

STARTER GUIDE:

The Community Incubator Kitchen: A Workbook for Faith Communities



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SECTION 1: Introduction

1a) Workbook Goals

The goal of this workbook is to help your congregation determine if utilizing space or an existing kitchen in your building as a future shared kitchen or incubator kitchen would be feasible and recommended. In the sections that follow we have provided worksheets intended to be completed by your planning team or project leader to raise questions that need to be investigated or discussed prior to embarking on this project. In addition, each section contains a summary of the general information you will need to make an informed decision about embarking on a project of this scope. In the final section, we have included additional resources for exploring your options and questions raised.

1b) Expectations for Use + Planning Worksheet

Purpose: This worksheet is designed to help you create basic language for what you would like your facility “use” to be. There are no wrong answers here. This is an exercise to help you explore your options!

1. What would you like to create?

Examples: A shared use kitchen/commissary kitchen. An incubator for small businesses. An access point for community businesses. A workspace for a specific member of your community. A workspace to create a revenue stream for your facility.

2. Is there an existing space or would this be creating a new kitchen or use area?

3. Is there a specific member of your congregation or community that you are hoping to serve with this project? Are they involved?

4. Do you have any ideas of size or scope for the “building” portion of this project?

Examples: Is there a specific budget? Do you have any initial ideas of what you want the kitchen space to be able to do?

5. Do you have any ideas of size or scope for the “programming” portion of this project?

Examples: Is there a specific budget? Are you looking to serve a specific community or constituency? How big is that group?

6. Does your congregation currently run other programs, or would this be your first large scale project and/or programming offering apart from services and programming associated with worship?

Examples: Childcare, soup kitchen, reading or school programs

7. Have you ever seen a commercial shared kitchen or commissary kitchen facility being used by small businesses?

SECTION 2: Definition of Terms

Shared Kitchen: Requiring tangible infrastructure, these facilities are large kitchen (and sometimes coworking, manufacturing, and/or production) spaces that allow business owners / entrepreneurs access to commercial cooking equipment at a set price. Also referred to as a “commissary kitchen”.

Incubators/Accelerators: The exact parameters of these terms are fairly loose, but are generally accepted to be that incubators work with very early stage companies for a flexible window of time (often 6 months to 1 year or more) and accelerators work with developing or scaling start-up stage companies for a finite/short window of time (often 3 months or less). Neither is required to provide infrastructure, and they are generally not seen as facility-based.

Food Hub: A food hub, as defined by the USDA, is “a centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution, and/or marketing of locally/regionally produced food products.” They usually involve infrastructure and can combine a shared kitchen facility + a production or manufacturing model in their space. The involvement of region-specific agricultural initiatives is integral to their definition.

Ghost Kitchen/Ghost Restaurant: The term “ghost” refers to an entity operating without traditional brick and mortar locations. The term “ghost kitchen” refers to users, which are typically “ghost restaurants”, or restaurants with no real physical location, that operate via order / delivery apps only.

Food Truck Kitchen: A specialty use designation for a shared kitchen in some municipalities. Food trucks often need some exterior access as well as kitchen space or access. For example: exterior facilities to empty greywater or dump wastewater or grease; overnight parking with/without electrical connections; and, storage options. If you are interested in offering food truck or food cart access and use, it is recommended that you check with your local licensing and health departments for any special regulations that may apply.

Programming: In terms of any kitchen facility type listed in this glossary, programming refers to educational or training programs that can be offered to users or members of the facility. Most commonly, in a shared kitchen these might include basic training on licensing or regulatory compliance, basic job skills or culinary skills training, etc. In an incubator kitchen, these might include business start-up courses, or topic-specific support courses like marketing, shipping/packaging, etc. Programming can be designed for prospective, current, or graduating members of a facility, and can often offer important sources of revenue to offset operational costs.

Commercial Refrigeration: Most commercial refrigeration in a shared use kitchen is referring to a “walk-in” style of refrigerated room or box. This is constructed or installed in-place for users to store items during production or on a short-/long-term basis depending on your facility’s available offerings. If a walk-in is not available, a commercial kitchen has to be able to provide “reach-in” (standing refrigerators similar to residential style refrigeration) or “under-counter” (waist-height refrigerator typically with a work-top surface) refrigeration for users to use while in production at the facility. Typically, regulations prevent the use of “home” or “residential” refrigerators or freezers, but you can check with your local health department for your local guidelines.

Hoods/Suppression System: Commercial kitchens require an exhaust hood over most pieces of “open flame” cooking equipment, and depending on local regulation, that hood may be required to have a “foam suppression system” installed. This is a fire prevention system that releases a foam to suppress grease or oil fires. The system has to be professionally installed and inspected on an annual basis.

Equipment, Commercial vs. Residential: Commercial kitchen equipment is designed to be used in a professional or commercial kitchen setting. Most often the electrical and gas connection points are made to be “hard” connected, i.e. directly plumbed or wired into the building. Commercial equipment is also designed to have shut-off or override features or mechanisms to help prevent misuse, equipment failures, or fires and other resulting safety hazards.

“3-Phase” Electrical/Equipment: Most commercial equipment is available in either “Single” or “3-Phase” electrical set-ups (before purchasing, it is important to know what type of electrical input your building has). Equipment that is designed as “3-phase” is built with a different design for the electrical usage to help preserve motors and mechanical parts (and use less electrical pull) over time, but this equipment has to be connected to a “3-phase” electrical

system on a building as it communicates differently with the power supply. “3-Phase” equipment can be more expensive up front but may result in lower usage costs over time.

Station: A “station” is the general term applied by shared kitchens for an area (with or without access to specific tools, pieces of equipment or resources) that can be rented for a user to produce their product.

CPG Product: CPG stands for “consumer packaged goods” and refers to any product designed to be sold in packaging no matter where it is sold. For example, both a muffin packaged and sold in a deli case and a box of muffins sold in a grocery store would be considered CPG items.

SECTION 3: Pre-Build Facility Considerations

3a) Building/Facility Considerations Worksheet

These questions are designed to help make “red flags” apparent in your planning process. If your answer falls within the shaded area, the issues raised in that question might represent significant spend or investment necessary in the build out of a facility. *For example*, if you answer “NO” to question 1, it is unlikely that you would be able to operate in the facility without getting your zoning reclassified – which might represent a significant expense.

Before completing, read the Considerations and Additional Notes in section 3a below.

#	QUESTION	YES	NO	UNKNOWN
1	Is your building zoned for commercial use related to food production?			
2	Are there any restrictions on capacity for your facility/building that might be impacted by this use?			
3	Are there any geographic, ownership, or building restrictions that would prevent updating or constructing your kitchen space?			
4	Do you have adequate space in your facility for the kitchen space?			
5	Do you have parking for users?			
6	Would users be able to easily access the space?			

#	QUESTION	YES	NO	UNKNOWN
7	Do you have existing areas or space in your facility for the construction of support areas that kitchen users will need access to: bathroom facilities? storage space? lockers/changing area for employees or staff members?			
8	Do you have space in your facility for additional areas that might be useful to members (optional): office or shared desk use space? conference room or other area to meet with clients?			
9	Does your facility have adequate resources set up for trash disposal, oil disposal (cooking oil), and recycling (boxes, etc.)?			
10	Do you know how recently your major plumbing, gas, and electrical (if existing kitchen area) was installed in your facility? If not existing, can additional plumbing, gas, and electrical capacity be added to your facility?			

3a) Building/Facility Considerations (Summary)

To operate a commercial shared kitchen, you will need to have an existing kitchen space or plan to build out a kitchen space in a building zoned for commercial food production. Ideally, you should have about 750-1,000 square feet of space available for the main production area (kitchen/equipment space), with additional square footage to support storage (dry goods storage, refrigerated storage, and frozen storage), lockers and/or bathroom facilities.

Kitchens that are on the ground floor of a building are easiest for users to access. If the kitchen is on an alternate floor (either basement or upper story), you will need to ensure that there is a commercial elevator that can access the kitchen for full compliance for disabled users, as well as the transport of goods.

Ideally, kitchens should have parking available for users or have designated areas for loading / unloading of materials, food, etc. Kitchens will need to be accessible via car or via urban transit options.

3a) Additional Notes on the Questions for Building/Facility Considerations

1. Is your building zoned for commercial use related to food production?

- Zoning designations vary by municipality and can be verified with your county or city clerk which controls zoning designations for your area.
 - If your kitchen facility is existing and was properly built (permitted and with permission from your municipality) then your zoning is most likely compliant.
2. Are there any restrictions on capacity for your facility/building that might be impacted by this use?
 - You may have limitations on the capacity of your building due to structural, licensing, or use considerations. It is good to review any limitations with someone familiar with the current licensing for the facility.
 3. Are there any geographic, ownership, or building restrictions that would prevent updating or constructing your kitchen space?
 - Geographic Limitations: Is your facility in an urban environment with no access to the roof (impacting hood installation or access)? Is your facility in a specially designated zone or township area (safety, fire, or sound restrictions)? Is your facility hard to access via roads, transit or other means (construction and user access issues)?
 - Ownership Limitations: Do you lease or rent your facility? Do you have permission from the owner to make these changes? Do you need any special permissions from any ownership board or entity to make these changes?
 - Building Limitations: Is your available space hard to access in the building? Are there limitations on the space based on other uses (childcare, other current uses or tenants, noise/temperature/or other ambient factors)?
 4. Do you have adequate space in your facility for the kitchen space?
 - On average you will need a minimum of 500 square feet of space to build a 1-2 station shared use cooking area; recommended is approximately 750-1,000 square feet of available space.
 5. Do you have parking for users?
 6. How would users access the space?
 - Consider what hours your facility is currently staffed – can anyone be in the building when the facility is not staffed?
 - How do visitors or users enter (main door, special door into space, etc.)? Does that door need to be manned or staffed for access?
 - Is there a secure way users could access space without having to go through the rest of your building – for their safety, and for your congregation’s security?
 - Are there any security systems, video systems, or other safety measures that might have to be turned on/off when users access the space?
 - Keep in mind, users might be transporting items (food items, rolling racks, etc.), loading/unloading for events or jobs (catering), or need to have large deliveries of food or related items.

7. Do you have existing areas or space in your facility for the construction of support areas that kitchen users will need access to: bathroom facilities? storage space (dry storage, and refrigerated/frozen storage)? lockers or changing area for employees or user staff members?
 - At a minimum, users will need access to bathroom facilities (male, female, or unisex according to your local regulations). Some municipalities may require changing or locker room type facilities depending on user volume as well.
 - All kitchens must be able to provide secure (i.e. lockable) dry storage for users to rent or use while in production on site. In addition, they will at a minimum need access to refrigerated and frozen storage while in production on site. Most users may also want some sort of overnight storage (dry, refrigerated, or frozen) that they can rent or use on a short or long-term basis.
8. Do you have space in your facility for additional areas that might be useful to members (optional): office or shared desk use space? conference room or other area to meet with clients?
 - These are additional areas/items to consider and would not be requirements for initial build out.
9. Does your facility have adequate areas for trash disposal, oil disposal (cooking oil), and recycling (boxes, etc.)?
 - At a minimum, your facility will have to provide adequate dumpster or trash space that is covered and controlled (to prevent rodents or bugs).
 - Most commercial kitchens also have to allow a commercial oil disposal company to keep a receptacle on property for the disposal of used cooking oil.
10. Do you know how recently your major plumbing, gas, and electrical (if existing kitchen area) was installed in your facility? If these are not existing, can additional plumbing, gas, and electrical capacity be added to your facility?
 - Use as a shared kitchen will substantially increase the demand on water, wastewater, gas, and electrical output for equipment and use. It is good to know if your facility's system is out of date or may require updating because this might represent a substantial expense.

3b) Kitchen + Equipment Considerations

Before completing, read the Considerations and Additional Notes in section 3b below.

#	QUESTION	YES	NO	UNKNOWN
1	Is there an existing kitchen facility in your building? If your answer is NO, skip to question #8.			

#	QUESTION	YES	NO	UNKNOWN
2	If YES, is the kitchen facility operational (in working order)?			
3	If YES, do you have existing hoods or ventilation equipment already installed (in working order)?			
4	If YES, does your hood/ventilation system have a “suppression” system installed (in working order)?			
5	If YES, is the equipment commercial (in working order)?			
6	If YES, do you have refrigeration in place (in working order)?			
7	If YES, do you have commercial sinks (in working order)?			
8	Do you have any particular equipment or specialty equipment that has been requested by your potential users or community that you serve? If so, list items:			
9	Do you have any resources for purchasing commercial kitchen equipment in your congregation?			
10	Do you know if your building has “single” or “3-phase” electrical input? If so, list which:			

3b) Kitchen + Equipment Considerations Summary

A basic commercial kitchen space will need the following primary component parts:

Basic Equipment	Description/Notes	Average Cost (Starting at)
Overhead Hood / Ventilation System	All open flame cooking equipment (stove, grill, fryer, etc.) and most other commercial equipment (ovens, etc.) will require a commercial hood/ventilation system that exhausts to the roof via ducting that is most frequently installed on the exterior of the building	\$20,000
Suppression System	Open flame commercial cooking equipment in most municipalities will require the installation of a “suppression” or “foam” fire system into your hood. This produces a foam in the event of a fire. *You will be required to have this maintained annually and inspected on an annual or multi-year basis.	\$5,000
Stove	4 burner stove (gas, electric, or induction)	\$1,000
Oven	Convection or standard heat oven (either built into a stove range or stand-alone)	\$3,500
Worktable	Stainless, Commercial Grade	\$250/ea.
Commercial Sinks	1, 2, 3 bay depending on local regulations	\$150-200/ea.
Refrigeration	Undercounter or Reach-In in the production space	\$1,500/ea.
Dish Machine	A commercial dishwasher attached to a 3-bay sink for the high temp or chemical sterilization of user’s dishes. Generally, these are “leased” via an organization which can provide chemicals and service.	\$100+/month

A basic “station” within a commercial shared kitchen with access to the equipment would thus consist of one worktable, access to a sink, access to refrigeration, access to a dish station, access to a stove, and access to an oven.

Beyond these basic items, your facility may consider some additional specialty pieces of equipment. To determine the need for these items, speak to potential users or user groups to assess their needs. Some of these items may include:

Additional Equipment	Description/Notes	Average Cost (Starting at)
Standing Mixer	Table-top or floor model – bakers and large batch production tool	\$1,000 table-top or \$5,000 for floor
Robot Coupe Food Processor		\$250-300
Commercial Blender		\$250-300
Soup Kettle / Hot Water Kettle	A plumbed in large capacity vessel for making a large volume of stock, soup, or hot items. Popular for large volume caterers or large-batch CPG makers.	\$3,500
Tilt Skillet	A large capacity vessel for cooking large volumes of food	\$5,000
Fryer	Commercial floor model	\$2,500
Grill	Commercial floor model (or add-on to stove)	\$2,500
Flat Top or Sauttee Top	Commercial floor model (or add-on to stove)	\$1,000
Assorted Pots + Pans	Some kitchens provide pots, pans, and assorted smallwares for users to rent or use.	Varies

Some kitchens also include areas with no equipment as stations that users can rent or reserve. These generally include workspace and access to basic sinks or electrical outlets, and might include: a packaging station with plugs or equipment for boxing, labeling, or shrink wrapping; an agricultural station for cleaning vegetables or processing basic agricultural items, etc.

3c) Regulatory + Licensing Considerations

The table below contains a brief overview of licenses that would be required to open and operate a shared kitchen (of any variety). In addition, users of the shared kitchen will also be required to obtain similar licenses and certifications.

For Facility	Regulatory + Licensing Requirements
Shared Kitchen / Operator License	Varies by municipality; typically, a 2-3 year license requirement.
General Business License	The “operator” of the facility will need to be licensed as a business – whether this is the church, a non-profit, or a for-profit entity that handles day-to-day operations.
Health Department Inspections	The facility will need to be inspected annually by the local (or sometimes state) health department inspector to keep a current operational license. This will include all areas of the facility where users will go (kitchen, locker/restrooms, storage, etc.).
Food Handlers Certifications	Operators, staff and users will be required to have varying levels of state or locally issued food handler certifications (general or manager level).
Wholesale Facility License	*Some states may require a state-issued license be held by the facility if users are selling items wholesale.
FDA Facility Registration	*A suggested registration of the facility with the federal government – this is not a license or required, but it is highly recommended if users will be doing business nationally or over state lines.
Additional Licenses / Certifications:	The facility may choose to pursue additional licenses or certifications based on what users are producing. These may include USDA certification, Allergen or SQF certification / audits, USAG certification, etc.
For Users	Regulatory + Licensing Requirements
Shared Kitchen / User License	Varies by municipality, but a renewal license of varying length that all users of the kitchen have to maintain.
General Business License	Issued by local municipality.
Food Handlers Certifications	Operators, staff and users will be required to have varying levels of state or locally issued food handler certifications (general or manager level).
HACCP Plan / Certification	A Hazard Analysis and Critical Control Point (HACCP) plan outlines a business’s plan for dealing with bacterial and health concern issues. This is typically required and reviewed by the state for all users who will be handling specific materials (such as: pickles, fresh juices, meat or dairy, seafood, etc.).

SECTION 4: Operational + Programming Considerations

4a) General Operational Considerations

The following sections include questions and information that will impact the “operation” or day-to-day actions needed to run the shared kitchen, as well as the resources needed to do so.

Access, Hours + Scheduling

ACCESS	During what hours is your facility open?
	What hours do you want to allow users to access the kitchen space, their storage areas, or the building?
	How will users get into the building/kitchen space?
HOURS	What will be your “open” hours for users to schedule time?
	Does your congregation use the kitchen during any hours?
SCHEDULING	How will users be able to schedule time - by hand, by email (tracked on a spreadsheet), or via an app or related program?
	Who will handle scheduling?

You will need to consider if you want to operate the kitchen only during the hours your facility is currently open, or for additional times.

- In general, shared kitchens tend to be busiest during afternoon / evening hours (especially for kitchens where users still have full-time jobs elsewhere) and weekend hours (for the same reason).
- Most shared kitchens offer a booking system (whether manual or via an app or computer-based tool) that allows users to see available time and make a “reservation” or booking for use of the kitchen or production areas. Scheduling tools (such as app or computer programs) cost \$50-100/month depending on the model used.
- Keep in mind if your congregation uses the facility for specific events or mealtimes you will need to coordinate this access.

Staff/Volunteer Needs

STAFF / VOLUNTEERS	Who will “manage” your day-to-day operations in the kitchen?
	Who will handle scheduling and billing?

	Who will handle cleaning and upkeep / maintenance for your equipment and facility?
	If offered, who will teach or run your programs for users?
	Who will help train users on kitchen rules and general policies?
	Is anyone on your staff (or volunteer team) certified as a food handler with your local municipality?

Regardless of whether it is a paid employee or a volunteer, some municipalities will require there to be an accountable person on-site when the facility is being used (some will allow users to use the space unsupervised). If your municipality requires a staff person, you will need to account for their wages in your budget for operation.

- All staff and/or volunteers involved with the kitchen will need to have the appropriate Food Handler certification required by your municipality. They will also require basic training in safety procedures in the event of an accident or fire.
- In general, a kitchen will need a “Manager” of some type to oversee the kitchen, scheduling, billing, and general upkeep of safety and cleaning protocols for equipment.
- In addition, a kitchen offering programming will need someone to oversee or teach the training / classes offered and assist users with working in the kitchen (basic skills, introductions to equipment, etc.).

Security/Key Fobs

SECURITY	Is there a separation between the rest of your facility and the kitchen access / space?
	Is there a security alarm or other safety measure that would have to be turned off or disabled?
	Are there any security personnel or cameras that monitor areas of your congregation?
	Can you use an electronic key fob or related access item?
	Are there any areas in your congregation that users cannot go into? Are these separated or secured?

Users will need to be able to access their materials (if stored on site) and the kitchen for their scheduled work time.

- Facilities can offer multiple options: a staffed entrance; a key fob or electronic entrance; a key or entrance code.
 - Keep in mind if you use a physical key or entrance code you will have to account for changing it whenever it is lost, or a user moves on.
- All options should be evaluated for both user security and your congregation's security.
- Keep in mind, if you have a security alarm system or camera system that has to be turned off or on when people come and go from the building, how will this be impacted by these new users?

Common vs. Restricted Space

If there is not a unique entrance or separation of the kitchen space, users will also have access to the rest of your facility or areas. For security purposes you will generally want to be able to monitor or control where kitchen users are able to go beyond the kitchen facilities.

Food Safety Considerations

FOOD SAFETY	Do users have lockable, secure, private storage areas that no other user or congregation member can tamper with?
	Do users have a clear path of transit for taking items from the kitchen to that storage area?

Your health department will require you to be able to document that you control access to the food created in your kitchen for food handling and food safety concerns. This might include:

- Lockable storage areas and who is using them
- The health department will also require logs or documents so that your staff is able to guarantee that food is being stored and handled properly (for example: temperature logs for refrigeration, records of gloves, hairnets, and beard nets being offered, etc.)

4b) General Programming Considerations

If you plan to offer programming of any kind as a part of your project, the following sections include questions and information that will help you in considering what the demands of programs might be as well as the resources needed to offer different types of programming.

Popular programs on offer at shared kitchens and incubators include:

Program Type	Content Areas
Shared Kitchen Orientation Courses	How to work in a shared kitchen (general procedures, rules and day-to-day policies)
	How to license your food business (licensing + regulatory overview)
“How To” Courses	How to start a food business
	How to market your food business
	How to work with a food distributor
	How to use social media for your food business
Culinary Courses	Knife Skills
	Nutritional Labeling or Label Claims
CPG Courses	Packaging + Distribution
	Working with a food broker
Support or Continuing Courses (for graduates or alumni)	Expanding your product reach or product line
	Working with a patent lawyer or food law
	How to get capital, investors, or expand your business

For all courses you plan to offer, you will need to make sure you have some of the following resources:

- A qualified instructor who can speak to the subject matter – perhaps a member of your staff or congregation with expertise in that subject.
- Space to offer the course – either time in the kitchen area or in a classroom or conference room setting.
- A method for users to sign up to take the course or potential users to register or pay for the course.
- Materials to share the information (via handouts, electronic shared files, or a website with information)

For incubation or acceleration, courses are typically compiled into a multi-class or multi-week program that prepares or assists users with starting, growing, or improving their business and/or their product in some way. Classes of this nature tend to be offered in smaller groups

that allow each program recipient to have specific attention given to their business / business idea / business plan and how it can be implemented or improved.

For all types of classes, you should consider the full business life cycle of the community or congregation members that you want to assist:

- Starting a business – What unique challenges do they face (funding, product challenges, community challenges, etc.)?
- Growing / Improving a business – What access or resources do they need to allow for growth?
- Late-Stage Growth of a business – What has helped them succeed or what are their current obstacles that you can help tackle? What are the next steps for them and what access or resources can help them in that stage?

SECTION 5: Financial + Budget Resources

This section is designed to highlight some questions and information that should help you shape a budget for your business plan for a shared kitchen or incubator space within your congregation.

5a) General Outline of Costs + Cost Considerations

Start-Up Costs	Recurring Annual or Timed Costs	Additional Costs
Construction Costs (Facility)		Upkeep + Preventative Maintenance Costs
Rent, Property Fees, Property Taxes	Rent, Property Fees, Property Taxes	
Kitchen Equipment	Annual Inspections	Upkeep + Preventative Maintenance Costs
Utility Upgrades or Expenses	Annual Utility Operational Costs	Upkeep + Preventative Maintenance Costs
Licensing + Certifications	Renewals + Inspections	Training (Staff)
Services Fees (Telephone, Internet, Oil Pick-up, etc.)	Services Fees (Telephone, Internet, Oil Pick-up, etc.)	Equipment related to services (upgrades or changes)

Start-Up Costs	Recurring Annual or Timed Costs	Additional Costs
Security: Facility Access Costs (key fobs, security doors, etc.)	Security Monitoring	
Security: Cameras, Alarm System, etc.	Security Monitoring	
Operations Software (Scheduling) – Initial Install	Operations Software License Renewal	Training (Staff/User)
Staff (Paid) – Initial Hiring	Recruitment + Additional Hires	Training (Staff)
Marketing Costs	Marketing Costs	
Fundraising Costs	Fundraising Costs	
Program Support (Staff, Materials, Space, Misc.)	Program Support (Staff, Materials, Space, Misc.)	Training (Staff)
Professional Fees (Legal, Accounting, Insurance, etc.)	Professional Fees (Legal, Accounting, Insurance, etc.)	
Insurance	Insurance Renewals	

5b) Staffing Impacts – Details

For the general operation of a shared kitchen facility, you will need to be able to source paid staff or volunteers to complete the following functions, plus cost considerations for those staff. Keep in mind, you might need more than one person to fulfill a role depending on the hours your facility operates.

Staff Role	Notes/Description	Average Industry Salary Base
Kitchen Manager / Operator	Day-to-day operations, equipment and facility upkeep, scheduling, billing, training of users on rules/safety (possibly finances/P&L)	\$40,000 - 50,000 min. salary

Staff Role	Notes/Description	Average Industry Salary Base
Program Manager	Oversees educational, training, and related programming and working with users related to those programs; this role could be part-time or volunteer depending on the depth of programming	\$35,000/year salary or hourly
Incubator Program Manager	Same as above – but more comprehensive programming and longer timelines for programming	\$40,000 - 50,000 salary
Facility Attendant / Janitorial Attendant	Upkeep of facility & equipment	Min. wage hourly
Security Attendant	Access / building security	Min. wage + \$2-4 hourly

*All salary and wage quotes are based on industry averages. They will vary greatly depending on location and proximity to an urban center.

5c) User/Client Cost Considerations + Pricing

If you will be operating the shared kitchen or incubator kitchen as a revenue-generating entity, you will need to adopt a pricing or membership model for users / clients. The following are popular models and considerations:

Sources of Revenue	Basic Models	Details
Basic Shared Kitchen		
Rental Fees (Kitchen Stations)	Model 1:	Hourly rental fees for station use (+/- pricing of stations depending on how much equipment is included in the station)
	Model 2:	Membership fee based on estimated or bundle of hours – users pay an upfront fee for access and use
Additional Fee Items	(Either)	Storage space rental (dry, refrigerated or frozen)

Sources of Revenue	Basic Models	Details
	(Either)	Access for food truck (greywater disposal)
	(Either)	Parking
	(Either)	Equipment, specialty item, or smallwares rental fees
Community Members / Congregation Members	(Either)	Discounted access – percentage off hourly rate, package rate or other incentive?
Incubator Kitchen, or Programs at Shared Kitchen		
Programming Fees	Model 1:	Flat rate for programs (in addition to separate fees for kitchen time)
	Model 2:	Flat rate for programs bundled into membership fee for kitchen time
Community Members / Congregation Members	(Either)	Discounted access (or free)

5d) Potential Income Streams – Additional Options

If you will be operating the shared kitchen or incubator kitchen as a revenue-generating entity, you will need to explore additional options for using the space to generate income besides entrepreneurs and general kitchen rentals. To evaluate what your space might be compatible with offering, consider the features of your space that make it unique, e.g. event space, classroom space, conference rooms, demonstration or teaching space in kitchen. The following are two popular models for consideration:

Space Rental for Catering or Events	Rental fees (one time or recurring use) generated from leasing the kitchen and/or the attached event space in your facility for catered events (weddings, parties, or other group events).
Space Rental for Programming	Rental fees generated from leasing the kitchen for others to hold educational, culinary or related programs in your space.

SECTION 6: Community Considerations (Market Demand + Partnerships)

This section returns to your initial “Expectations of Use” and your original answers in SECTION 1 of this workbook to explore some connection points and resources that might benefit your project.

6a) Identifying Your User + Pricing Model

It is important to explore “who” will be the user for your kitchen and what price your market can bear. This relates back to the beginning section of this workbook:

- Where is your congregation located?
- Is there a specific community member or congregation member or group you are hoping to serve?

Shared kitchens often take advantage of “where” they are located in finding users: urban environments, near agricultural or rural environments, special community groups (Native Americans, low income areas, specialty populations such as women or minorities), or special groups your congregation is already doing work with (refugees, re-entering or formerly incarcerated individuals, unemployed individuals, or special populations such as adults with disabilities).

“Who” your shared kitchen is designed for will also impact what revenue or pricing model you use. As you make plans for how you will price your rentals and services, consider who will be able to pay for those resources and who might need assistance. Especially if your operator will be your congregation or a non-profit group associated with it, consider options for governmental and philanthropic funding that may be available to subsidize your fees.

- Is your user group able to pay for rental or will they need discounts or subsidies?
- Is your user group supported by funding from community or governmental organizations that could help support their fees or rental costs?
- Will your user group be made up of more than one type of user and will you have different pricing models depending on their classification?

6b) General Access vs. Incubation Programming Considerations

Once you know the “who” for your users and what community, congregation members or groups you are hoping to serve, it is important to decide how big of a project and what resources you will be able to fund and provide. As the questions in Section 1 explore, based on your desired user you might want to offer one of the three following models:

1. **Shared Kitchen (Basic) Model:** If your primary goal is to provide access to or to create revenue from basic kitchen rentals, then the basic model of a single or multi-station rental or commissary kitchen facility is the best option.
 - This is the simplest of the models and will allow you basic income from rentals with the lowest amount of additional labor and resources necessary to deliver.
2. **Incubator Kitchen Model:** The next degree of complexity comes from offering a shared kitchen with incubation of businesses and entrepreneurs.
 - This model will need additional labor and resources (materials, space, etc.) to support the programming component of an incubator.
 - This model can be a good fit for facilities with a higher degree of financial, volunteer, or resource support to help this model succeed. It is also a good goal model for facilities looking to assist under-served or challenged populations who will need the support of incubation and programming to succeed in their businesses.
3. **Mixed Use Model:** The final model has a high degree of complexity as it combines a shared kitchen with the incubator model and adds in sources of income such as advanced programming, event rentals, or other options.
 - This model will require additional labor, and both financial and space resources to execute on all three components.
 - This model is generally only a fit for facilities with a high degree of financial, volunteer or resource support. However, this is also a good model for facilities who need to have a diversified model to best tackle gaining revenue streams and recouping the investment of the initial build.

6c) Community + Resource Considerations

In assessing which model is a fit for your congregation, it is important to assess the community connections or resource points your project might have access to. This is also an important exercise to more thoroughly understand the demand base for your project beyond your own congregation member inputs.

#	QUESTION	YES	NO	UNKNOWN
1	Are there other shared kitchens operating in your area?			
2	If YES, are they at capacity or do they have a waitlist?			

#	QUESTION	YES	NO	UNKNOWN
3	If YES, are they interested in partnering with you to help you operate?			
4	Are there other organizations, non-profits, or community groups serving the same target group of users in your area?			
5	If YES, are they interested in partnering with you?			
6	Are there other organizations, non-profits, or community groups that offer compatible or similar programming in your area?			
7	If YES, are they interested in partnering with you?			
8	Do your local government, state government, or supporting groups offer any programs or services that would benefit your user groups?			
9	If YES, are they interested in partnering with you?			
10	Are there for-profit businesses in your area that might be looking for space, resources, or programming (via the local chamber or business organizations)?			
11	Are there students, university programs, or related educational groups who offer resources or programming that is compatible with your programs?			
12	If YES, are they interested in partnering with you?			

Research into any of the questions listed in the table above will put you in touch with local organizations, groups, and businesses that might be able to partner with you or to offer services that you will not need to duplicate on your own. Exploring each of these groups and the services in the area will also create an understanding of the need for your facility as you assess what resources already exist, and/or are currently maxed out or no longer available.

6d) Resources + Assistance

As you explore the questions throughout this workbook, there are several useful tools and resources to help you find answers:

RESOURCE	INFORMATION
Licensing + Regulations	
Local Municipality/State Health Department	Website (vary)
Local Municipality/State Business Licensing Office	Website (vary)
Federal Licensing/FSMA Questions	https://www.fda.gov/food/guidance-regulation-food-and-dietary-supplements/registration-food-facilities-and-other-submissions
AFDO Guidelines for Licensing	http://www.afdo.org/resources/Documents/pubs/Guidelines-for-Incubator-Kitchens.pdf
Shared Kitchen Operations	
Local Municipality/State Business Licensing Office	Website (vary)
Food Corridor – Shared Kitchen Operator’s Guide	https://www.thefoodcorridor.com/operations-manual/
Business Plan for Shared Kitchens	http://feedkitchens.org/wp-content/uploads/2013/10/FEEDBPLAN0813.pdf
Institute for Justice Shared Kitchen Opening Manual	https://ij.org/ij-clinic-on-entrepreneurship/clinic-get-involved/attend-an-event/
University of Iowa – Kitchen Planning Toolkit	https://www.leopold.iastate.edu/files/pubs-and-papers/2014-09-shared-use-kitchen-planning-toolkit.pdf
Kitchen Facility <i>HubSizer</i> ® – Capacity and Breakeven Tool	https://www.newventureadvisors.net/tools/
Community Resources	
The NICK (Shared Kitchen Operator Group)	https://www.thefoodcorridor.com/thenick/
The Food Corridor Resources Listings for Operators	https://www.thefoodcorridor.com/resources/