

Kitchen Connects GSO

Preliminary Evaluation Report

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Center for Housing
and Community Studies

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Introduction

This preliminary evaluation report was developed by UNCG-CHCS in response to request from *Kitchen Connects GSO* partners after the completion of the first or pilot group of participants in the program. This report will reference both the 2016 *USDA LFPP Proposal Narrative*, as well as the *UNCG Evaluation Proposal*.¹ We have included both as attachments for your convenience. The Proposal Narrative was submitted to the USDA, and the UNCG Evaluation Proposal was submitted to the City (and later the *Kitchen Connects GSO* team) as part of the initial proposal development process in April/May 2016. **UNCG's role:**

- To provide evaluation data for the shared-use kitchen partnership related to the Objectives of the project (p. 7 of the proposal narrative) and the Outcome Indicators (pp. 9-11 of proposal narrative)
 - *This role is **directly** related to the Kitchen Connects GSO project*
- To develop a survey tool for use in local food assessment efforts. From the proposal, “the data collected by UNCG will be of use to the wide range of community groups interested in building self-sufficiency into the local food economy, as well as providing specific feedback on program goals.”
 - *This role is an extension of the work done to develop the Fresh Food Access Plan and the LFPP planning grant the City received in 2014*
 - *This role is **not directly** related to the Kitchen Connects GSO project; however, information gathered through this survey development may assist partners in making decisions about the project*

Background

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

¹ Please note, this is the original document. We've adjusted the timeline slight in practice based on changes in the start of *Kitchen Connects GSO* and the evolution of the instrument design. We have changed some program staff (research assistants). Our budget was also revised down over \$13,000 in Indirect Costs per agreements with the City of Greensboro and the USDA.

around local food businesses. 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).² 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 \$470,000 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 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 objectives of this program are:

- 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.

UNCG-CHCS is responsible for conducting a survey to pilot-test a community-based food security instrument and evaluating the LFPP project implementation. The community-based research instrument being developed will be used to track and monitor the local food system, particularly as it pertains to local farm operations. Additionally, this research tool can be used by City, County, and other community-engaged efforts to evaluate future programs that develop and promote our local food system. The short-term impacts include more precise data that help lawmakers and community organizers make better decisions regarding our food system and the immediate needs surrounding this project. The long-term impacts include longitudinal data that can improve City and County planning over time, as well as tracking and

² <http://www.greensboro-nc.gov/modules/showdocument.aspx?documentid=28019>

monitoring protocols that will ensure the long-term sustainability of our local farms and local/regional food system. UNCG-CHCS's role is an extension of the work done to develop the Fresh Food Access Plan and the LFPP planning grant the City received in 2014. While this role is not directly related to the *Kitchen Connects GSO* project, the information gathered through this survey development may assist partners in making decisions about the long term goals and impacts of project

Evaluation Design

UNCG-CHCS's role in evaluation is to provide data for the shared-use kitchen partnership related to the *Objectives* of the project (p. 7 of the *LFPP Proposal Narrative*) and the *Outcome Indicators* (pp. 9-11 *LFPP Proposal Narrative*). This role is directly related to the *Kitchen Connects GSO* project.

Briefly, evaluation is the systematic application of social science research methodologies in assessing programs and organizations. It entails a process of data collection and analysis that leads to knowledge that will enhance the decision-making within an organization or to assess the outcomes of programs. When done correctly evaluations are methodologically rigorous, culturally sensitive, and responsive to the needs the client organization. This project relies on a mixed-method design (quantitative and qualitative data both collected directly from participants, key personnel, and observation as well as from secondary sources). This use of complementary qualitative and quantitative methods to allow for "triangulation" or increased reliability and validity of evaluation findings. The faculty PIs are experienced in the design and implementation of formative and summative evaluation projects for more than two dozen clients using mixed-method designs.

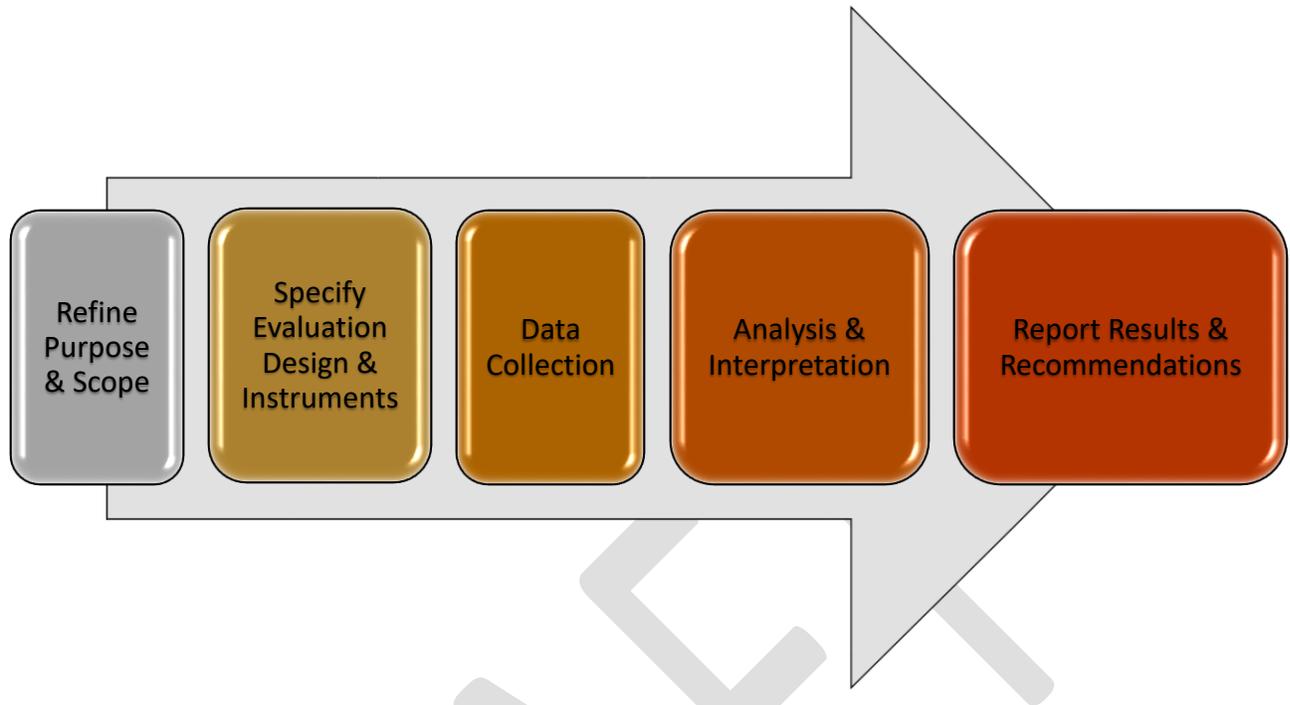


FIGURE 1- EVALUATION PROCESS

Our Evaluation Process is iterative moving through stages of refining and revisiting the scope, developing and redeveloping instruments for data collection, collecting data, conducting analysis and gauging changes over time, and making formative (programmatic or process) recommendations and summative (outcome) findings. Importantly, formative/process evaluation is just as important as outcomes evaluation. It asks the questions - Was your program implemented as outlined and intended? Or in practice were some things done differently or had a different than expected outcome? It allows for revision and improvement throughout the implementation.

Stage 1: Refine Purpose and Scope

An initial step in any evaluation project is to refine the purpose and scope. In this stage, we review of the literature on best practices and similar projects. This review systematically searches the scholarly and professional literature, summarizes the current practices, and

synthesizes studies and evaluations into a plan for data gathering. We also meet with the community partners and develop measures that track program implantation and gauge alignment with grant objectives and goals.

Stage 2: Specify Evaluation Design and Instruments

One of the first steps in specifying the evaluation design is to create a logic model for the program. A logic model is a graphical tool that summarizes key program elements; details program activities; identifies intended outcomes; and explains how change occurs during the program. Measures will be created to align with the specific short, mid, and long-term objectives identified in the previous stage. The evaluation design will detail specific measures of the each of the outcome concepts; how will we tell if change has occurred in them (pre/post intervention), and how will we attribute change in these measures to this initiative (causal relationships). Instruments will be developed during this stage and will be revised as process findings lead to implementation changes.

Stage 3: Data Collection

This proposed evaluation relies on a mixed-method techniques (Greene, Caracelli, and Graham 1989, Greene and Caracelli 1997, Bryman 2006; Sills and Child 2007). It will rely on “complementary” qualitative and quantitative methods to allow for “triangulation” or increased reliability and validity of evaluation findings. Our initial plan for data collection includes pre/post data collection from applicants and participants in the program, survey of customers and community members, key LFPP personnel interviews and surveys, observation during meetings and events, and review of secondary data provided by community partners. Data collection continues throughout the project timeline.

Stage 4: Analysis and Interpretation

UNCG-CHCS has assisted in the development of an participant application that captures key demographic, economic, and business goals of potential participants. Post program telephone interview sessions use a semi-structure interview protocol (adapted as program needs change) to gauge individual outcomes as well as programmatic recommendations. Survey responses are coded and entered into IBM Statistical Package for the Social Sciences (SPSS) v23. Simple

descriptive and bivariate analysis is conducted with the survey data using this statistical software package. Pre-post matched data analysis will also be conducted to examine impact and change in perceived and final goals of the participants. Interviews and surveys with key personnel Interviews will be analyzed to identify recurring themes and unique insights, compare against LFPP proposal goals, and compared to the data collected from participants

Stage 5: Report Results and Recommendations

The evaluators will provide regular updates at meeting, annual reports during the project, and a final year three outcome and impact reports. In addition, this first, Preliminary Report, has been requested by partners for clarification and formative feedback. It includes data and observations to date. It is formative in nature with a variety of descriptive data on the progress of the project. Findings will be presented in an easy-to-read, straightforward manner without technical jargon and with the assistance of figures, charts, maps and diagrams to clarify important findings.

End of year reports will provide descriptive and bivariate analysis of survey and quantitative data, and content analysis of all data collected. The annual reports will synthesize data from each stage and each iteration of the *Kitchen Connects GSO* program and expand upon what has been presented. The annual reports will include an executive summary, methodological overview, narrative summary of findings, conclusions and recommendation, and appendices with additional reference tables, survey and interview instruments. The reports will be delivered electronically in a PDF format. Deliverables will also include access to all anonymized datasets collected.

Logic Models

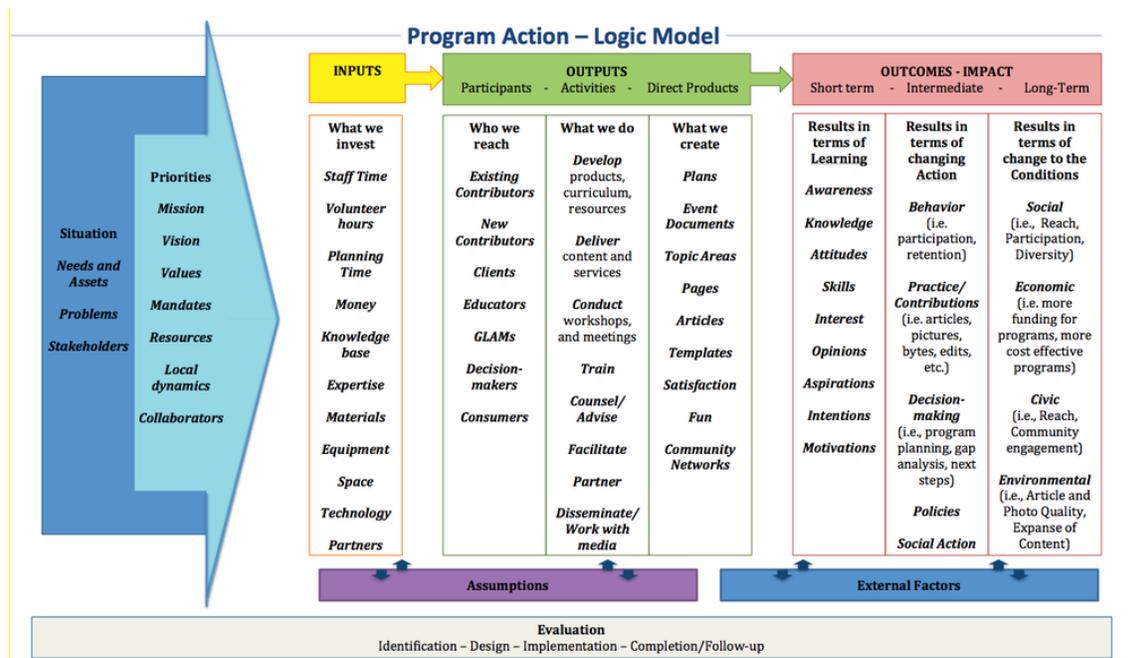


FIGURE 2 - LOGIC MODEL TEMPLATE

Evaluation work often starts with a logic model. Logic models are visual representations that “illustrate the connection between your planned work and your intended results.” There is some variation in the graphical presentation, but all logic model include: Inputs, Outputs, and Outcomes. Inputs are the resources which potentially enable program effectiveness. This may include funding, existing organizations, potential collaborating partners, existing organizational or interpersonal networks, staff and volunteers, time, facilities, equipment, and supplies.

Outputs are the direct results of program activities. Outputs included the participants in the program (cooks, farmers, vendors, marketers, etc.), the program activities (classes, sales days, kitchen days, etc.), and direct products (kitchen upgrades, certifications, profit from sales, etc.). Products may include the promotional materials and educational curricula; education and training; and business plans but also the infrastructure improvements including structural and physical improvements, but also relationships and capacity built between partners. Outputs are usually described in terms of the size and/or scope of the services and products delivered or produced by the program. They indicate if a program was delivered to the intended audiences

(farmers, new food entrepreneurs, consumers). A program output, for example, might be the number of classes taught, meetings held, or materials produced and distributed; program participation rates and demography; or hours of each type of service provided.

Outcomes, on the other hand, are specific changes in attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities and which may be expressed at an individual level. Impacts are organizational, community, and/or system level changes expected to result from program activities, which might include improved conditions, increased capacity, and/or changes in the policy arena. These are directly linked to the four outcome objectives of the *LFPP Proposal Narrative*.

Logic Model Development for Plans for Kitchen Connects GSO

UNCG-CHCS is working currently on the steps to developing a logic model for the *Kitchen Connects GSO*. These steps are:

1. Defining the problem (Food Action Plan)
2. Explaining the consequences of the problem (Food Action Plan + research on food security and local food systems)
3. Identifying factors that contribute to the problem (Food Action Plan + research on food security and local food systems)
4. Identifying activities that will address the problem (*Kitchen Connects GSO* activities)
5. Defining goals (2016 USDA LFPP Proposal Narrative and Fresh Food Access Plan)
6. Long-term change outcomes (2016 USDA LFPP Proposal Narrative, Fresh Food Access Plan, LFPP Key Personnel Surveys)
7. Objectives (2016 USDA LFPP Proposal Narrative, Fresh Food Access Plan, LFPP Key Personnel Surveys)

Evaluation Plan *Kitchen Connects GSO*



FIGURE 3 - EVALUATORS AND COMMUNITY PARTNERS

As indicated in the Objectives of grant (p. 7 of proposal narrative) and Outcome Indicators on (p. 9-11 of the Proposal Narrative), UNCG is providing *Kitchen Connects GSO* with the basic tracking and monitoring numbers (outputs) outlined in this section. According to the USDA LFPP Grant Proposal we are also required to track the following information on Alignment and Intent (pp. 3-4 of proposal narrative):

- Provision of food safety training and certification classes for local farmers and food-based entrepreneurs
- Provision of training and marketing space for new businesses
- Increase in domestic consumption of locally produced agriculture by connecting local entrepreneurs to local producers at the Greensboro Farmers Market

- Increase in 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
- Assistance 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

Following our Preliminary Work Plan Timeline in the UNCG evaluation proposal we are currently conducting/completing the following activities:

1. Literature review on food insecurity and recent surveys, Review current data collection in area;
2. Compile secondary food desert & food insecurity data sources;
3. Connect with community leaders;
4. Develop and administer program participant instrument (N=100);
5. Compile data from secondary sources on food resources, food deserts, poverty, etc. into GIS layers, conduct geospatial mapping in ArcGIS;
6. Interview key program participants;
7. Develop Logic Model;
8. Develop data instrument; and
9. Meeting to review initial data and discuss program development.

We have just completed the first round of Pre (application) and post (telephone interview) participation surveys of participants (see p. 12 of proposal narrative). We will do a pre/post-participation surveys in of all applicants at the end of each program cycle. We will do an additional follow-up survey (or interview depending on total N) with key participants one year after the completion of their respective program cycle. This information will be used to evaluate the following Outcome Indicators (p. 9-11 of the Proposal Narrative):

- Objectives 1 & 2
- Outcomes 1.a, 1.b, 1.c, 1.1, 1.2, 1.3
- Outcome 2 amended
- Outcomes 4.1, 4.2, 4.3
- Additional Outcome 6

Meetings with partners occur at regular intervals throughout the project. The purpose of these meetings is to get information about the functionality, needs, benefits and drawbacks, successes, and challenges of the program. This information will be shared in quarterly updates to the project partners so they can incorporate the feedback as needed. Please note we

originally planned to do face-to-face meetings with partners; however, we moved the format to an online survey, so partners can complete the information in their own time. This information will be used to evaluate the following Objectives:

- Objectives 1-3
- Outcomes 1.a, 1.b, 1.c, 1.1, 1.2, 1.3
- Outcome 2.amended
- Outcomes 3.1a-f, 3.2a-b, 3.3a-e
- Additional Outcome 6

Observations of *Kitchen Connects GSO* activities include of training classes and market activities. During these data collection activities we may include on-the-spot interviews with program participants and customers. This information will be used to evaluate the following:

- Objectives 1 & 2
- Outcomes 1.a, 1.b, 1.c, 1.1, 1.2, 1.3
- Outcome 2.amended
- Outcomes 4.1, 4.2, 4.3
- Additional Outcome 6

For the Fresh Food Access Plan (and future community-partnered projects) we are continuing to develop data instrument. For example, we are engaged in a focus group design process (funded through matching funds from UNCG) and will pilot test and validate a data instrument after this development process. We will administer this instrument to a baseline population, followed by 1-2 additional population. This information will be used to evaluate the following:

- Objective 4
- Additional Outcome 4
- Additional Outcome 5

LFPP Partners Survey

LFPP program partners were asked a series of survey questions via Qualtrics to assess the alignment of individual organizational goals with the goals and objectives stated in the LFPP grant application. The survey also examined program resources (inputs); program activities and individuals served (outputs); and short/mid/long-term goals (outcomes). Finally, process-related questions regarding overall efficacy of the program and the collaboration between partners was assessed.

Goals of the Local Food Promotion Program Implementation

Each organization stressed slightly different aspects of the objectives of the LFPP project; yet all emphasized the first two objectives of 1) creating and coordinate *resources* for local food businesses; 2) creating *demand for local produce* converted into a shelf-stable product:

- *To promote the use and consumption of local foods*
- *...make funding available to community partners who share a mission of making consumption and production of local foods more accessible in Greensboro.*
- *To serve as an incubator for food entrepreneurs that provides links to local food sources and strengthens the local food economy.*
- *to promote the use and consumption of local food, through education and incubation of new processed food businesses*
- *The Local Food Promotion Program Implementation grant is to provide an opportunity for individuals to become Food Entrepreneurs by using one of the shared use kitchen's to prepare an item or items to sell at the Greensboro Curb Market. The program will provide some basic business understanding to participants and a strategic course of action to sell their product. This might not only be an opportunity to increase local food access, by way of selling local food in areas not previously seen, as well as helping provide a potential income stream for individuals who may not have had one previously.*

One responding agency also specifically addressed Objective 3: *decreasing the barriers for local farmers* that want to diversify from commodity crops to locally consumed crops:

- *To utilize locally grown produce in creative ways to make added value items that can then be sold at local markets. This program also helps build confidence in those wishing to become new entrepreneurs and finally our farmers benefit by getting GAP certified which might help them reach new markets.*

None of the respondents mentioned Objective 4: *Assessing* the use of local food resources by consumers, including those provided through the proposed program.

DRAFT

Alignment of LFPP Objectives with Partners' Missions

Program success in complex coalitions and collaborative enterprises is often contingent upon the 'fit' or alignment with the mission of individual participating agencies. If there is misalignment between the goals of a collaborative and the missions of agencies we often see either the collaborative being co-opted and pulled away from the collective goal, or individual partners dropping out of a coalition. In this case, there appears to be strong alignment between organizational mission and the *Kitchen Connects GSO* goals for greater food access, consumption of local products, and development of local food businesses:

- *to expand our mission beyond making healthy local food accessible to those in need*
- *allows Food Entrepreneurship to be more accessible to those who face economic barriers*
- *By supporting small business development, local farmers, the local food economy*
- *opportunity to offer some individuals in a lower income bracket to have a path to financial independence for their families, but also help others by providing this new food.*
- *will help move more local food into the markets.*
- *KCG provides greater access to diverse local food businesses, supports healthy eating and improves local economy by supporting/incubating new entrepreneurs*
- *It allows food entrepreneurs the chance to use local foods in their business models.*

Organizational Contribution to *Kitchen Connects GSO* (Inputs)

Community partners, while receiving grant funding from the LFPP grant through *Kitchen Connects GSO*, also have provide in-kind matching in the form of: personnel hours, volunteer time, office and kitchen space, improvements to kitchens, other facilities, and upkeep/maintenance. For example, Out of the Garden Project explained some of its inputs the project: *"much of the equipment, including a three-compartment sink, single washing sink, commercial stove top, commercial convection oven and many stainless steel tables and refrigerators were already in place prior to the grant. All the labor involved in professional installation was covered by OOTGP as well as hundreds of volunteer hours preparing the space."*

Promotional and Recruitment Activities of Partners

The partner organizations promoted the *Kitchen Connects GSO* via, "open houses, media releases, news coverage, additional advertisement on site, etc." Recruitment also occurred at

other community non-profits and the curb market. Additionally, applicants were contact by phone calls and emails.

Kitchen Connects GSO Outputs

The LFPP grant requires tracking of the outputs of the program. The Outcome Indicators (Pg. 9-11 of LFPP Grant Application) stipulate specific targets such as: 36 “consumers, farm and ranch operations, or wholesale buyers” and 76 “culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.” In the Partner Survey, organization submitted current totals for contacts ranging from one to 323:

- We spoke with roughly 25 or more folks prior to the program starting
- 19 (directly via phone or email)
- 16 Applicants
- 16 participants
- 14 individuals initially and have 12 currently.
- 12 Direct participants in KCG
- 11 have gone through the Safeplate training and several have taken the first GAP training
- 3 direct participants at least 323 contacted through newsletter
- only 1 has signed up and gone through the contract process to use the Shared Use Kitchen

Short Term Impact of Kitchen Connects GSO

In the next 3-6 months, community partners anticipate another round of applicants to have applied and completed the program and Safe Plate certification as well as an increasing the presence of *Kitchen Connects GSO* vendors at the Curb Market. They also hope to see more interest from local farmers, a rising use of the kitchens, an expanded range of products, vendors selling products in restaurants and grocery stores such as *Fresh Market*, *Whole Foods* or *Bestway*. There is also hope for another location for a neighborhood Farmer's Market

Mid Term Impact of Kitchen Connects GSO

In the next year, the partners hope for additional commercial or low-risk kitchens in Greensboro providing for expanded local food entrepreneurship and increasing the accessibility of local food production and consumption. The partners would also like to see more awareness

of the program in the agricultural community, and positive economic impact to individual families who are engaging in entrepreneurial activities.

Long-term Impacts of Kitchen Connects GSO?

The community partners would like to see several durable and lasting effects from the program. First, they would like to see the program become sustainable with *“continued support from the community and City in funding this project and others that have similar missions.”* The underlying goal of increased support for local food economy providing a demand for local healthy local products requires systemic changes including increased *“community knowledge about how local food and local products can impact our environment and economy.”* Sustainability will also come in the form of new entrepreneurs starting up businesses that contribute to local fresh food economy and provide viable primary and secondary income to families. In order to make these lasting and sustainable impacts, community partners have indicated the following resource needs:

- *More funding to make the kitchens self-sustaining and continued education and awareness around accessible production and consumption of locally prepared foods.*
- *We needed to ask for more money due to unforeseen expenses. We also need to get a secondary grant to pay for things the USDA grant will not.*
- *Conversations with producers and entrepreneurs to find out what business opportunities they see.*
- *Capital funding opportunities for entrepreneurs, funding for tastings (food, ingredients) that promote local food.*

Partnership Metrics

Four of the five respondents feel that the current composition of partners (City of Greensboro, Out of the Garden, and the Farmer's Market) meets the needs of the program, only one respondent indicated a need to recruit additional partners to help strengthen the effort. Potential partners to include would be the Nussbaum Center for Entrepreneurship, NCA&T, and other organizations with a commercial kitchen – *“that way applicants who have high risk foods can be vetted to a kitchen that fits their needs.”*

Self-Evaluation of Program Goals

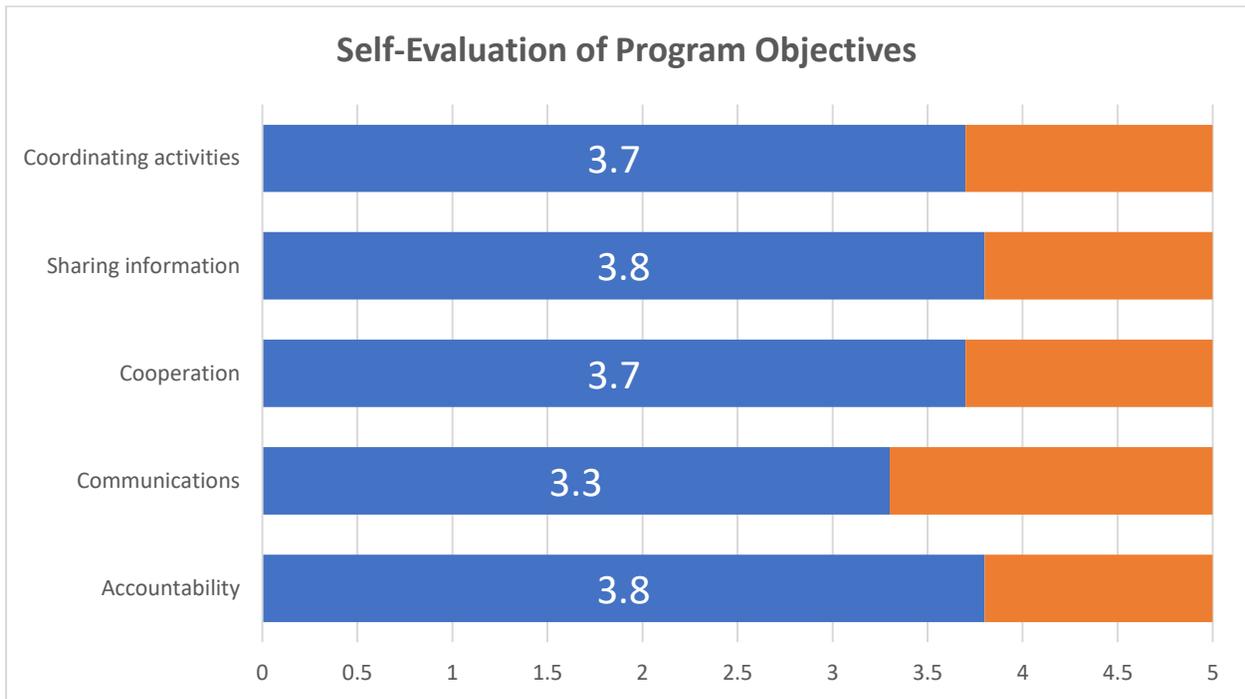


FIGURE 4 - SELF-EVALUATION OF PROGRAM GOALS

Partners ratings for *providing food safety training and certification classes for local farmers* ranged from 1 (not effective at all) to 5 (extremely effective); with an average rating of 3 (moderately effective).

Partners ratings for *providing food safety training and certification classes for food-based entrepreneurs* ranged from 4 (very effective) to 5 (extremely effective); with an average rating of 4.5 (very effective).

Partners ratings for *providing training and marketing space for new businesses* ranged from 4 (very effective) to 5 (extremely effective); with an average rating of 5 (extremely effective).

Partners ratings for *increasing domestic consumption of locally produced agriculture by connecting local entrepreneurs to local producers at the Greensboro Farmers Market* ranged from 2 (slightly effective) to 5 (extremely effective); with an average rating of 3 (moderately effective).

Partners ratings for *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* ranged from 3 (moderately effective) to 4 (very effective); with an average rating of 3.2 (moderately effective).

Self-Evaluation of Collaborative

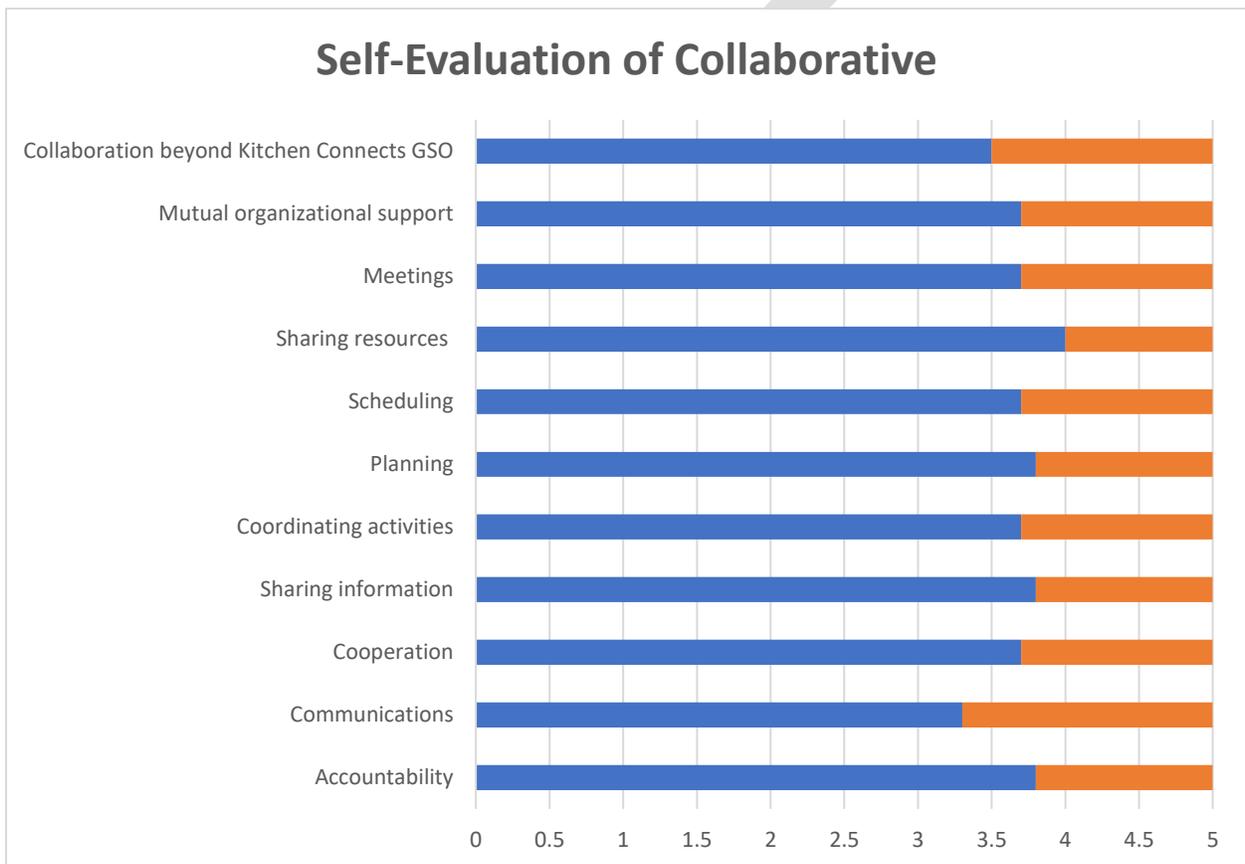


FIGURE 5 – SELF-EVALUATION OF COLLABORATIVE

Partners ratings for *Accountability* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.8 (moderately to very effective).

Partners ratings for *Communications* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.3 (moderately effective).

Partners ratings for *Cooperation* ranged from 3 (moderately effective) to 4 (very effective) with an average of 3.7 (moderately to very effective).

Partners ratings for *Sharing information* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.8 (moderately to very effective).

Partners ratings for *Coordinating activities* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.7 (moderately to very effective).

Partners ratings for *Planning* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.8 (moderately to very effective).

Partners ratings for *Scheduling* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.7 (moderately to very effective).

Partners ratings for *Sharing resources* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 4 (very effective).

Partners ratings for *Meetings* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.7 (moderately to very effective).

Partners ratings for *Mutual organizational support* ranged from 3 (moderately effective) to 5 (extremely effective) with an average of 3.7 (moderately to very effective).

Partners ratings for *Collaboration beyond Kitchen Connects GSO* ranged from 2 (slightly effective) to 5 (extremely effective) with an average of 3.5 (moderately effective).

Suggestions for Improving the Collaborative

Most suggestions for improving the collaborative were for clearer responsibilities and divisions of labor as well as improvements in communication between organizations. It was recognized in the comments that the collaborative is new and that all of the organizations had limited resources, broad missions, and many other concurrent projects. Also, it was recognized that more outreach to producers and residents will be needed to meet program objectives.

Kitchen Connect GSO – Review of First Cohort

Applicant Characteristics

In all, there were 80 'hits' on the application (applications opened). Of those, 31 applications were started; four were started then restarted at a later date. The final count of non-duplicated completed applications was 26. Applicants ranged from 20 to 64 years old. The median age was 40. Most (58%) were non-Hispanic White (n=15 applicants), eight were African American (31%), two were Asian (8%), and one Hispanic/Latino (4%). Educational attainment ranged from no formal schooling to a Doctoral degree. Most had either an Associates or equivalent (30.8%) or a Bachelors or equivalent (26.9%) followed by some college (11.5%) and a Master's degree (11.5%). Most applicants lived in the City of Greensboro (n=16), followed by the City of High Point (n=4), Thomasville (n=2), Clemmons (n=2), one from Whitsett, and one from Sophia.

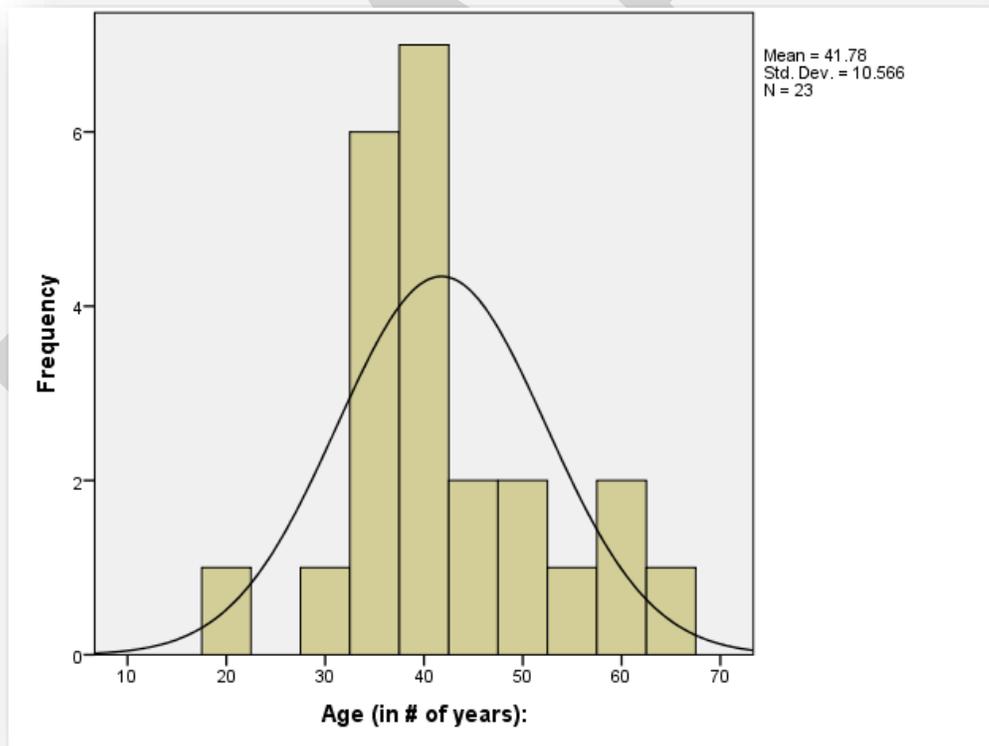


FIGURE 6 - AGE OF APPLICANTS

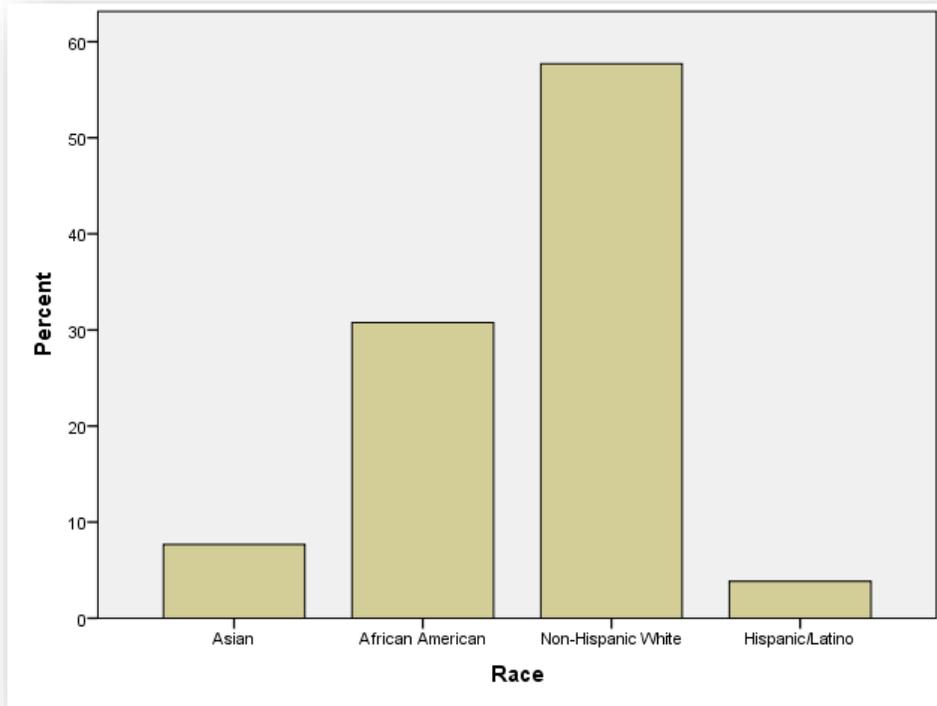


FIGURE 7 - RACE/ETHNICITY OF APPLICANTS

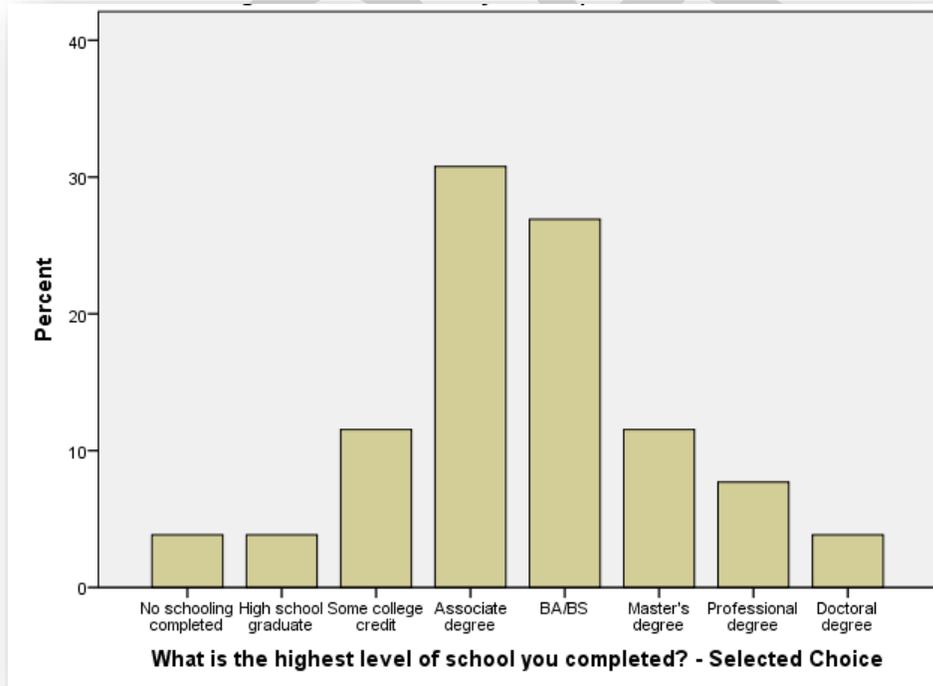


FIGURE 8 - EDUCATION OF APPLICANTS

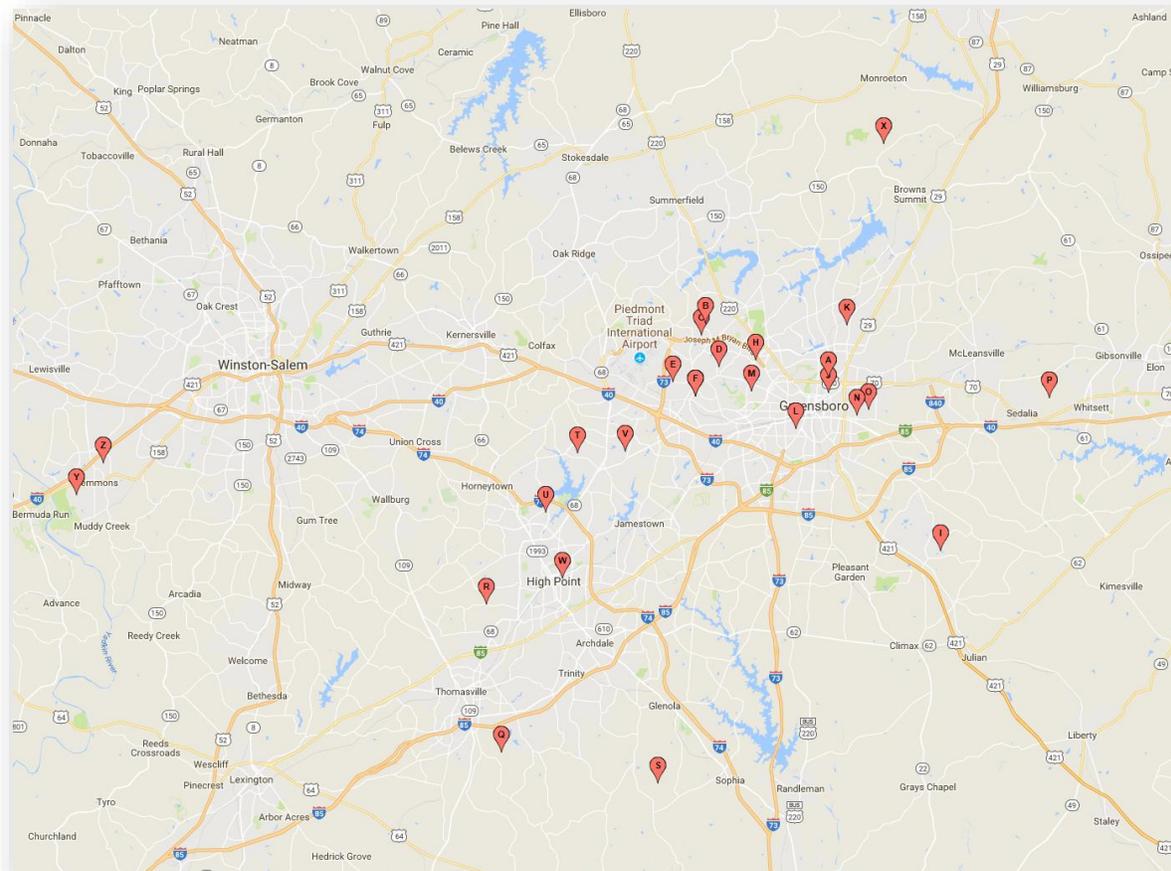


FIGURE 9 - LOCATION OF APPLICANTS

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%). A third (33.3%), file taxes as head of household and 12% indicated they are single parents. Two were receiving SNAP and/or WIC 1. One also received housing assistance while another indicated receiving disability assistance. One applicant also indicated that they receive child support. Incomes ranged from \$0 last year to just over \$90,000. Median reported income last year was \$22,006.

Business and Economic Interests

This was a new venture for 84.6% of applicants. A majority of applicants (52%) wanted the business to eventually become their primary source of income. Some even aspired to employing others: *“My goal is to have a sound income to maintain my business expenses and hopefully at some point be able to employ a small team of people.”* Others found this an opportunity for supplemental income (31%). Some were interested in helping others: *“Just to cover costs of making product and sell at a reasonable price for others”* and *“I want to be successful at this business so that I can help others through charitable and philanthropic programs.”*

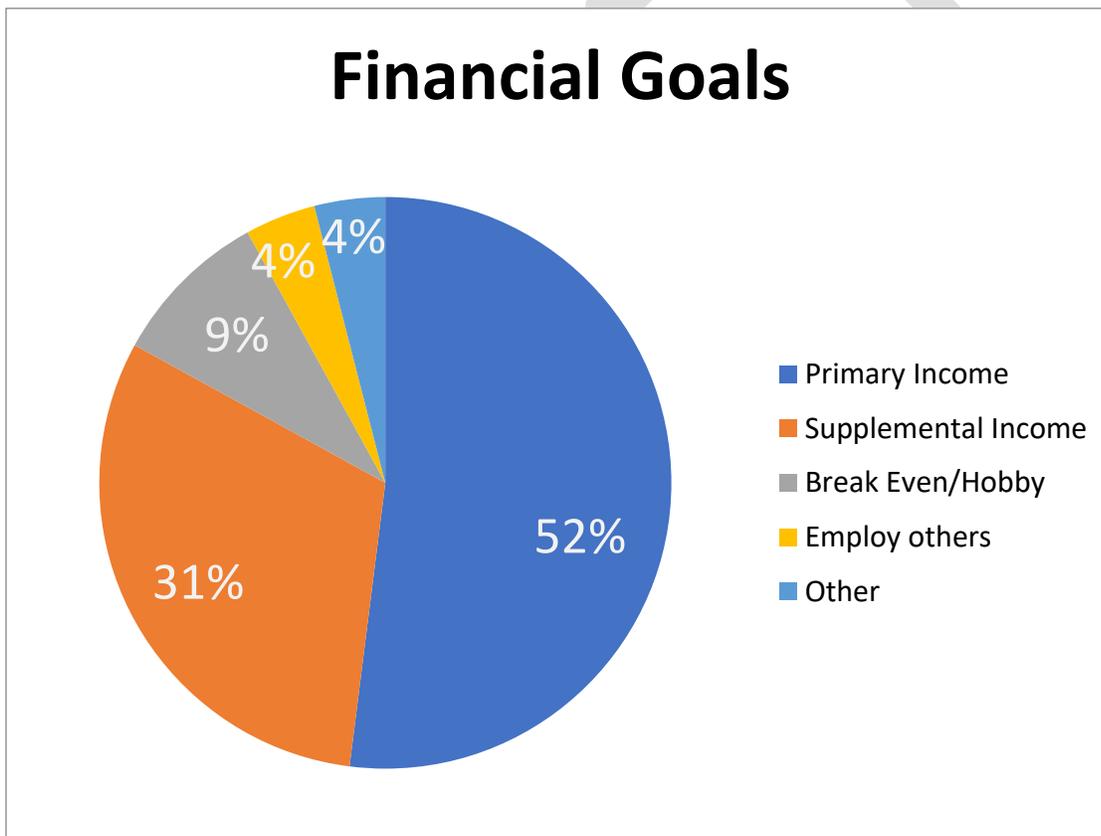


FIGURE 10 - FINANCIAL GOALS OF APPLICANTS

Applicants were interested in learning if their business idea was viable (17 of 26) and how to master the basics of the food business (16 of 26). Most applicants had clear intentions of using local food ingredients in their products whether items they grew/raised themselves or ingredients from others. For example, *“Locally grown veggies, herbs and spices where available. We also will use local grass fed beef bones for our stock and broth”* More than half of the applicant said they would use local vegetables, followed by herbs and spices, fruits, and local meat and dairy.

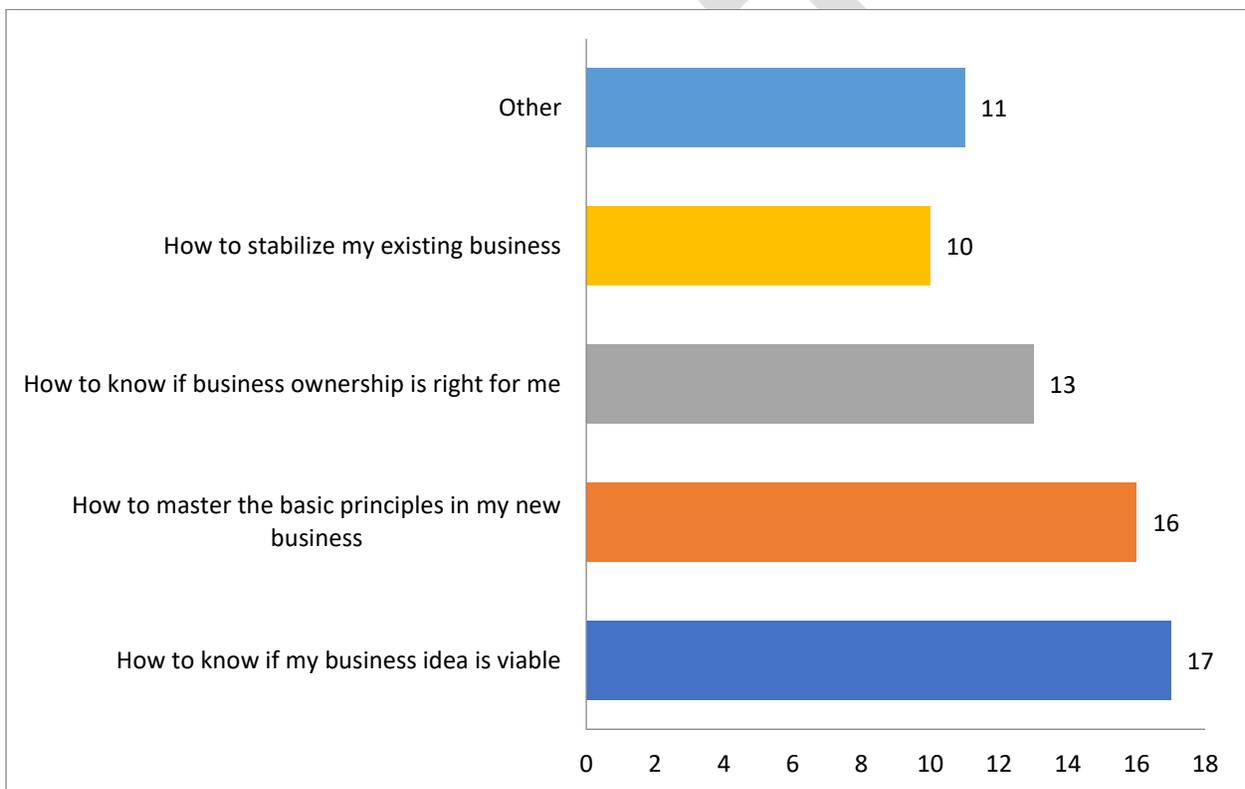


FIGURE 11 - TOPICS OF INTEREST

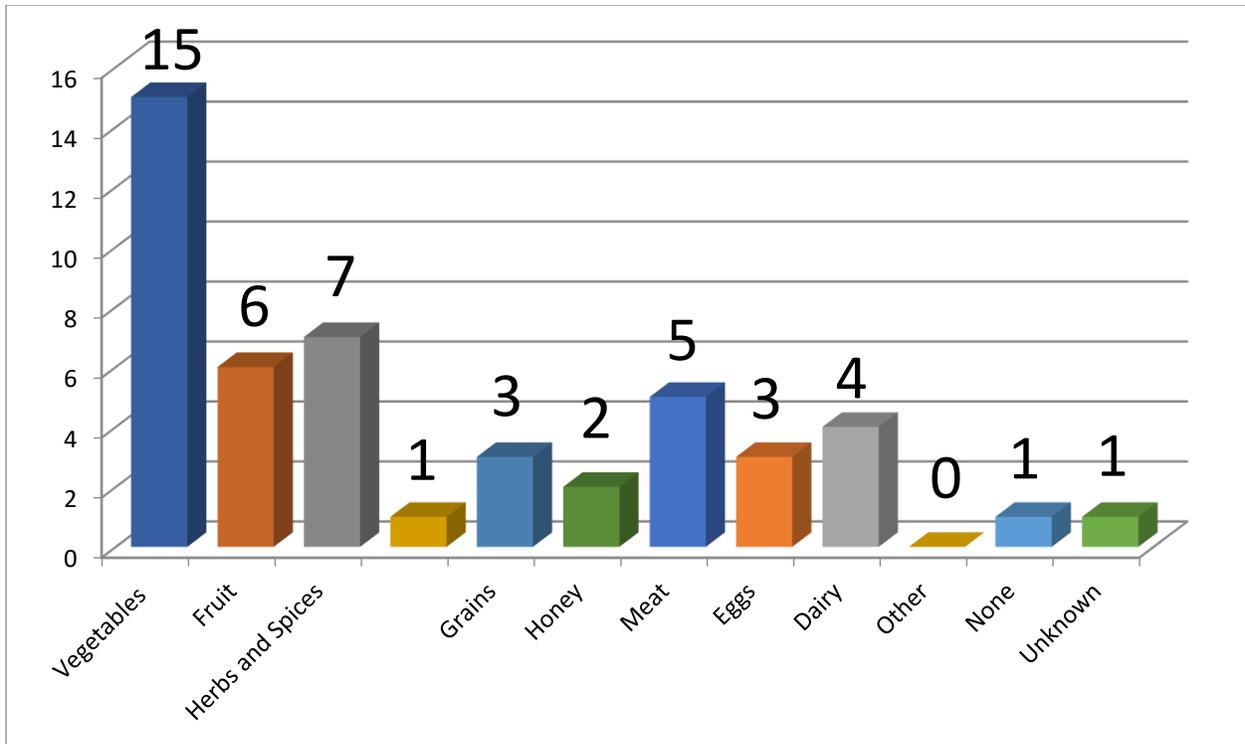


FIGURE 12 - LOCAL FOOD PRODUCTS USED

Interviews with First Cohort

The Center for Housing and Community Studies (CHCS) conducted telephone interviews with the first applicants and participants in Kitchen Connects GSO. and 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. Up to three phone attempts and two-three emails were sent. Of twenty-six applicants, thirteen completed the interview and one refused (response rate of 51.8%). Ten interviewees participated in the course while four had applied but were not selected.

Total number of applicants	26
Total number of applicants who participated KCG	16
Total applicants interviewed who participated in the KCG program	10
Total applicants interviewed who did not participated in the KCG program	3

FIGURE 13 - RESPONSES TO TELEPHONE INTERVIEW

Participants

Ten of the 13 completed interviews were with individuals who had participated in the *Kitchen Connects GSO* program. Notably, two of the 10 did not attend all three classes. One of the participants could not attend the first course due to scheduling. The other stated they weren't invited to the first class.

Six out of the ten participants stated that they did not currently operate a food related business, the other four desire to start a business ranging from selling their produce or baked goods, to starting a family restaurant. For many *Kitchen Connects GSO* seemed to be a good way to help jumpstart their efforts at owning a food business. One participant stated, *"I thought it would be a great opportunity to make food in the community kitchen to generate income for the business..."* Access to the commercial kitchen and safe plate training were a key element for some already operating food businesses: *"As an operator of a food based business North Carolina requires a commercial kitchen to sell products under North Carolina agriculture code."* By providing a commercial kitchen for use, the program offset startup capital costs of new equipment. Another further explained, *"I did not have the capital or investors to do this in a legitimate manner, so this program was the 'delineation' between limping between the slow business of the Farmer's Market and the business at the Corner Market."* The participant stated that their business has the *"opportunity to grow and bloom and flourish and thrive"* now with the opportunities the *Kitchen Connects GSO* has provided.

Previous Experience in a Food Related Business

The majority of the participants have owned their businesses for a while, are previous owners of a food business, or have worked in the industry prior to the course. There were about 3 of

the 10 participants who either sold only to family and friends or gave food away that was made in their homes.

Next Steps for Vendors

After participating in the program nine of the ten participants were preparing to use the commercial kitchen to produce products for sale at the curb market. The other participant wanted to figure out wholesale pricing, and has ambition to start selling at local grocery stores and cooperatives, as well as other markets around the area. From the interviews, two out of the ten interviewees had products ready to sell at the curb market on June 24th. The other seven other participants they all felt well prepared to launch their product.

Shared Use Kitchens

Nine of the participants have decided to use the Shared Use Community Kitchen provided by the *Out of the Garden Project*. Eight of these participants who have used the kitchen said that the kitchen provides shelf space for storage and has enough space and equipment to for preparation of their products. A few others said they had concerns with cross-contamination and preferred to use and bring their own equipment. One also noted there wasn't a food processor available for use in the *Out of the Garden Project* kitchen. One other participant decided to use the *Guilford Cooperative Extension*; however, that participant was in need of a few items that were not readily available in the shared use kitchen. Yet, the kitchen provided an adequate size mixer that will aide in the preparation of their products.

Goals of Vendors

The participants financially would like to make a profit from their efforts to create a product to sale. Some of the participants wanted to make sure that they could make a profit from their products from the start. Two of the participants had modest goals to only break even and not have to pay production expenses out of pocket. Since filing the application to attend the *Kitchen Connects GSO* course most participants feel as though their goals have not changed. The course has helped to make their goals more feasible and reasonable.

Supporting Local Businesses

Most applicants plan to buy their ingredients needed to prepare their food products from the local grown food markets. Some felt that buying from local farmers and local businesses allows for a sense of camaraderie among community members and lasting relationships between within the Greensboro community. A participant stated “that is how we keep the dollars generating in the local community.” All of the participants prefer to shop with local vendors and most already have relationships with local vendors. Some of the participants indicated that they cannot find local vendors who produce the specialty products they need for their food businesses.

Positive Course Feedback

Most of the participants came into the program familiar some of the material they would be learning about, however many affirmed that they learned from the program. The participants completing this program all stated that they enjoyed the program. It's “*absolutely a great program*” proclaimed one participant. “*I would definitely recommend this program to other folks*”, said another.

NC Safe Plates (Retail Food Safety Manager Certification Program) was a resource some of the participants felt that they could use immediately following the completion of the courses. “*Safe plate course was really a refresher for me...but going through all that material was really good, reinforced what I already knew...and also the part in the textbook about training employees...I got a lot on training employees on... sanitation and running the kitchen so I know a lot more on that end of it.*”

Others felt they received immediately usable information from the Merchandising class. They felt that pricing was a take-away from the course they could immediately apply in their business.

“I'm more focused on when I buy a product now as far as if I'm going to use it due to pricing...I am more aware of what I'm spending”, stated one participant. Another explained: “The most important thing I learned from these classes was how to price to your product based on your cost of materials

and your time it takes to produce them. Most importantly, taking into consideration, overhead and how much profit you should be adding to that to keep your business going.”

Others said they learned more about how to market their product and planned on making changes to their packaging after completing the course.

Recommendations from Participants

Participants had few concerns about the program. First, the cost of Safe Plate Certification for those who did not qualify for assistance:

“We were required to take a safe plate class. And I thought the cost was rather high... which I guess they consider it included a whole, one whole day of the class, the book and the test, so maybe looking at it that way but the point of view of someone trying to get a business started and already having to put out a lot of money I thought it was kind of steep... I know they had scholarships for people in the low-income bracket”

Another participant recommended that the Safe Plates class to be a two-day class. *“It’s not as informative as it should be. If it wasn’t so rushed... you couldn’t go into depth with questions due to timing. It would make the test less stressful if we had more time to be prepared and review for the test.”* Participants also mentioned needing help with the process of starting a business, such as, understanding how to apply for a business license in North Carolina.



FIGURE 14 - IMAGES FROM THE *KITCHEN CONNECTS GSO* OPENING EVENT JUNE 24, 2017

Non participants

Four non-participants answered calls. One applicant who did not participate (and refused to answer further question) stated that she had not receive any information/was not selected and that she did not want to answer any questions, because it was a *“terrible program”* (She then hung up). A second said she *“never received more information about how to attend, that she is aware of”* but that she was still interested in attending in the future if possible. Another mentioned that she could not participate as the times of classes would not fit their schedule. Finally, the fourth participant stated, *“I had applied, and I think...what it is, is what I was looking to do is inapplicable for the level of kitchen they have....I was looking to do fermented sauerkraut and pickled things.”* This participant understood they were not a fit for the parameters of the program.

The non-participant applicants had various aspirations for their food related businesses. One currently raises chicken and pork and wants to expand to fermented foods. The other two wanted to start a food truck, café, or restaurant business. These interviewees indicated that are involved in various forms of food production currently. One explained that her parents owned restaurants and she grew up helping them. She also had experience in amateur and professional competition cooking. All interviewees said they are currently buying locally grown products. One explained, *“it's very important...”* to use local business, *“I think we forget community. By buying local we can communicate and network to build stronger communities. It really improves the overall wellness for the residents of the community.”*

Preliminary Conclusions

These conclusions are preliminary. The collaborative between partners and the program activities are still new and just moving from a pilot stage into full implementation. None-the-less, the first round of *Kitchen Connects GSO* has provided a few lessons and useful experiences for improving the program. The interviews with applicants and participant as well as the survey of LFPP partners have also provided baseline data from which to improve the processes and gauge impact.

From our interviews with applicants, it is noted that the demographics of participants reflects the race/ethnic diversity of the City of Greensboro, and that the median income of \$22,000 and range of employment and educational attainment of applicants fits within the goals of the program. Also applicants indicated the use of local food ingredients and personal financial goals in accordance with the objectives of the program. Program participants were favorable of their experiences in *Kitchen Connects GSO* and even those with significant food-business experience indicated that they had learned new skills in the classes. The primary suggestion for improvement from participants was making *Safe Plates* training into a two-day class. For the few non-participants who were reached, communications were an issues - both in terms of clear understanding of what the program could offer as well as why they hadn't been selected.

From the LFPP Partner Survey, the need for better program tracking of inputs (resources and personnel contributions made by partner organizations) and outputs (contacts with public, number of applications, number of participants, number of customers/public served, etc.) is clear. Some form tracking of external contact (marketing reach) should be developed to assess community impact. Participating organization reported a range of contact from one to several hundred, but without a system of tracking these contacts, it will be difficult to show community wide impact. An examination of the intended versus real geography of the marketing of the program should also be made. In some places, 'local' is being used to describe Greensboro and 'local' participant assumed to be from Greensboro whereas in other instances local is used to describe individuals from the region.

Next Steps

UNCG will complete the logic model in an interactive process with key personnel at each agency. This logic model will align the activities of each organization with metrics for each of the program goals and objectives. UNCG will work with the partners to create tracking that is aligned specifically with Outcome Indicators (Pg. 9-11 of LFPP Grant Application). Tracking of resources contributed in-kind to the *Kitchen Connects GSO* will also be made. This will allow for study and reporting of the combined impact of the grant program. UNCG will also complete the development and testing of the survey tool for use in local food assessment efforts.

DRAFT

Appendix A: Telephone Interview Instrument

DRAFT

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?

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Appendix C: Telephone Interview Call Log

DRAFT

Interview Completed	Attempt Date	Time of Call	Message Left
REFUSED	6/27/2017	2:20 PM	No
Yes	6/29/2017	10:20	N/A
Yes	6/28/2017	10:47	No
Yes	6/28/2017	10:58 AM	No
Yes	6/28/2017	12:39 PM	No
Yes	6/28/2017	1:04 PM	No
Yes	6/28/2017	11:30 AM	Yes
Yes	6/28/2017	12:30 PM	N/A
Yes	6/27/2017	1:43 PM	No
Yes	6/27/2017	2:14 PM	Yes
Yes	6/27/2017	2:46 PM	No
Yes	6/27/2017	3:11 PM	No
Yes	6/27/2017	1:30	N/A
Yes	6/28/2017 (AP); 6/29/2017 (MR); 7/7/2017 (MR)	10:54 AM (AP); 11:11 (MR); 11:02 (MR)	Yes (AP); unable to leave msg (MR); msg requesting CB (MR); email sent (MR) 2nd email sent (MR)
No	6/28/2017; 6/29/2017 (MR); 7/7/2017 (MR)	11:12:00 AM; 12:04 (MR); 11:44 (MR)	Yes; email sent; 2nd email sent (MR)
No	6/28/2017; 6/29/2017 (MR) ; 7/6/2017 (AP); 7/7/2017 (MR)	11:09:00 AM; 11:58 (MR) ; 6:38 PM (AP); 11:35 AM (MR)	No; No ; No (Phone continued to ring for over a minute - no option to record message) (AP); No - phone hung up on me? (MR); email sent; 2nd email sent (MR)
No	6/28/2017; 7/7/2017 (MR)	11:14 AM / 4:30 PM; 11:13AM (MR)	Yes; email sent (MR)
No	6/28/2017 (AP); 6/29/2017 (MR); 7/7/2017 (MR)	1:02:00 PM (AP); 11:40 (MR); 11:19 (MR)	Yes (AP); Yes (MR); YES (MR); email sent (MR)
No	6/28/2017; 6/29/2017 (MR) ; 7/6/2017 (AP)	11:04:00 AM; 11:50 (MR) ; 1:47 PM (AP)	Yes; Yes (MR) ; No (Bad service cut off message) (AP); -email sent email reply requesting good time for contact based on email previously sent by her
NO	6/29/2017 ; 7/6/2017 (AP); 7/7/2017 (MR)	10:07:00 AM ; 2:00 PM (AP)	N/A ; Yes (AP); email sent; 2nd email sent (MR)
NO	6/29/2017 ; 7/6/2017 (AP); 7/7/2017 (MR)	10:35:00 AM ; 1:37 PM (AP); 11:52 (MR)	Yes ; Yes (AP); Yes (MR); email sent; 2nd email sent (MR)
NO	6/29/2017 ; 7/6/2017 (AP); 7/7/2017 (MR)	9:45:00 AM ; 1:42 PM (AP); 11:29 (MR)	N/A ; Yes; email sent; 2nd email sent (MR) (AP)
NO	6/28/2017 (AP); 6/29/2017 (MR); 7/7/2017 (MR)	10:54 AM (AP); 11:11 (MR); 11:02 (MR)	Yes (AP); unable to leave msg (MR); msg requesting CB (MR); email sent; 2nd email sent (MR)
NO	6/29/2017 ; 7/6/2017 (AP)	10:40:00 AM ; 1:52 PM (AP)	N/A ; "Wireless Caller Unavailable" (AP); email sent; ; email followup/response on 7/7/2017 requesting good time to call for interview next week based on her previous response
NO	6/29/2017 ; 7/6/2017 (AP); 7/7/2017 (MR)	10:54:00 AM ; 6:49 PM (AP); 12:00 (MR)	YES ; Yes (AP); email sent
NO	6/29/2017 ; 7/6/2017 (AP) ; 7/10/2017 (AP)	10:50:00 AM ; 7:10 PM (AP) ; 7:28 PM (AP)	N/A ; No (Asked to call back same time Monday) (AP) ; Yes (AP); email sent
NO	6/27/2017	2:43 PM	No (Voicemail not set up)

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