018	Y	Active	Y	N/A	N/A
74673	3	Spring 2018	Y	Active	Y	N/A	N/A
75162	3	Spring 2018	Y	Active	Y	N/A	N/A
75336	3	Spring 2018	Y	Active	Y	N/A	N/A
77786	3	Spring 2018	Y	Active	Y	N/A	N/A
81129	4	Summer 2018	Y	Active	Y	N/A	N/A
17401	1	Summer 2017	Y	Dropped Out	N	N	N
18196	1	Summer 2017	Y	Dropped Out	N	N	N
18678	1	Summer 2017	Y	Dropped Out	N	N	N
51738	2	Fall 2017	Y	Dropped Out	N	N	N/A
53377	2	Fall 2017	Y	Dropped Out	N	N	N/A
69119	3	Spring 2018	Y	Dropped Out	N	N/A	N/A
80360	4	Summer 2018	Y	Dropped Out		N/A	N/A
21929	1	Summer 2017	N	Not Selected	Y	N	N
27646	1	Summer 2017	N	Not Selected	Y	N	N
19892	1	Summer 2017	N	Not Selected	N	N	N
20443	1	Summer 2017	N	Not Selected	N	N	N
22503	1	Summer 2017	N	Not Selected	N	N	N
25618	1	Summer 2017	N	Not Selected	N	N	N
27269	1	Summer 2017	N	Not Selected	N	N	N
27664	1	Summer 2017	N	Not Selected	N	N	N
27879	1	Summer 2017	N	Not Selected	N	N	N
43465	2	Fall 2017	N	Not Selected	Y	N	N/A
44365	2	Fall 2017	N	Not Selected	Y	N	N/A
46885	2	Fall 2017	N	Not Selected	Y	N	N/A
47329	2	Fall 2017	N	Not Selected	Y	N	N/A
47776	2	Fall 2017	N	Not Selected	Y	N	N/A
49134	2	Fall 2017	N	Not Selected	N	N	N/A
51491	2	Fall 2017	N	Not Selected	N	N	N/A

63864	3	Spring 2018	N	Not Selected	Y	N/A	N/A
64309	3	Spring 2018	N	Not Selected	Y	N/A	N/A
64561	3	Spring 2018	N	Not Selected	Y	N/A	N/A
67048	3	Spring 2018	N	Not Selected	Y	N/A	N/A
67992	3	Spring 2018	N	Not Selected	Y	N/A	N/A
68153	3	Spring 2018	N	Not Selected	N	N/A	N/A
68157	3	Spring 2018	N	Not Selected	N	N/A	N/A
68692	3	Spring 2018	N	Not Selected	N	N/A	N/A
63469	3	Spring 2018	N	Not Selected		N/A	N/A
79336	4	Summer 2018	N	Not Selected		N/A	N/A
79699	4	Summer 2018	N	Not Selected		N/A	N/A
28225	1	Summer 2017	Y	Trained/Not Active	Y	Y	Y
30021	1	Summer 2017	Y	Trained/Not Active	Y	N	N
30211	1	Summer 2017	Y	Trained/Not Active	Y	N	N
30468	1	Summer 2017	Y	Trained/Not Active	Y	N	N
37909	2	Fall 2017	Y	Trained/Not Active	Y	N	N/A
38234	2	Fall 2017	Y	Trained/Not Active	Y	Y	N/A
38887	2	Fall 2017	Y	Trained/Not Active	Y	Y	N/A
41366	2	Fall 2017	Y	Trained/Not Active	Y	N	N/A
42408	2	Fall 2017	Y	Trained/Not Active	N	N	N/A
32169	3	Spring 2018	Y	Trained/Not Active	Y	N	N
61839	3	Spring 2018	Y	Trained/Not Active	Y	N/A	N/A
62283	3	Spring 2018	Y	Trained/Not Active	Y	N/A	N/A
63165	3	Spring 2018	Y	Trained/Not Active	Y	N/A	N/A
77863	4	Summer 2018	Y	Trained/Not Active	Y	N/A	N/A
33293	1	Summer 2017	Y	unknown	N	N	N
34021	1	Summer 2017	Y	unknown	N	N	N
36368	1	Summer 2017	Y	unknown	N	N	N
36380	1	Summer 2017	N	unknown	N	N	N
55553	3	Spring 2018	Y	Unknown	N	N/A	N/A
55682	3	Spring 2018	Y	Unknown	N	N/A	N/A
80448	4	Summer 2018	Y	Unknown		N/A	N/A
80961	4	Summer 2018	Y	Unknown		N/A	N/A

