

Homeward Bound of Marin

Diligence Visit

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- Expansive property- 4.5 acres of land
- Land was granted in 2000 – it's a de-commissioned military base (in the 80's)
- Land is free, lease is \$1/year
- Population of Marin County is 250k

Background:

- Homeward Bound began serving homeless population in 1974.
- "New Beginning" is one of many shelters they run
- At the facility I visited, there are 80 beds (including 16 for vet) / an instructional kitchen and 32 units of transitional housing- used for anyone in the training program (HB or otherwise).
- HB leases from HUD, owns the master lease.
- Originally they began culinary training program in 2000 at the shelter (in partnership with the County Office of Education) and observed how successful it was.
- It took **8 years to raise \$9 mil** to build the training kitchen, Key Room (event space), admin office and transitional units.

Fee for service businesses:

- Jackson Café- partnership with Whistletop senior housing
- Shelter meals program- feeding community

Social enterprise:

- Wagster- Dog treats in 120 stores
- The Key Room- Event space is rented out with food and service
- Fresh Start Chef Events- best fundraising event. Celeb chefs invited to teach a class. At \$60 per event and 120 attendees, \$7200/month is approx. \$90k per year
- Halo products- chocolate truffles, jam, honey etc

In 2017, they trained 72 students, 37 graduated. 50% attrition is average, same as community colleges

Wrap around services:

- Life skills training
- Money management/ budgeting
- Front of house
- Resume building
- Job placement- very active advisory board composed of chefs and restaurateurs
- Bus passes (\$40k/ yr)

CK Consulting:

- Design the curriculum, lesson plan, structure and timeline
- Determine measurable objectives

CK membership:

- Seminars
- Webinars- Joint learning very effective
- Best practices
- Help save on collective discount- on coffee alone they help Homeward bound save more than \$5,000 which is their membership fee
- Working on savings on chef uniform and shoes

Components of culinary training:

- Food hygiene
- Knife skills
- Equipment
- Kitchen math
- Recipe
- Scaling
- The program prepares individuals to become prep cook, line cook
- HB modified CK's 16 week course to 10 weeks. It's their experience that individuals want a quicker program so they can begin work and make money
- Starting wage of graduates is \$15/ hour. Minimum wage in Marin is \$11.50

Jesse's story

- 2 years ago Jesse and his wife lived in a homeless encampment- bushes by freeway
- They had a child who lived with them and family
- He and his wife struggled with drugs off and on and were chronically unemployed
- In addition, his wife has some learning disabilities
- He had learned about the program and came specifically for the culinary training. When he arrived he was very rough around the edges. Use harm reduction model
- 50% of the trainees in the culinary program are homeless and rest are low income
- He loved being in class. But they told him he had to shower in order to be in class- for hygiene reasons
- They encouraged him to get into an emergency family shelter they run- six months
- Once they moved in there, they were unified with their child. They work with Headstart so got him into that program.
- Graduated from the 10 weeks program- did well
- 6 mos internship at Jackson Café (affiliated restaurant -fee for service program)
- They noticed he needed life skills (because he had been homeless for so long)
- Advisory Board of chefs and restaurateurs- help graduates secure jobs

- Got a job working outside of Homeward Bound and doing well
- In the midst of all this his wife became pregnant with twins
- At the same time Homeward Bound won a HUD grant for supportive permanent housing (meant for chronically homeless)- where they hold the master lease. The resident pays 1/3 of their income
- And when the twins were 2-3 months he returned to Homeward Bound to work in their kitchen, preparing food for the shelter residents, they prepare the products they sell, and catering business
- They are teaching him management skills, ordering, inventory
- Working 40 hours and earning \$17/ hour. He and his family continue to live in supportive perm housing secured by Homeward Bound
- He's been clean and sober for a long time although it's not a requirement of the HB program
- Serves as a mentor to others who are coming into the training program

Jesse preparing lunch for us:





Homeward Bound garden where they grow their own vegetables:



Homeward Bound citrus orchard:

