

KITCHENS FOR GOOD ANNUAL REPORT F Y 2 0 2 0 - 2 0 2 1



WHERE FOOD **CHANGES LIVES**

table of contents

Vision

About Kitchens for Good

Programmatic Impact Areas

The Apprenticeship Path

Employer Partners

On-the-Job Training

Core Values

Hunger Relief

Social Enterprise

Board of Directors

The Team

Financials

Unstoppable Supporters



This report features the color purple: the color of the gloves our team and volunteers wore as frontline workers during the pandemic. Purple is also the color of mourning, of diversity, of love, of power. As stewards of our environment, Kitchens for Good is printing this Annual Report in limited quantities, available by request. We invite you to send along to a friend who enjoys stories of positivity and hope.



our vision:
every person
can lead a full
life and
contribute to
an equitable
and thriving
community

about us:

Founded in 2014, Kitchens for Good is a 501(c)3 nonprofit organization. Our California State-Certified Apprenticeship Programs offer transformative training and employment opportunities to individuals whose lives have often been impacted by trauma.

Our hunger-relief program provides nutritious prepared meals to San Diegans in need every week.

We support local farms and Minority & Women-Owned Business Enterprises (MWBE).

Kitchens for Good is sustainability focused, working to reduce food waste and practicing environmental stewardship in our portfolio of social enterprises.



110 apprentices

140 employer partners

208,924 meals

OUR IMPACT

110 apprentices



The growth within each apprentice's journey is a transformation that reaches well beyond the kitchen. Through consistency and determination, each apprentice improves both skill and self. We see the positive impact ripple through their own lives and those of their children, grandparents, nieces and nephews, neighbors, and friends.

140 employer partners



During the pandemic, we grew our network of Employer Partners. This partnership supports restaurants by staffing their kitchens with well-trained Kitchens for Good apprentices. KFG Employer Partners are dedicated to providing paid training to apprentices, growing their wages with their skills, and helping them find the right home for their careers. Partner restaurants and kitchens provide a testing ground for apprentices around the real-life pressures and rewards of a culinary career.

208,924 meals



Our many meals are possible by the hearts and hands of our community volunteers. These flash-frozen meals are not just convenient, they're one of the few pre-made, re-heatable hunger-relief options available for those who lack the physical ability or resources to cook their own healthy food from scratch. These meals help many people in our community, but are especially valuable for food-insecure seniors, low-income college students, and those without stable housing.

PROGRAMMATIC PILLARS

Kitchens for Good's impact **transforms lives** beyond the kitchen. Since 2014, we have witnessed how this work reached well beyond our classroom and community.

The gift of your time, talent, and generosity launched new programming and **broadened our impact** in a year like no other.

Your continued support **amplifies our mission in San Diego** and beyond.

YOU IMPACT OUR
ECONOMY

YOU IMPACT OUR
SOCIETY

YOU IMPACT OUR
ENVIRONMENT



PROGRAMMATIC PILLARS

YOU IMPACT OUR ECONOMY

At Kitchens for Good, our work doesn't end when an apprentice gets a job. **We train for good careers.** Apprenticeship is an industry-driven, high-quality career pathway. Hospitality jobs allow those facing barriers to employment to immediately start working in an industry where they can grow, progress, and achieve economic stability. This year, we all recognized food service employees as essential, frontline workers in our economy. Your donations allowed Kitchens for Good—one of few culinary schools nationwide—to remain open and safely conduct in-person classes throughout the pandemic. **You invested in training and employing a vital workforce in a most essential time.**

YOU IMPACT OUR SOCIETY

Your contributions of time, talent, and donations make it possible to respond to our community's needs. It's more than 2,000 meals a day to our neighbors at the height of the pandemic: it's the **hundreds of volunteers**—donning masks and gloves, hairnets and aprons—who work alongside the KFG Team. It's Halal meals for Afghan refugees; it's a hot, wholesome lunch for our unhoused neighbors. It's the apprentices, after a full day of training, choosing to stay after class to join volunteers for civic engagement hours. Together, our mission **better the lives of moms, dads, and jobseekers.** Together, through kitchens, we offer a tangible form of love and kindness.

YOU IMPACT OUR ENVIRONMENT

During a time when food supply chains experienced the biggest disruption of our lifetime, our donors made it possible to navigate a shift from relying on donated ingredients. Your support during this time allowed us to re-visit our company's role in **stewarding current and future resources.** We now procure ingredients from local farms run by women as well as Black, Indigenous, and People of Color. This year, we redirected food procurement to invest in local farms. We minimized food waste in our kitchens by increasing root-to-stalk cooking. With the March 2020 closure of KFG catering, we re-imagined a new **sustainable social enterprise that better serves our planet.** Kitchens for Good's new Shop broadens our environmental responsibility goals to ensure unwanted kitchenware also has a second chance to get back to work.

ECONOMIC DOORWAYS: ACCESS THROUGH APPRENTICESHIP

In this year like no other, you allowed us to **directly support 110 apprentices** in-training and on-the-job throughout San Diego.

Kitchens for Good began as a nonprofit responding to hunger and poverty. We have always been interested in solutions to these hardships, so we knew **jobs and wages must be at the core of our work**. In 2017, Kitchens for Good became a **California State-Certified Apprenticeship Program** for training Cooks. In September 2020, we launched two additional Registered Apprenticeships, training Bakers as well as Food Service Managers.

According to the Brookings Institute, **Apprenticeships are an overlooked solution for creating more access to quality jobs**. “Earn-and-learn” strategies like apprenticeships integrate into the broader education and training ecosystem that support equitable access and gender diversity in launching careers.

Who's in our kitchen? Apprentice self-reported stats:

21% ages 18 - 26

Female: 53%

56% ages 27 - 45

Male: 47%

23% ages 46 - 64

- 100% are living significantly below the federal poverty level
- 82% are impacted by the justice system
- 67% are in recovery from substance abuse
- 48% are living in a shelter or in transitional housing
- 40% live with a mental health condition
- 28% are female heads of households
- 21% have experienced domestic violence
- 13% have been impacted by the foster care system

100% are passionate about cooking



TRAINING FOR GOOD CAREERS

This year, we grew apprenticeship by two tracks, refined curriculum, lesson delivery and skill assessments. We integrated new learner-centered instruction; this approach invites apprentices to draw upon previous food experiences to inform deeper meaning with the content. It honors the class' diversity and enriches their own **investment in building new career skills**. Apprentices showed improved punctuality, professionalism, and higher skill performance.

Instructional hours align with the **Division of Apprenticeship Standards**, and training delivery is observed by **Grossmont Community College**. KFG's staff brings their industry and social services experience to further enrich each apprentice's education and success. We prioritize mental health and wellbeing in every aspect of instruction.



industry-informed | we increased culinary math instruction and new industry certifications (ServSafe Allergen, ServSafe Food Protection Manager, Certified Restaurant Supervisor); integrated a multi-lingual digital textbook; we added additional line cooking and leadership opportunities through weekly apprentice-run cafes.

trauma-informed | we tripled the Project Launch support and Instruction team; trained staff on nonviolent crisis intervention; shifted classroom and kitchen culture to foster safety, choice, collaboration, trustworthiness, and empowerment; added policies and practices to support sustained sobriety.

future-focused | we shifted from case management to career and life coaching; increased financial literacy lessons; added new management apprenticeship training track; increased monthly engagement with working apprentices to support upward wage and skill growth.

LEARNING BY DOING: APPRENTICE-RUN CAFES

PACE

New to our curriculum: a weekly apprentice-run café. To elevate training, we replicated the pace of a professional kitchen in increased opportunities to practice cooking on-the-line. In our new Apprentice-Run Cafés, Apprentices rotate through line stations, with opportunities for front-of-house and leadership roles. As a team, they practice menu development, food costing, inventory control, teamwork, and time management.



PLATE

The pandemic prompted a pivot to elegant take-out and boxed meals. The first 18 cafes (distanced in the parking lot outside our kitchen door) were take-out experiences only. As social distancing restrictions lifted in summer 2021, Instructors were elated to, again, teach the art of plating! Rotating menu items feature dishes created by the Apprentices during class.



PRESENT

Despite wind and masks in our modest parking lot cafés, supporters came to celebrate growth and greatness. Apprentices invited their families—grandparents, nieces, uncles, parents, children—plus their support systems to participate in this showcase of their growing skills. Each week, the family tables grew, with grandmothers and best friends showing up to witness the transformation. With donor support (and easing of the pandemic), we look forward to inviting more diners.



WHERE TRAINING CONTINUES

We train resilient jobseekers for a resilient industry.

Throughout our country's history, the creatives, the parents, the entrepreneurs, the first responders that make up the hospitality workforce demonstrate their ability to organize chaos and unite to serve the community in challenging times. The people who drive the hospitality industry are inherently equipped with 21st Century employability skills: **analytical thinking, basic math, building effective relationships, and communication.** It's the people powering this industry who swiftly adapted to serve as essential workers in new ways.



In 2020, we grew our network of partnership and support in San Diego's hospitality industry, the **heartbeat of our local economy**. The businesses listed here are official Kitchens for Good Employer Partners. They sign an agreement with Kitchens for Good and **California's Division of Apprenticeship Standards**, committing to grow the skills and wages of each apprentice throughout their 2,460 hours of skill mastery training. We hope you will join us in patronizing these partners.

REGISTERED EMPLOYER PARTNERS

Atypical Waffle

All in the Family:

- Broken Yolk

Barleymash

Bartell Hotels:

- Island Palms (Blue Wave)
- **Humphrey's Half Moon Inn**
- The Dana on Mission Bay
- Sheraton La Jolla Hotel
- The Hilton SD Airport Harbor Island
- Pacific Terrace Hotel
- Holiday Inn Bayside (Point Loma Cafe)

Bernardo Winery*

Blue Bridge Hospitality:

- Little Frenchie
- Liberty Public Market
- Stake Chophouse & Bar
- Village Pizzeria
- The Islander
- Moo Time Cookies & Creamery

Cardellino*

Cesarina

Cheesecake Factory*

Cohn Restaurant Group:

- Draft Republic La Jolla
- Vintana Wine & Dine

Coronado Island Marriott Resort

Craft Kitchen

De Nada Kitchen & Market

Emjaye Inspired

Fiddler's Green Restaurant

Fresh Creations*

- Fresh Start LLP:
- Sugar Bears.net
- **Yummy Cupcakes***

Friday Food Group, Inc:

- Mom's Pizza & Pasta
- Olive Branch Catering

Trattoria Ponte Vecchio

Garden Kitchen

Grain & Grit Collective:

- **Not Not Tacos***
- Graze
- Samburgers
- Little Italy Food Hall
- Carnita's Snack Shack

Grand Pacific Resorts:

- The Cassara Collective
- Sheraton Resort & Spa- Carlsbad
- Westin Resort & Spa- Carlsbad

Grind & Prosper Hospitality:

- **Louisiana Purchase***
- Miss B's Coconut Club
- Park 101

Guahan Grill: Point Loma*

Guahan Grill Oceanside

Harbortown Pub Inc

- Eastbound
- The Hills Local Pub
- Waterfront Bar & Grill
- Werewolf

Harvest Kitchen*

Hilton Harbor Island*

Hob Knob Hill Café

Humphrey's Half Moon Inn*

Izola Bakery*

Jimbo's

Juniper and Ivy*

Kairoa Brewing Company

Kensington Café:

- The Haven Pizzeria

La Valencia Hotel*

Little Lion

Maya's Cookies*

Maya Moon

Monsaraz Hotel*

OMG Hospitality Group, LLC:

- Waterbar
- Backyard Kitchen & Tap
- Union Kitchen & Tap- Encinitas
- Union Kitchen & Tap- Gaslamp
- PB Alehouse
- Saska's

Original 40 Brewing Company

Peohe's*

Premier Fitness Camp

Premier Food Services (Del Mar

Fairgrounds & Racetrack)

Puffer Malarkey Collective:

- **Herb & Wood***
- Herb & Sea
- Animae

Ranch 45 Local Provisions*

Rise and Shine Hospitality Group:

- Breakfast Republic: North Park, Ocean Beach, Liberty Station, Encinitas, East Village, Carmel Valley, Pacific Beach, Mission Valley
- **Fig Tree Café***- Liberty Station, Pacific Beach
- California Taco Club
- Feast & Fareway
- Breakfast Company
- Eggies- East Village, Pacific Beach, Liberty Station, North Park

- **Rollin Roots***

- Ronald McDonald House

Saiko Sushi North Park

Saiko Sushi Coronado

- Sovereign Thai

SDCM:

- Kettner Exchange
- The Waverly
- The Grass Skirt
- Vin de Syrah
- Firehouse
- Devil's Dozen
- Good Time Poke
- Camino Riviera
- Shakespeare's Corner Shoppe

SIE

Sodexo: Point Loma Nazarene University Dining Hall*

Stehly Farms Market

Sycuan Casino Resort: 11+ Dining

Options on site,

- Hangry's
- Elicit Asian Restaurant & Lounge
- Bull & Bourbon
- Viewpoint Neighborhood Kitchen
- The Uncommons
- The Buffet
- Rank & File
- Lucha Libre
- Double Down Grill
- House of Fortune
- Phil's BBQ

Tajima Ramen & Izakaya Bar:

- Tajima: Hillcrest, College Heights, East Village, **Mercury***, North Park, Convoy

Teri Inc

Terra American Bistro:

- Terra Catering
- Bunz

The Cottage La Jolla

The Hills*

The Fish Market Solana Beach

The Fish Market Downtown

The Loma Club

Thyme in the Ranch

Trust Restaurant Group:

- Trust
- Fort Oak
- **Rare Society***
- **Cardellino***

Urban Kitchen Group:

- **Cucina Sorella***
- **Cucina Urbana***
- **Cucina Enoteca***

**Businesses listed in italics currently employ Kitchens for Good apprentices and alumni as of autumn 2021.*

THE FACES OF THE HOSPITALITY INDUSTRY

OUR APPRENTICES SHARE THE IMPACT OF HAVING A JOB, IN THEIR OWN WORDS



I'M AMBITIOUS

**Atim, employed as
Line Cook at Cucina
Enoteca**

**"My current job
brings me balance
and positivity, as well
as new lifelong
friends."**



I PERSEVERE

**David Coral, employed as
Line Cook at Monsaraz
Hotel**

**"It's been a stepping
stone, and it's pushed me
to further my education.
Things are possible with
willpower."**



I'M HUMAN

**David, employed as
Chef de Partie / Line Cook at
Juniper and Ivy**

**"Employment has given me
financial resources and a
creative outlet. It has also
allowed me to rebuild my life
after incarceration."**



I'M RESOURCEFUL

**Abbi, employed as
Logistics Assistant at
Catalina Offshore Produce**

**"I have worked with a broad
scope of people and
companies that I never
thought I would have the
opportunity to work with, like
the airlines. These
experiences have changed my
outlook on how I see people."**

**Nearly 6 in 10 adults have worked in the
restaurant industry at some point during
their lives. 1 in 3 Americans got their first
job experience in a restaurant.**

National Restaurant Association, 2019

THE FACES OF THE HOSPITALITY INDUSTRY

OUR APPRENTICES SHARE THE IMPACT OF HAVING A JOB, IN THEIR OWN WORDS



I'M ENERGETIC

Ken, employed as Production Assistant / Dough Processor at Maya's Cookies

"This job and program have turned my entire life around. My personal and financial wellbeing has improved, and so have my self-esteem and self-worth."



I'M A CHEF

Jetanae, employed as Line Cook at Cadellino

"My current job has allowed me to join a new family. I feel part of something—I'm growing in my skillset and as a person."



I'M UNSTOPPABLE

Tony (center), employed as Lead Prep Cook at Fresh Creations

"The feeling of fulfillment is better than anything I've ever felt before! Knowing I'm working doing what I love and utilizing all the tools I have learned at KFG is so rewarding. I truly felt every obstacle I have overcome has led me to where I am today!! I still got a way to go, but I'm surely on the right path to my future, and it's BRIGHT!"



I'M A FATHER

Yakub, employed as Executive Chef at Bernardo Winery

"My job has changed my life 180 degrees. It's challenged me and made me a better person. It's brought out creativity I never knew I had. It's also taught me that it takes a team to be successful, and every employee and their job is equally important."

8 in 10 restaurant owners say their first job in the restaurant industry was an entry-level position.

National Restaurant Association, 2019

A GOOD SOCIETY

The past year and a half might be captured in one word: disruption. The pandemic invited all of us to assess and break old patterns. This time allowed the **opportunity** to reflect on what is most essential.

Kitchens for Good was formed in 2014 as a versatile organization to serve the community. **2020 posed new questions: who are we now, and what are we doing for society?**

In Spring 2021, Kitchens for Good team gathered to redefine our values. We accepted the invitation to explore What Matters Most? Here are the three **core values** we agreed challenge Kitchens for Good, in the next chapter, to be our best:



core value

APPRENTICE-CENTERED

"How does this support the success of the Apprentices?"

core value

EQUITY

"How is this fair and inclusive?"

core value

GROWTH MINDSET

"Is this the best way?"

action

Mental Health | New to our training schedule, Wellness Wednesdays: Coaches and Guest Experts teach tools for physical and mental wellbeing. Class dismisses at noon to support apprentice appointments, family time, volunteerism, or learning support.

action

Inclusivity | We increased socially responsible spending, beginning with food purchasing. The local artisanal vegetables in both meals and lessons are purchased from Black, Indigenous, and People of Color (BIPOC)-owned farms throughout San Diego.

action

Sobriety | As 80-90% of our Apprentices are in recovery, we became a sober school. We cook with alcohol alternatives, teach self-advocacy around recovery in the workplace, and connect apprentices with supportive employment environments.

IT TAKES A VILLAGE

208,924 MEALS: CHEF-LED, HAND-CRAFTED, MADE POSSIBLE BY YOU

Every week, Kitchens for Good produces 2,000 nutritious, delicious meals for San Diegans in need. **Your donations enabled us to grow this program's reach and make it more efficient than ever.** Here's what it takes each week, by the numbers:

80 hours of prep, cooking, and clean-up by our A-Team of Chef Ryan, Lead Cooks Karen and Iva, and Lead Steward Manny

2,000 lbs. of food: 480 lbs. of proteins, 610 lbs. of starches & 910 lbs. of vegetables

2,400 square feet of the kitchen, including dry & cold storage, production areas & dish pit

20 Volunteers working in uber-efficient manufacturing-style assembly lines, portioning and packaging all 2,000 meals in just 3 hours.



FY20-21, we held 227 volunteer shifts with an average of 15 volunteers per shift

SUSTAINABILITY THROUGH SOCIAL ENTERPRISE

Gathering restrictions in May 2020 we made the difficult decision to close down our catering social enterprise indefinitely. A few months later, we also exited a significant foodservice contract due to the gathering restrictions. **This year we relied, more than ever in KFG's history, on philanthropic support.** As an organization, we believe in modeling the **self-sufficiency** we promote to our Apprentices. We re-focused our energies to develop three exciting social enterprises designed to generate **sustainable earned revenue streams**. Here are ways we are bringing in new sources of earned revenues in the year ahead:

THE SHELL PROVISIONS



Kitchens for Good has been a food partner of The Rady Shell—home of the San Diego Symphony—since the beginning of its inaugural season. Be sure to stop by to enjoy delicious seasonal treats.

KITCHENS FOR GOOD | SHOP



Kitchens for Good SHOP will sell pre-loved kitchenware and a host of artisanal, cottage-industry products made by apprentices and other mission-aligned community partners. Open in Pacific Beach: December 2021.

ALTERNATIVE STAFFING AGENCY



We will employ apprentices as soon as they enroll and support them with healthcare, full-time employment, wage increases, and other benefits throughout their tenure with Kitchens for Good.

OUR BOARD OF DIRECTORS



BOARD OFFICERS

Julianne Markow, Chair, Chief Operating Officer, Voice of San Diego

Bobby Ramirez, Treasurer, District Manager of Centerplate

Howard Solomon, Secretary, Founder, Solomon 2.0

BOARD MEMBERS

Catherine Blair, Retired Educator

Don Williamson, Retired professional journalist and chef educator

Emma Epes, CPA, Partner, EY

Jess Yuen, Campaign Director, Rady Children's Hospital Foundation

Malcolm Bund, Retired Industrialist

Mike Irwin, Founder, Bottle Rocket Advisors

Priya Kannan-Narasimhan,
Department Chair, University of
San Diego School of Business

Sally Toister, Senior Director, Operational
Excellence, Marriott International

Shawn Parr, Guvner and CEO, Bulldog Drummond

OUR TEAM

The Kitchens for Good team (*pictured, right*) is comprised of 26 incredible people who share a deep commitment to our mission. These experienced professionals represent a variety of talent in hospitality, education, and beyond. In 2021, we tripled the staff who directly support and coach the apprentices. Both veteran and new staff shared why they **remain so invested in this work**:

"I work at Kitchens for Good because I love the blend of food industry training and social services. I enjoy being part of a community that serves and embraces individuals who want to move their lives forward in a meaningful way."

Marla Navarrete | Head of Culture & Apprentice Engagement

"Family is what Kitchens for Good has made me feel here, and I also feel like we are the A-Team. We all work well together, which makes us a wonderfully strong and solid team."

Manuel "Manny" Vasquez | Lead Steward

"There is this magical sensation that occurs when I'm part of something bigger than myself. Whether I'm volunteering my time protecting the environment or caring for the people around me, it fills me with pure joy. I love being a part of the lives of people carving new paths for themselves, cheering them on as their number one fan."

Leith Fava | Human Resources Generalist



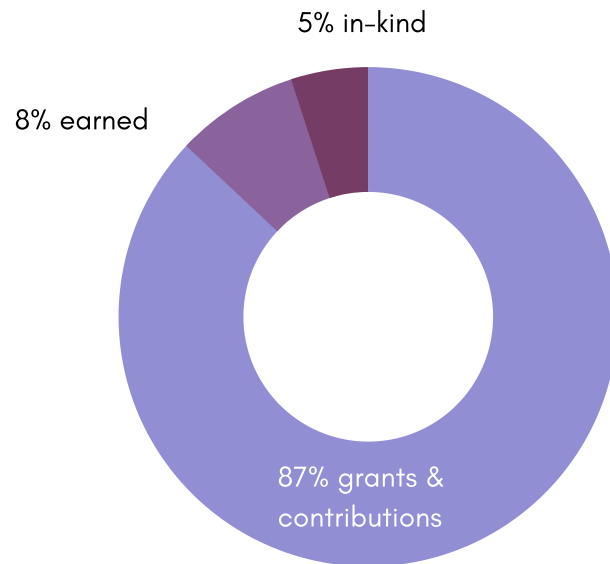
"I heard about Kitchens for Good three years ago, that the organization was changing the paradigms of culinary education. When I started working here, I discovered that Kitchens for Good has done that and so much more. I love being a team member where the corporate culture is focused on the apprentices and their wellness and where teaching is not static but ever-changing, adapting to the daily needs of the students and delivered with kindness and respect."

Chef Phil Dreshfield | Instructor of Baking & Hospitality Management

FINANCIALS

The COVID-19 pandemic had a significant impact on our operations, and in turn, our financial ratios. Prior to the pandemic, Kitchens for Good began its **expansion to an additional kitchen** at Salvation Army Door of Hope in Linda Vista. This space was initially to house our new Baking Apprenticeship Program. However, as the 2020 end of the lease at our first kitchen and event center coincided with a halt of the catering industry, we centralized all programs and operations in Linda Vista. In May 2020, we made the difficult decision to close down our catering social enterprise. A few months later, we also exited a significant foodservice contract due to the gathering restrictions. During this time, we preserved our resources by consolidating three locations into one. We focused on our apprenticeship programs, increasing hunger relief efforts, and intensive strategic planning, research, and development in search of our next social enterprise. This decision also allowed us to allocate your donations towards **deepened support to neighbors experiencing hunger and meeting our apprentices' basic needs**. Your **unwavering support** also allowed us to take on additional food expenses while directing these purchases to local Women and Minority-Owned Farms & Businesses.

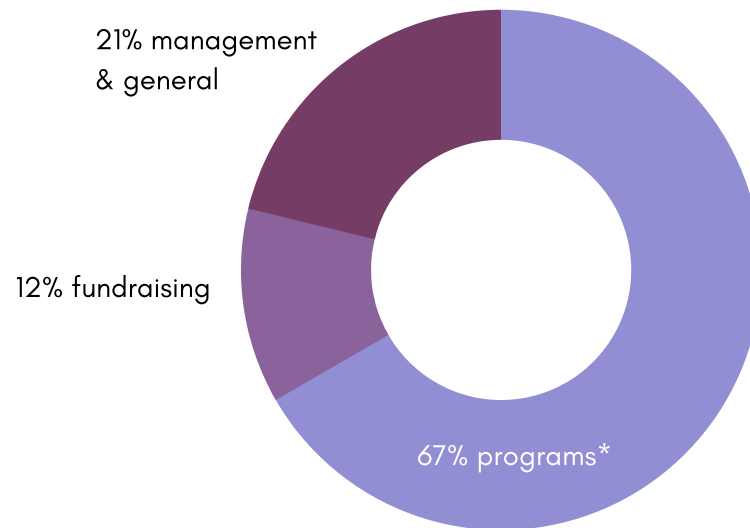
income



\$3,877,346 total revenue

We invite you to view our entire financial report here:
kitchensforgood.org/annual-report-financials/

expenses



\$2,957,764 total expenses

*Program expenses decreased from our typical ~75% due to COVID-19 required shut downs and smaller class sizes. This had an adverse ripple effect to Management & General and Fundraising.

OUR UNSTOPPABLE SUPPORTERS

It is YOUR support donating funds, time, and talent that allowed us to grow Kitchens for Good programming & impact in a year like no other.

Pictured here are the helpers, along with the families and lives you helped us reach.

Thanks to your generous financial donations, and donations of your time and kitchenware items, we have been able to develop three exciting social enterprises set up to generate earned revenue which is projected to far surpass that realized from catering. The proceeds from sales in all of these enterprises directly support our programs.

Our program growth and new earned revenue streams mean your dollars have a greater impact. You contribute to Kitchen for Good's vision: that **every person can lead a full life and contribute to an equitable and thriving community.**

THANK YOU TO ALL OF OUR FY 20-21 DONORS!

see our full list of generous supporters here:
kitchensforgood.org/annual-report-financials/



OUR UNSTOPPABLE SUPPORTERS

Mr. Rogers said, "When I was a boy, and I would see scary things in the news, my mother would say to me look for the helpers. You will always find people helping."

It was indeed a year of "scary things in the news." Yet **HUNDREDS** of you volunteered to prep and package **208,924 healthy meals for our neighbors in need.**

It is **YOUR** support donating funds, time, and talent that allowed us to grow Kitchens for Good programming & impact in a year like no other.

We appreciate you! Can't wait to see you in the kitchen soon.

THANK YOU TO ALL OF OUR VOLUNTEERS!

see our full list of amazing volunteers here:

kitchensforgood.org/annual-report-financials/



A BRIGHT FUTURE WITH YOUR SUPPORT



Thank you all For helping my Son become
the person I always knew he could be.

Thank you For helping our Community
You Change Lives

Jesus (pictured front right) is a Baker Apprentice. Pictured here is an envelope from Jesus' family, containing a monetary gift of gratitude to Kitchens for Good, along with this note from his mother.

In this challenging year, we saw the best of humanity. We invited you to support us in helping to grow this work. You accepted the invitation, and, together, you made our mission possible. We invite you to continue supporting this opportunity to transform lives and nourish communities.

You already have everything it takes to do big things. We say this in the classroom, but it really reflects our belief about the goodness, the potential, of society. *We all have everything it takes to do big things.* We know this to be true of our apprentices, as well as our community. Your gift of time volunteering in our kitchen, your decision to become a monthly donor, your ongoing support makes big things happen.

Thanks to you, we know nothing can stop us. Your generosity ripples outward to impact the people, places, and businesses in "America's Finest City," our beloved San Diego. With your support, we further the momentum of positivity and hope of this work beyond our hometown. **It takes all of us.**