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Executive Summary

Food entrepreneurs are a vital part of a thriving local food ecosystem and are often a key component in developing a diverse, local food economy. In turn a diverse, local food economy can help facilitate equitable access to entrepreneurship, community economic resiliency, innovation and placemaking.

In its 2016 report San Jose Food Works: Food System Conditions & Strategies for a More Vibrant Resilient City, Sustainable Agriculture Education (SAGE) recognized a need to better understand and address the needs of these food entrepreneurs. This report summarizes the results from a Food Business Incubator Needs Assessment (“Assessment”) conducted by SAGE from May 2017 to March 2018. The Assessment was designed to evaluate the needs of early stage and small-scale food entrepreneurs in the San Jose area and to identify the strategies that can help these entrepreneurs grow their businesses.

SAGE began this Assessment with a general understanding of the needs of food entrepreneurs and the resources and programs that can help meet these needs. The first section of this report – Context for Assessment – describes the common needs of food entrepreneurs. It also describes the resources available to food entrepreneurs in general and in San Jose in particular. These resources include facilities and programs, technical assistance, financial assistance, and assistance with regulatory compliance. The Assessment Methodology section includes a description of the survey as well as the work of SAGE’s partners to distribute the survey to food entrepreneurs. The background and existing resources in San Jose, presented in the Context section, are then used as a launching point for conducting the survey, whose findings are presented in the Results & Discussion section. Finally, the Recommendations section describes several strategies for helping food entrepreneurs grow successful businesses that can be implemented by the City of San Jose and its community partners in the years to come.

The Assessment survey was taken by 56 food entrepreneurs in the San Jose area. Key findings of the Assessment include:

- 87% of respondents would like to grow their food business
- 62% of respondents would hire between 2 and 5 new employees and 30% of respondents would hire between 6 and 10 employees to grow their business
- 67% of respondents with existing food businesses report access to affordable, well-equipped facilities as their most pressing need
- 62% of respondents would like technical assistance in market development and regulatory compliance; 50% would like technical assistance in business planning; and 30% would like improved access to capital
- 65% of respondents do not have a vending permit from the City of San Jose

The findings demonstrate respondents are eager to grow their businesses and contribute to the local economy. However, it is clear that affordable and well equipped facilities, technical assistance, financial assistance, and assistance with regulatory compliance are essential components in helping
these entrepreneurs meet their business goals. In order to develop an enabling environment for San Jose’s food entrepreneurs, this report recommends the following:

**Recommendations for facilities:**

- Promote development of food business incubators, which offer no-cost to low-cost ‘wrap-around’ services to help low-income food entrepreneurs grow independent businesses by providing training in all aspects of business development and management, as well as kitchen space for food product development.
- Facilitate development of small food cart hubs, located close to where many food cart operators sell their products, where operators can store their own carts or rent them and get them cleaned, have access to cold and dry storage for their products, and perhaps have access to basic food preparation facilities.
- Promote the development of more food truck commissaries that include food preparation and storage space, and meet food truck cleaning and waste disposal needs.
- Engage existing commercial kitchens operators in promoting information about available technical and financial assistance resources.
- Promote development of spaces for co-located food businesses in street revitalization projects, shopping mall upgrades, mixed-use developments and transit facilities. For affordability and diversity, emphasis should be placed on small spaces with shared amenities.
- Explore the new SJMOMENT project (micro-retail spaces in a prominent downtown location designed and programmed to showcase a series of local makers) as a potential model to showcase food businesses.
- Promote development of modulated kitchen spaces for food businesses.
- Help connect food businesses looking for new or expanded space with developers interested in offering space to local food businesses. Ideally, such linkages are made in an early project design phase for new or predevelopment project.
- Consider stipulating local food businesses as a preferred use for new mixed use developments.

**Recommendations for business assistance:**

- Broaden awareness about existing resources, particularly the BusinessOwnersSpace website and its partner organizations, through targeted outreach to community groups, neighborhood associations and culinary programs, and through collaboration with these groups to organize more community workshops.
- Add links to technical assistance resources provided by other agencies on the Santa Clara County website Food Program page.
- Promote opportunities for aspiring food entrepreneurs to discuss their food business concepts, access business start-up information, and get preliminary feedback from experts and peers.
- Explore the feasibility of a nonprofit developing an equity fund and/or micro-loan fund to lower the barriers for food entrepreneurs to get capital to build their businesses.
• Explore the potential for linking food entrepreneurs with social-media savvy volunteers, who would like to ‘give back’ by helping early stage entrepreneurs
• To help create excitement around the City’s food culture and an inviting context for entry of new food businesses, strengthen promotion about the many kinds of restaurants and diverse kinds of ethnic, fusion and traditional foods available in San Jose retail stores and eateries to residents, new comers, and visitors.

For each of the recommendations above, this Assessment indicates one or more actors for implementing the recommendation. The Appendices include the complete survey questions and results, a list of existing resources for San Jose food entrepreneurs, and case studies of some exemplary facilities. The Assessment team and funders hope this document will catalyze the partnerships and investments needed to enable food entrepreneurs to strengthen their myriad contributions to the vitality of San Jose’s food economy and diverse culture.

Acknowledgments

The Sustainable Agriculture Education (SAGE) team is especially grateful for the assistance of its community partners, who were instrumental in distributing the Needs Assessment survey to food entrepreneurs throughout the San Jose area. In particular, SAGE would like to thank the City of San Jose Council Members, who shared the Assessment survey with their constituents; Rosa Contrereas and Cayce Hill at Veggielution; Katherine Atkinson, Loren Pon, Maris Rudolph, and Emily Young at Santa Clara University as well as their advisor Chris Bacon; and Poppy Davis for her help in crafting the Assessment survey. Sibella Kraus and Lizzie Urie are the primary authors of this report; Cynthia Martinez and Marie Pichay also lent their help to this project.

Finally, the SAGE team would like to thank the project funders, the City of San Jose Housing Department and the Knight Foundation, for their generous support. Staff from the City of San Jose Office of Economic Development and Planning Department also provided valuable input. We also appreciate the commitment and guidance of the Food Works Advisory Committee: Kristen Clements, San Jose Department of Housing; Cayce Hill, Veggielution; Julie Hutcheson, San Jose Conservation Corps and Charter School; Marc Landgraf, Santa Clara Valley Open Space Authority, and Eli Zigas, SPUR.
Motivation for Needs Assessment

In November 2016, SAGE released its Study, San Jose Food Works: Food System Conditions & Strategies for a More Vibrant Resilient City, which analyzed the economic activity of the City’s food sector and presented strategies for addressing investment needs and opportunities. One of the four high-level opportunities identified in the Study was the opportunity to integrate healthy food access initiatives with efforts to develop entrepreneurship and placemaking. The recommendation for realizing this opportunity was to support development of food business incubators. The purpose of this Assessment is to better understand the aspirations and needs of food entrepreneurs in the greater San Jose area, especially those who are under-resourced, and to identify actions needed to help support their growth.

Food entrepreneurs are a vital part of a thriving food ecosystem because they emphasize the local people as the heart of the process and add to the quality of the local environment. Small food entrepreneurs in particular are a key component in developing a diverse, sustainable economy that reflects local cultural heritage and pride in local food. As discussed in greater detail in SAGE’s Food Works report, food and food-related activities are an important component for quality of life and economic development in San Jose. Beyond its economic contribution, food plays an important role in the City’s culture, place-making, public health, and environment.

The economic activity in food sector businesses contributes significantly to the local economy in terms of number of jobs, number of businesses and total revenue. San Jose, food-related businesses employed just under 42,000 persons in 2015, or about 11.2 percent of the total employment in San Jose. The City’s food-related establishments (3,398 in 2016), representing seven percent of all San Jose establishments, generate almost three billion dollars of annual revenue.

The importance of food-related economic activity to San Jose’s economy is reflected in the Bay Area’s overall food economy. With an annual value of around $113 billion, the region’s food economy employs close to half a million people, around 13 percent of the region’s workforce. Food jobs are growing at 42 percent – almost double the rate of growth for all jobs in the region. The 38,500 food establishments include businesses from micro-food entrepreneurs to farms growing for export, from local food coops to national grocery chains, and from neighborhood ethnic eateries to world-class fine dining. In the San Francisco Bay Area, small food businesses, meaning those that have between one and fourteen employees, account for 84 percent of employment in the food sector.

The challenges facing the food economy of San Jose and the region, are also similar. A main challenge is the predominance of low wages. The overall average annual wage in the Bay Area agricultural and food sectors in 2015 was $31,200, 64 percent lower than the Bay Area average annual wage for all other industries. The food service and drinking places subsector, has the lowest average wage ($23,485), and the wholesale subsector the highest average wage ($65,462). Another challenge particularly relevant to this Assessment, is the range of barriers for food businesses to start, stay and grow in a highly competitive real estate market and the corresponding need for more resources for food business incubation.
Context for Assessment

Food Entrepreneurs and their Needs

SAGE used its previous research for the Food Works report as a starting point for the needs assessment presented in this report. This section presents a summary of general background information on food entrepreneurs used to create the San Jose-specific needs assessment, which is presented in the following section.

Types of Food Entrepreneurs

There are many different types of food entrepreneurs. The most basic difference is whether the food enterprise is formal, meaning in compliance with regulations, or informal, usually meaning ‘street’ food prepared and sold without regulatory compliance. This Assessment primarily addresses the needs of enterprises that are in regulatory compliance or want to become so. Other differences among entrepreneurs that operate or aspire to start food businesses, include level of experience in food and in business, amount of resources, product concept, marketing concept, access to business assistance, and familiarity with regulatory systems.

Food entrepreneurs run the gamut of business stage, from having an idea of a food business to launch, to attempting to grow a small business, to operating at full capacity. Similarly, there is a wide range in types of food businesses, from an ethnic food specialty, to a direct-to-consumer baked goods business, to a packaged food concept, to home delivery of meal kits, to food truck, catering and more. A food entrepreneur’s business development stage, product concept and business model all influence the types of assistance needed, whether the desire is to grow or stabilize a business. In addition, entrepreneurs can be identified by their demographic status, such as being low-income or an immigrant or an entrepreneur of color. These circumstances also impact the specific needs of a food entrepreneur as well as the resources available to them.

Types of Needs

As stated above, the purpose of the Assessment is to determine the needs of San Jose food entrepreneurs. In undertaking the Assessment, SAGE was aware of a variety of needs generally identified by the literature on food entrepreneurs as well as through conversations with entrepreneurs in the area. A summary of this general background about food entrepreneurs’ needs and the barriers they face is presented below.

Food entrepreneurs face many kinds of barriers including the capacity to: secure kitchen space that is compliant with city, county, and state regulations; develop a business plan; obtain capital; and expand market reach. Food entrepreneurs often struggle to find adequate affordable, accessible, and permitted kitchen space that has sufficient equipment to prepare their foods and store ingredients.

In order to sell food commercially in California, all food businesses must prepare products in a kitchen approved through an extensive permitting process. The process to obtain a commercial kitchen permit is complex and expensive, presenting a barrier to new, small-scale food entrepreneurs. The California Homemade Food Act allows for an exception to the permitted
kitchen requirement, but with strict limitations on types on food and still with regulatory requirements. Effective as of 2013, this Act allows certain low risk foods, known as Cottage Foods, to be made in private homes and sold to the public. Cottage Food Operators (CFO) in San Jose are still subject to specific requirements including registering with and paying a fee to the Santa Clara County Department of Environmental Health.

The challenge of obtaining proper permits and licenses can be compounded by lack of streamlined approach at the local government level, especially when multiple departments are involved in regulating food businesses start-ups. In addition, food entrepreneurs may also feel intimidated by government agencies if there are language or cultural barriers.

Most food entrepreneurs also need technical assistance to develop a successful product and a viable business. Some steps for which food entrepreneurs need assistance are specific to food businesses, such as recipe development, sourcing ingredients, safe food handing, and scaling up production of a food product. Others technical assistance needs are common to many kinds of growing businesses and include developing a business plan, growing a customer base, hiring decisions, branding and marketing, accounting, and lease negotiation.

As with other small businesses, accessing sufficient capital can be yet another obstacle preventing an entrepreneur from starting or scaling up a business. Food businesses are often seen as being a risky investment, so they may have a more difficult time in receiving loans from banks to finance their business.

Types of Resources

Small food entrepreneurs need four basic types of resources to meet their various needs: facilities, technical assistance, financial assistance, and regulatory compliance assistance.

**Facilities:** There are several kinds of facilities that offer food entrepreneurs the equipment and resources they need. These facilities range from shared commercial kitchen spaces to food business incubators to modulated kitchen spaces. As explained below, many of these kinds of facilities also offer a range of technical and financial assistance services. See Appendix B for Case Studies of different types of facilities serving food entrepreneurs.

<table>
<thead>
<tr>
<th>Commercial Kitchen /Community Kitchen</th>
<th>Incubator Kitchen /Food Business Incubator</th>
<th>Modulated Kitchen Space</th>
</tr>
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<tbody>
<tr>
<td>Provides permitted and equipped kitchen space for preparation, cooking and product storage. Often called a community kitchen when operated by a not-for-profit organization.</td>
<td>Provides kitchen space as well as other technical assistance on a fee-schedule basis or as part of an extended program. Aim is to help start-up food businesses become independent.</td>
<td>Similar to commercial kitchens, with kitchen spaces separated, not shared. Usually operated by a for-profit that might offer additional services on a fee-schedule basis.</td>
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</tbody>
</table>
With the exception of provisions in the Homemade Food Act, described above, food sold or prepared for the public in California must be prepared in a properly permitted facility and may only be handled by people with food handler’s certificates.

Commercial kitchens are permitted food preparation spaces that meet health and safety code requirements and are staffed by people who have food handler’s certificates. Commercial kitchens provide space for small food entrepreneurs to develop products, or produce small batches of products for sale or food for catered events. A basic commercial kitchen rents preparation and cooking areas, provides cooking equipment, and offers cold and dry storage areas. Space is typically rented for a certain number of hours per month, with the option to rent more hours at the kitchen on an as-needed/as available basis. A commissary is a commercial kitchen specifically designed to service mobile food vendors (i.e. food trucks). In order to be licensed, food trucks and food carts must have access to a properly permitted commissary.

### La Cocina
La Cocina, located in San Francisco is a nonprofit culinary business incubator focusing on low-income women and immigrant entrepreneurs who are launching, growing and formalizing food businesses. It helps these micro-entrepreneurs transition from the informal economy to a formal business by providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. (More detail on businesses featured in pull-out boxes is in Appendix B and E.)

Kitchen and food business incubators go beyond provision of space and equipment by offering a range of resources needed by start-ups to help them grow into successful and independent food businesses. Most food business incubators are mission-based and serve a specific target audience. The National Business Incubation Association defines a business incubator as a comprehensive-assistance program targeted to help start-up and early-stage firms, with the goal of improving their chances to grow into healthy, sustainable companies. Some incubator programs are individualized, and primarily involve a relationship between the program operator and the food business itself. Other incubator programs follow a cohort model, meaning that a number of food businesses enter the incubator program at the same time in a cohort and participate in a curriculum-based program for a specified amount of time. This kind of arrangement helps create a strong sense of community support that often continues after entrepreneurs have left the program.

Some of the most successful incubators are collaborations between public and private institutions. One renowned example is the Food Ventures Center, established by the Appalachian Center for Economic Networks (ACEnet), a community-based economic development organization serving the 32 counties of Appalachia Ohio. Such collaborations can have the advantage of allowing for a variety of public, private and philanthropic funding sources and corresponding range of expertise. Large scale food businesses and large kitchen equipment manufacturers regularly partner with incubators as part of their own research into coming trends. A few incubators themselves take the approach of providing kitchen space and technical assistance as an investment in exchange for equity in the food business start-ups.

**Technical Assistance:** There are various kinds of technical resources available in principle to small-scale food entrepreneurs with their technical assistance needs; however, accessibility can be
another matter. Many of these resources are aimed at small business start-ups in general, such as services offered by Small Business Administration offices, Small Business Development Centers, city economic development departments, community development centers, and community college business programs. Technical assistance specific to food business start-ups is offered by some of the above providers, and also by culinary programs, various community-based efforts and by the incubators mentioned above. For low-income food entrepreneurs with limited time, money, and mobility, accessing many of these resources is a challenge.

<table>
<thead>
<tr>
<th>KitchenTown</th>
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<tr>
<td>The KitchenTown Food Startup Incubator, located in the City of San Mateo, offers founders of food startups production space, equipment, and the opportunity to interact with a community of like-minded peers, industry experts, and investors to help scale their businesses. The fully licensed food production facility of around 10,000 square feet accommodates many kinds of food and beverage product categories, such as packaged goods, meal kits, bakery products, fresh juices, and other fresh food concepts.</td>
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**Financial Assistance:** Small and low-income food entrepreneurs usually lack access to typical forms of capital, such as collateralized loans or even loans from family members. Options for early stage business growth are often micro-loans from community-based institutions and organizations and funds from crowd-funding programs. Because many food businesses have marginal returns, entrepreneurs may have a difficult time in attracting more substantial capital to grow their business. This is an additional area where incubator programs can be helpful, as incubator operators can help make sure a business is investment-ready and may also have special relationships with investors willing to provide seed capital to beginning food businesses.

**Compliance with Government Regulations:** Resources to assist with regulatory compliance related to starting a food business are generally providing by the regulating agencies themselves. Many of these agencies make special efforts to make the process of obtaining permits and licenses as accessible as possible, but some small businesses may still need more hands-on assistance than is available. Here again, incubators can play an important role by helping to educate entrepreneurs about regulatory requirements and costs and benefits of establishing various kinds of mobile and brick and mortar facilities.

**San Jose Context**

**Existing Resources in San Jose**

In San Jose, over the course of the last year, City staff, advocacy organizations and business interests having been paying growing attention to the needs of small food entrepreneurs as well as the opportunities this sector represents. This section describes the current and evolving resources available to help small food entrepreneurs in San Jose start and grow successful businesses. Although categorized by resource type – facilities, technical assistance, financial assistance, and regulatory compliance assistance – quite a few of the providers listed offer several types of resources.
Facilities:
As of early 2018, there are three commercial kitchens in San Jose (1505 Kitchen Space, Amy’s Kitchen Rental, and San Jose Kitchen Rental) as well as two nearby (Bay Area Kitchen Rental in Fremont and Mr. C’s in Campbell and Santa Clara). All these facilities offer a range of food preparation space, equipment and storage space. Fees typically include a one-time annual membership deposit (around $1,000) and monthly fees for a set number of hours (e.g. $395 for 15 hours per month). Many offer additional services. For example, 1505 Kitchen Space offers rental space for restaurant pop-ups or events; Amy’s Kitchen offers serverware and dinnerware for catering events; and San Jose Kitchen Rental helps food business clients with their regulatory compliance. Both Bay Area Kitchen Rental and San Jose Kitchen Rental offer food truck parking. All facilities report that they are not full to capacity. Some owners attribute this to the fact that food businesses with irregular clients, such as some caterers, may be reluctant to pay a monthly fee.

There are also new facilities being developed in San Jose. At its location in Prusch Park, Veggielution is developing a food business incubator program, called Eastside Grown that is currently operating out of an on-site food truck and has plans for expansion. Also in the Eastside neighborhood, Resources for Community Development (RCD) the developer of the pending mixed use project, Quetzal Gardens, is working with Somos Mayfair, Veggielution and other community partners to consider the feasibility of a cafe/food incubator as part of the ground-floor activation. Expanding their collaboration, Veggielution, Kiva, Somos Mayfair and City staff are now working to develop a pilot food cart hub, which would provide food cart operators with a permitted space for storing and cleaning carts, food storage and perhaps basic food preparation. All of these efforts aim to support equitable access to entrepreneurship and economic resiliency.

Food Space + Co. is a food business incubator due to open in late 2018. It will operate on a for-profit model, charging food businesses for its incubation services, with one option including trading services provided for equity interest in the new businesses. This new incubator will offer an array of services ranging from providing commissary space and parking for food trucks, to kitchen space rental and assistance with professional services. The goal of Food Space + Co. is to accelerate development of food businesses through training, mentorship, and access to technical assistance. The Forager, located on South 1st Street in San Jose, is also in the process of developing a food incubator.

The extent to which these pending new projects meet demand from entrepreneurs for kitchen facilities and support services, remains to be seen. One emerging arena could potentially help foster development of new facilities. Taking advantage of a provision in the 2017 federal tax overhaul, San Jose recently designated eleven Opportunity Zones in low-income census tracts including several in industrial areas. These designated areas could provide opportunities for larger food businesses, potentially including an aggregator/incubator of smaller food businesses, to take advantage of tax incentives for investing in low-income communities.
Technical Assistance:
There are various types of technical assistance for food entrepreneurs in San Jose. Some kinds of assistance are relevant to starting or expanding any kind of small business; other kinds of assistance are specific to food businesses.

The most accessible and comprehensive one-stop resource to help entrepreneurs wanting to launch and grow a business in the greater San Jose metropolitan area is BusinessOwnerSpace (BOS). It is BOS is composed of a collaborative partnership among more than two dozen public, private, and non-profit agencies and businesses — all pursuing the same goal: to help new and small business owners and entrepreneurs achieve success. Several of the partners in BOS are explained in more detail below. The City of San Jose’s Business Coaching Center offers a streamlined three-step process to help entrepreneurs start their business with resources such as online coaching.

The Silicon Valley Small Business Development Center (SBDC), which also houses the local Hispanic Chamber of Commerce, offers free, individualized, and confidential one-on-one advising for existing businesses and start-ups. The SBDC conducts a wide variety of business seminars across the Greater Silicon Valley Area on subjects including accessing capital, business planning, e-commerce and web marketing, human resource management, expansion and growth capital, legal and business issues, and a variety of best practice programs designed to help small businesses use the best practices possible to increase sales and profits.

One SBDC staff person, who has a food service background, is specifically dedicated to helping existing and start-up food businesses develop their business plans, navigate regulatory compliance, and access SBDC financial advising services. At any given time, the SBDC is working with around 15 small food businesses, including restaurants, caterers, and food trucks. Staff from the City and SBDC meet weekly to help facilitate technical assistance for their small business clients. The SBDC is funded in part through cooperative agreements with the U.S. Small Business Administration, the California Governor’s Office for Business and Economic Development, and other private and public partners.

AnewAmerica's satellite office in San José, opened in 2007, is a resource for entrepreneurs in the South Bay. The center houses AnewAmerica’s three-year comprehensive micro enterprise development and asset building program and also offers a nine-week business incubator program, in which there a usually a handful of food entrepreneurs. Entrepreneurs also visit the center for workshops in financial literacy and loans and credit, one-on-one technical assistance, and Business Action Circles, which provide specialized coaching to entrepreneurs on various areas of business operations and growth. The San Jose office also hosts a Women's Business Center sponsored by the U.S. Small Business Administration. The Women’s Business Center provides a variety of services including business training and one-on-one counseling to help women entrepreneurs start and grow their own businesses. The lab educates and enables entrepreneurs to leverage the power of technology for business growth and expansion.

Beyond business-related assistance, several educational institutions provide various kinds of training in subjects such as culinary arts, nutrition programs and meat cutters certifications. These
institutions include: San Jose City College, Evergreen Valley College, San Jose State University, the Center for Employment Training, and the International Culinary Center.

**Financial Assistance:**
The general kinds of financial assistance available to food entrepreneurs are described above. Within San Jose, the Small Business Development Center and AnewAmerica, are two of the primary resources that can help food entrepreneurs find and evaluate financing options. Some entrepreneurs might also be able access loans from their credit unions and loans or support from family and friends. Crowd-funding is another resource. In San Jose, KIVA San Jose and the Peninsula is actively involved in helping food entrepreneurs get loans and build their brand through the KIVA platform.

Other regional resources include the Opportunity Fund, which provides micro-loans for small business owners (as well as other services), and the Northern California Community Loan Fund, which manages the [California FreshWorks Fund](#), a public-private financing program created to bring grocery stores, markets and other innovative forms of healthy food retail and distribution to communities that do not have them. The Urban Renewal Network (LURN), based in Los Angeles, is an example of a community nonprofit offering an equity fund and micro-loan fund to its local food businesses.

**Regulatory Compliance Assistance:**
The City of San Jose and the County of Santa Clara’s Department of Environmental Health, Consumer Protection Division, are the two primary regulatory agencies for food businesses in San Jose. Both agencies offer extensive information to help new entrepreneurs become familiar with government regulations regarding new food businesses.

Regulatory requirements differ significantly depending on type of food business. Brick and mortar businesses need to obtain business registration, building permits, and business tax registrations from the [City of San Jose](#) in addition to various kinds of food operations permits, food safety certification, and sometimes other environment-related permits from the [County of Santa Clara](#). Mobile food facilities—such as carts and trucks—need to obtain mobile food facility permits from the County of Santa Clara and administrative permits from the [City of San Jose](#). Cottage food operators currently only have regulatory requirements from the County of Santa Clara; such requirements vary depending on whether the food is more (Class B) or less (Class A) perishable.

**Needs Assessment Methodology**

**Overview**

SAGE used a mixed-methods approach consisting of general research, the needs assessment survey, and interviews in order to identify the specific needs of food entrepreneurs in San Jose and form recommendations to address these needs. Research on different models for commercial kitchens and kitchen incubators across the country provided general background and assisted in developing the needs assessment survey.
The primary focus was the creation and distribution of a 72-question needs assessment survey asking food entrepreneurs to identify their greatest perceived needs (see Appendix C for survey questions and results). SAGE connected with multiple community partners to distribute the survey throughout the San Jose area to local food entrepreneurs (a full list of these community partners is included in Appendix A). SAGE also engaged with two main community partners – Veggielution and Santa Clara University – who worked with SAGE to directly distribute the survey to food entrepreneurs. Finally, individual interviews with food entrepreneurs and food business incubators were conducted to corroborate and expand on the needs assessment survey results.

**General Research**

As presented in the Context for the Assessment section above, SAGE conducted research on exemplary commercial kitchens, incubator kitchens, food business incubators, and modulated kitchens across the country to better understand existing models for facilities and programs that serve food entrepreneurs. SAGE completed a substantial portion of this research about exemplary programs prior to creating the survey. This facilitated the creation of an online slide deck which food entrepreneurs taking the survey could reference in order to see the different types of facilities and programs offered in other locations.

SAGE also created a list of some of the existing facilities and resources in San Jose available to food entrepreneurs. Both the existing models slide deck and the list of local resource were posted on the SAGE website and circulated to its community partners when distributing the survey.

Throughout the survey period, SAGE continued to research existing and planned facilities and programs in San Jose, and in turn informed food entrepreneurs about these resources. To the extent possible, SAGE attempted to connect, in real time, food entrepreneurs and those serving them with this dynamic information about existing resources being offered by a variety of organizations throughout San Jose.

**Needs Assessment Survey**

SAGE created a 72-question needs assessment online survey (using the SurveyMonkey platform) in English, Spanish, and Vietnamese. Paper copies of the survey were also made available to community partners in all three languages. The survey consists of five primary sections about the respondent’s food enterprise: General Background, Operations, Marketing, Growth Needs, and Business Compliance. The final section asked for optional personal information. Because some of the main survey questions were also potentially sensitive – such as the status of a respondents’ health permit – all of the survey questions were optional. A flyer including the three survey links was also created to aid in in-person outreach, recognizing that many food entrepreneurs are too busy to complete a survey during their work day or at the time of contact.

SAGE began to administer the survey in the summer of 2017 with the help of Veggielution. At the same time, SAGE worked with staff for all San Jose City Councilmembers to distribute the survey flier and links to their networks through newsletters and online outlets such as NextDoor. Students at Santa Clara University were later engaged in January 2018 to assist SAGE with the final collection
of survey responses and to complete the survey analysis. A total of 56 survey responses was received by the time the survey closed in March 2018.

There were a few challenges in administering the survey. One obvious limitation was identifying and reaching out to aspiring and beginning entrepreneurs who are at a very early stage of developing a food business. Another challenge was cultural, and some degree of aversion to participating in a detailed survey. The team addressed these challenges by conducting outreach in community settings with community partners.

**Interviews**

SAGE conducted interviews with several food entrepreneurs, food business incubator operators, and food entrepreneur service providers throughout the needs assessment period. Rusty Schwartz, founder and CEO of KitchenTown in San Mateo interviewed early in the process, shared his experience in running a successful for-profit food business incubator. Joe Schumaker, SCG Food Space and founder of FoodSpace + Co, also engaged early in the process, shared information about the San Jose food business incubator he is launching and plans to open in late 2018. In addition to these interviews, the Santa Clara University student team also conducted semi-structured interviews with several food entrepreneurs. These interviews were used to create the short food entrepreneur profiles included in the below discussion of the results from the needs assessment survey.

Throughout the period, SAGE had ongoing conversations with local commercial kitchen operators, technical assistance providers, agency staff, and community partners in order to understand the dynamic landscape of resources available to food entrepreneurs, as well as to track emerging ideas and trends. These discussions significantly helped to inform the recommendations outlined in the last section of this report.

**Partner Methodology**

**Veggielution**

Veggielution is an urban farm and education center located in East San Jose that works to connect diverse people through food and farming to strengthen community ties. Beginning in the summer of 2017, Veggielution conducted in-person outreach to over 60 food businesses and distributed over 160 flyers to various locations that served food entrepreneurs. In addition, Veggielution conducted several semi-structured interviews to obtain direct feedback from small food entrepreneurs about their facility and assistance needs. Due to a transition in staffing at Veggielution, the organization was unable to continue with survey outreach beyond December 2017.

**Santa Clara University**

A team of Santa Clara University students supported the Needs Assessment as part of a capstone course on food justice in the Environmental Science and Studies Department under the direction of Associate Professor Christopher Bacon. In addition to performing the survey analysis, the students completed a literature review of current issues in food entrepreneurship for their final report to SAGE. In order to connect with additional food entrepreneurs, the SCU team partnered with KIVA
– an international non-profit that crowdfunds loans and operates in San Jose. KIVA provided the SCU team with a list of entrepreneurs who had recently used their crowdfunding loan platform in order to grow their food businesses. As previously mentioned, the students also conducted semi-structured interviews with food entrepreneurs to serve as background for their final report to SAGE. In addition, the SCU team attended local farmers’ markets and reached out to other personal contacts through organizations including Santa Clara University’s Food and Agribusiness Institute.

In order to expand the reach of the survey the SCU team requested the list of businesses that hold either cottage food operation or mobile food facility permits from the County of Santa Clara Consumer and Environmental Protection Agency. This list contained 695 business names, addresses, and the type of permit held by the business. The SCU team used the business name to find contact information online, and contacted every San Jose-based business for which contact information was available. Despite the large net cast by this approach, it resulted in relatively few survey responses.

Finally, the SCU team created a map of greater San Jose’s small food businesses using ArcGIS 10.5 software (see Figure 1 above). The team mapped the 244 cottage food and mobile food facility permit holders located in San Jose obtained from the County of Santa Clara, and then mapped the four commercial kitchens in or closely surrounding San Jose. This spatial analysis exposes areas where additional commercial kitchen could be useful given existing demand and availability of kitchen spaces.

**Needs Assessment Results & Discussion**

As mentioned above, the Assessment survey has five primary sections: General Background, Operations, Marketing, Growth Needs, and Business Compliance. Analysis of the survey results is presented below in terms of:

- General characteristics (correlated with the General Background, Operations, and Marketing sections of the survey);
- Facilities and equipment needs, technical assistance needs, and financial assistance needs (each correlated with part of the Growth Needs section of the survey); and
- Regulatory compliance (correlated with the Business Compliance section of the survey)

*The Assessment survey was taken by 56 food entrepreneurs in the San Jose Area, 87% of whom stated that they wish to grow their food business and 75% of whom stated they would like access to new markets to grow their business. When asked what kind of resources would be helpful in growing their businesses, 67% of respondents indicated they need more affordable facilities, 59% of respondents indicated they need better equipped facilities, and 52% indicated they need technical assistance. The majority of respondents (55%) indicated that the production space and equipment they use is not sufficient for their current operational needs.*

*While 53% of respondents identified their food enterprise as their primary occupation, only 41% identified their food enterprise as their primary source of income. This finding indicates that business owners whose food enterprise is their primary occupation, but not their primary source of income, must*
have another source of income to support themselves. This is similar to previous findings in the literature on food entrepreneurs, which has found that on average, most small business food entrepreneurs have 3 sources of income. Needing another source of income can serve as a hindrance to aspiring and low-income entrepreneurs, as a secondary job limits their ability to dedicate their time to growing their food business.

Over 62% of survey respondents – both with and without existing food enterprises – have prior work experience or training in the food industry. This finding shows that most of the entrepreneurs surveyed by SAGE have at least some of the expertise necessary to run a food business. Despite this prior experience in the food industry, 52% of respondents expressed a need for technical workshops focusing on distribution, production, legal and regulatory compliance, indicating a desire to develop fluency in business planning and regulatory compliance.

**Small Food Entrepreneur - Silvia Leiva Browne, Lolita’s Artisanal Bakery**

Silvia Leiva Browne started Lolita’s Artisanal Bakery in 2015. To start her business, Silvia obtained her cottage food certification and made pastries in her home for the first year and a half. She then managed to raise enough capital to move her production operations to KitchenTown. After about a year at KitchenTown, Silvia moved her operations to a commercial kitchen. Silvia runs her business by herself, and sells her products at the San Mateo, San Carlos, and Burlingame farmers markets, at KitchenTown, and at several local grocery stores. She intends to continue growing her business and become a well-known name in the pastry business. Her next challenge is to raise sufficient capital to hire one or two full-time employees to help with her bakery operations so that she can focus on her strategic relationships and expand her business.

**General Characteristics**

Out of the total survey respondents, 36 identified themselves as food business owners and 20 identified as aspiring food entrepreneurs. The existing entrepreneurs operate a wide range of food businesses, including: 21 baked goods businesses, seven catering businesses, six canned goods or sauce producers, three Mexican food restaurants, three sandwich shops, and a variety of others. Out of these businesses, nine are located in Central San Jose, nine are located in East San Jose, three are located in North San Jose, two are located in South San Jose, and one is located in West San Jose. The remainder of these businesses are located adjacent to San Jose in Santa Clara, Redwood City, Fremont, and Morgan Hill. For respondents who indicated they want to start a food enterprise, the breakdown of desired businesses include: nine cottage food business, seven packaged goods business, seven restaurant or cafe businesses, five food truck or mobile businesses, and the remainder in catering, beverage, or grocery stores.

Out of the 24 survey respondents who indicated their gender, 71% identified as female and 29% identified as male. Additionally, out of the 21 survey respondents who indicated their race, 52% identified as Caucasian, 24% identified as Hispanic, 14% identified as African American, and 9.5% identified as Asian.

The majority of respondents (87%) stated that they want to grow their food business, with the primary reasons for wanting to grow in order to further ties with their community (72%), make more money (67%), and have their product be locally known (53%). Other reasons for wanting to grow their business
include the desire to gain financial stability, create awareness of healthy or specialty foods, and to be acquired by a larger company. As part of this desired growth, entrepreneurs indicated they would like to hire a significant amount of people, creating jobs in the San Jose area. Most of the businesses (62%) would hire between 2 and 5 new employees and another 30% of the respondents would hire between 6 and 10 employees. Excluding the outliers (one respondent stated they would hire 100 employees, another 500 employees) the respondents would hire approximately 157 new people total, if given the resources they need to grow their business.

Small Food Entrepreneur - Thomas Vellaringattu, Spice N Flavor Inc.
Thomas owns a small Indian food storefront in Northern San Jose called Spice N Flavor, where he uses authentic hand-made, Indian ingredients. Thomas grew up in India where he got his start in the food industry before moving to the U.S. to pursue a career in computer programming. After several years in that field, his passion for cooking motivated him to open Spice N Flavor. Thomas and his single, part-time employee offer extensive catering services throughout the City of San Jose. Thomas hopes to hire another employee and expand his business by selling his specialty sauces to local restaurants and online. He wonders if solar power installations at large commercial sites, like the plaza where his restaurant is located, could reduce electricity costs for San Jose businesses, including small businesses such as his.

Over 80% of respondents stated that they promote their products through face-to-face interactions at events like community gatherings and farmers markets. Social media is also a popular mode of promotion (69%) with very few respondents (5%) indicating they use a distributor or wholesaler to promote their products. This means that the majority of small food entrepreneurs in the Bay Area rely upon self-promotion to market and distribute their products. Respondents employ a variety of venues to actually sell their products, including online (31%), through direct-to-business catering services (28%), at community events (25%), out of one’s home (20%), at grocery stores (20%), and at farmers markets (18%) (Note: respondents could select all venues that applied). Only 15% of respondents indicated they use a wholesaler. These responses show entrepreneurs rely on a range of market outlets to sell their goods, yet community events and online promotion appear to be essential market outlets.

Approximately 60% of respondents say their food enterprise is profitable, while nearly 40% of respondents say their business is not currently profitable. Of the respondents who indicated their annual sales, 44% make less than $5,000 per year, 4% make between $5,000-9,999, 7% make between $10,000-24,999, 4% make between $25,000-49,999, 17% make between $50,000-99,999, and 24% make $100,000 or more. This shows the Assessment was taken by a relatively large cross-section of entrepreneurs at different stages in their business development. Out of the 36 respondents who are current business owners, 52% own their business as a sole proprietorship, 45% own their business as a limited liability company or an S/C corporation, and 3% own their business as a partnership and file taxes as such.

Facilities & Equipment Needs
The place of production for food entrepreneurs with existing food businesses is split among their home (37%), commercial kitchens (26%), or in a restaurant (21%), although a few respondents indicated they use
informal spaces for preparation. Over half of respondents (51%) do not use a certified commercial kitchen to prepare their food. In addition, half of respondents (50%) who operate a food truck do not use a certified commissary, while 11% of these operators said they do not know whether or not they use a certified commissary. Of those that answered how much they pay for space (64%), the average cost per month is $3,175. The highest amount of rent for kitchen space is $8,300 per month, while the lowest amount of rent for kitchen space is $400 per month, showing a large range in the affordability of kitchen spaces.

For food entrepreneurs with existing businesses, 67% of respondents report access to affordable facilities as their most pressing need, regardless of their total annual sales bracket. This demand for greater access to affordable facilities in the San Jose area may be heightened due to the lack of working capital available to food entrepreneurs. The majority of respondents (55%) report that the equipment they currently use is not sufficient for their current preparation needs, and many entrepreneurs (40%) also say that their current kitchen space is not big enough to grow their business. Respondents also report that if they had access to better equipped facilities, they would need them for anywhere between three to 50 hours per week, or an average of about 18 hours per week, per respondent. This finding shows that access to certified kitchen facilities is a barrier to growth for entrepreneurs in San Jose.

Figure 1. Additional Facility and Equipment Needs Identified by Entrepreneurs; n = 38

Shared kitchen space is not desired by all respondents, with only 42% of respondents indicating an interest in using a shared kitchen, though 30% of respondents indicate they are unsure about using a shared kitchen space. While shared kitchen spare is one way to meet the demand for additional facilities, respondents’ uncertainty about using a shared space may be due to entrepreneurs’ concerns about the time frames available for food preparation, or their ability to store products in a shared space.

Respondents have an interest in a variety of different types of resources to meet their desired production levels, as 55% of respondents say they need access to dry storage, cold storage, and commercial ovens and stoves. As seen in Figure 2, processing equipment is needed by 47% of respondents and dishwashing sinks are needed by 42% of respondents. The “other” category of responses largely include producer-specific needs such as specialized equipment.
Technical Assistance Needs

Over half of respondents (51%) would like to receive technical assistance classes or workshops in order to grow their business. As seen in Figure 2, 62% of respondents say they would like technical assistance in market development and regulatory compliance, 50% of respondents would like technical assistance in business planning, and 34% of respondents would like technical assistance with product development. Other specific areas of demand for technical assistance include distribution, online marketing, accounting, bookkeeping, payroll, taxes, human resources, food safety, and legal compliance.

One of the strongest demands identified by respondents for technical assistance is the desire to learn skills that allow them to reach new markets, with 74% of respondents indicating they are looking for new market outlets. Respondents most desire community events (60%), farmers markets (57%), and direct to businesses catering (54%) as new market outlets, while grocery stores (42%), retail storefronts (39%), and wholesale (33%) are also desired to a lesser extent.

While 70% of respondents indicate they know how to create a business plan, 30% say they do not, but would like to learn how to create one. Respondents show a general interest in receiving technical assistance across a variety of other operational areas, including bookkeeping and cash flow reporting. For instance, only 44% of respondents use a bookkeeping system, yet 33% of respondents would like to learn how to use a bookkeeping system. Of those who do use a bookkeeping system, 57% of respondents know how to look at and read their balance sheet. Only 54% of respondents know how to do a month-by-month cash flow for their business, yet 33% of respondents would like to learn how, again making this an area where entrepreneurs could benefit from assistance with business planning.

Figure 2: Areas of Interest in Technical Assistance

Financial Assistance Needs

While 40% of respondents do not need access to capital, 30% of respondents would like access to capital and 30% of respondents are unsure about whether access to capital would help grow their business. This finding shows a need among respondents to not only have better access to capital, but also a better understanding of how access to capital can help their grow their business. Respondents also express
a demand for financial literacy about the different types of credit used by food businesses, as 38% of respondents say they do not know, but would like to learn, how to distinguish among operating credit, credit for asset purchase or improvement, and credit for buying a building.

### Small Food Entrepreneur - Mari-Lyn Harris, Sedona Pies

Mari-Lyn Harris owns a small pie business in Fremont, CA that operates without a storefront. While based in Fremont, Sedona Pies delivers all over the Santa Clara County area. Mari-Lyn, like many other food entrepreneurs in this area, struggled to find commercial kitchen space for nine months after she moved to San Jose. Now that Mari-Lyn utilizes commercial kitchen space in Fremont, her next challenge is increasing her brand awareness.

### Regulatory Compliance Assistance Needs

65% of respondents do not have a vending permit from the City of San Jose, and 52% of respondents do not have a zoning permit at the particular locations where their food business is open to the public. This apparent lack of compliance is complimented by respondents’ desire to learn more about complying with city and county regulations, which is described in the technical assistance section above. Interestingly, the majority of existing businesses surveyed (73%) do have a permit from the Santa Clara County Department of Environmental Health. Furthermore, 75% of respondents have a Food Handlers Certificate from the State of California, yet only 56% of employees who handle food have their Certificate. An additional area of regulatory compliance respondents would like to receive training in is state and federal occupational safety and health regulations (37%). In addition, 26% of respondents would like to learn more about minimum wage laws and state and federal payroll tax reporting requirements.

### Recommendations

The recommendations below were informed equally by the survey results and by interviews and discussions with food entrepreneurs, operators of food business incubators, technical assistance providers, community organization personnel, and City of San Jose staff. As was stated as the outset of this report, there are many kinds of food entrepreneurs, with different kinds of operations and products, and at different stages of business development. Taken together, this means there are different kinds of needs, a range of approaches for addressing these needs, and a variety of agents who can help implement actions for helping food entrepreneurs thrive in San Jose.

### Facilities

For mobile food business operators:

- Facilitate development of small food cart hubs, located close to where many food cart operators sell their products, and where operators can store their own carts or rent them and get them cleaned, have access to cold and dry storage for their products, and perhaps also have access to basic food preparation facilities. Such hubs, likely requiring a subsidy to operate, can also potentially facilitate collective purchasing and dissemination of information relevant to cart operators. A pilot for this concept is being developed.
• Promote the development of more food truck commissaries that include food preparation and storage space and meet food truck cleaning and waste disposal needs. Although existing facilities are already serving several hundred food trucks, stakeholders express the need for additional facilities to serve the estimated 600 food trucks in the area.
  Actors: community-based and for-profit facility operators; City of San Jose Office of Cultural Affairs

For food entrepreneurs needing commercial kitchen facilities for product development, catering, or producing fresh or packaged foods, along with support for business development:

• Promote development of food business incubators, which offer no-cost to low-cost services to help low-income food entrepreneurs grow independent businesses by providing training in business development as well as kitchen space for food product development.

• Engage existing commercial kitchens operators in promoting information about technical and financial assistance resources.
  Actors: BusinessOwnerSpace partners; Small Business Development Center

For food entrepreneurs wanting new or expanded and affordable brick and mortar spaces:

• Where placemaking and public space activation are goals, promote development of spaces for co-located businesses in street revitalization projects, shopping mall upgrades, mixed-use developments and transit facilities. For affordability and diversity, emphasis should be placed on small spaces with shared amenities such as eating areas, back-of-the-house food prep, dishwashing, recycling/garbage, and receiving areas. San Jose’s new Opportunity Zones might also provide some additional tax incentives for the development of a larger food business incubator.
  Actors: Office of Economic Development, Downtown Association, SJMade, developers
  Examples: Portland Mercado (Portland, OR), Swan’s Market in Oakland, San Pedro Square, Ferry Building Marketplace

• Explore the new SJMOMENT project (micro-retail spaces in a prominent downtown location designed and programmed to showcase a series of local makers) as a potential model for food businesses.
  Actors: SJMade, Downtown Association

• For food processing and manufacturing businesses, promote development of modulated kitchen spaces (assuming projects in development, such as Foodspace+Co do not fill this need).

For the City and developers to promote inclusion of local food businesses in San Jose:

• Develop a database of all San Jose eateries and food products, categorized by product type and ethnic tradition (if relevant).
• For food entrepreneurs interacting with the City around growing or starting a food business, ask if they would like to be on a master list of food businesses looking for new/expanded space.

• Help connect food businesses looking for new or expanded space with developers interested in offering space to local food businesses. Ideally, such linkages are made in an early project design phase for new or predevelopment projects.

• Consider stipulating local food businesses as a preferred use for new mixed use developments. (There are already examples of ‘food-oriented development’, such as the Portland Mercado, in Portland Oregon.)

Actors: Office of Economic Development

Technical Assistance

The recommendations below encompass several areas of assistance (technical, financial, marketing and regulatory compliance), and are relevant to many kinds of food entrepreneurs, at various stages of development. They complement the recommendations above for the development of new food business incubators that include provision of technical assistance as part of their suite of services.

• Broaden awareness about existing resources, particularly the BusinessOwnersSpace website and its partner organizations, through targeted outreach to community groups, neighborhood associations, and culinary programs and through collaboration with these groups to organize more community workshops. Handouts explaining the basics of starting a food business, along with helpful resources, should be provided in English Spanish and Vietnamese.

Actors: BusinessOwnerSpace partners; community groups, neighborhood associations and culinary programs; City Council Member newsletters

• On the Santa Clara County website Food Program page, add a link to technical resources, such as the Small Business Development Center.

Actor: Santa Clara County Community Protection Division

• Promote opportunities for aspiring food entrepreneurs to discuss their food business concepts, access business start-up information, and get preliminary feedback from experts and peers.

Actors: Office of Economic Development, Anew America, SCORE Silicon Valley, Small Business Development Center, Veggielution’s Eastside Grown program, programs sponsored by other community organizations and by San Jose community centers.

• Further explore the need and feasibility of a local nonprofit developing an equity fund and/or micro-loan fund (beyond existing resources such as the Opportunity Fund) to lower the barriers for food entrepreneurs to get capital to build their businesses.

Actor: a funder

Example: Leadership for Urban Renewal Network (LURN)

• For marketing assistance, explore the potential for linking food entrepreneurs with social-media savvy volunteers who would like to ‘give back’ by helping early stage entrepreneurs.

Actors: Kiva, individual giving programs at tech companies
• To help create excitement around the City’s food culture and an inviting context for entry of new food businesses, strengthen promotion about the myriad kinds of restaurants and diverse kinds of ethnic, fusion and traditional foods available in San Jose retails stores and eateries to residents, new comers and visitors. This could be done on both a neighborhood basis and by type of food.

Actors: Office of Cultural Affairs, San Jose Convention & Visitors Bureau, City of San Jose
Appendices

Appendix A: List of Survey Outreach Partners and Project Informants

City of San Jose

- Office of Economic Development: Elisabeth Handler, Nathan Donato-Weinstein, Jeff Ruster
- Department of Housing: Kristen Clements *
- Planning Department/ Small Business Ally Office: Juan Borrelli, Xuan Ha
- Parks & Recreation Department: Teresa Walsh, Janine Bray, Tracey Gott
- Office of San Jose City Council Member Charles Jones, District 1
- Office of San Jose City Council Member Sergio Jimenez, District 2
- Office of San Jose City Council Member Magdalena Carrasco, District 5
- Office of San Jose City Council Member Devora Davis, District 6
- Office of San Jose City Council Member Donald Rocha, District 9
- Office of San Jose City Council Member Johnny Khamis, District 10

Other Partners and Project Informants

- AnewAmerica: Janet Garcia
- Center for Employment Training: Rochelle Sigle
- Committee for Green Foothills: Alice Kaufman
- KitchenTown: Rusty Schwartz
- KIVA San Jose: Sarah Adeel, Jake Blas
- Knight Foundation: Anwyn Hurxthal *
- Moveable Feast: Ryan Sebastian
- Pacific Coast Farmer’s Market Association: Allen Moy
- San Jose Conservation Corps and Charter School: Julie Hutcheson *
- San Jose Made: Marie Millares, Kevin Biggers
- Santa Clara County Food System Alliance: Julie Hutcheson
- Santa Clara Valley Open Space Authority: Marc Landgraf *
- Santa Clara University Environmental Science & Studies Department: Christopher Bacon
- SCG FoodSpace: Joe Schumaker
- Second Harvest Food Bank: Kate Wilson, Olivia Teter
- Small Business Development Center: Dennis King, Armando Ricardo
- Somos Mayfair: Camille Erin Llanes-Fontanilla
- SPUR: Eli Zigas *, Diego Ortiz
- UC Master Gardeners: Rob Bennaton
- Veggielution: Cayce Hill *, Rosa Contreras

- Survey outreach partners.

* San Jose Food Works Advisory Committee. Advisory Committee also included SAGE staff and consultants: Matt Kowta (BAE Urban Economics), Sibella Kraus, Lizzie Urie
Appendix B: Facilities Case Studies

La Cocina

La Cocina is a nonprofit culinary business incubator focusing on low-income women and immigrant entrepreneurs who are launching, growing and formalizing food businesses. It helps these micro-entrepreneurs transition from the informal economy to a formal business by providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities.

La Cocina was founded in 2005 in San Francisco’s Mission District by the Women’s Initiative for Self-Employment and the Women’s Foundation of California. La Cocina is both a place – a 4,000 sq. ft. space centered around a commercial kitchen – and a program – an innovative business incubator that supports a growing roster of food businesses.

Originally started as a commercial kitchen facility, La Cocina now focuses on its business incubation program, which accepts a handful of participants per year following a rigorous application and assessment process. Qualifications for acceptance into this free or low-cost program include low-income status, business-readiness, micro-business scale, entrepreneurial skills and competency, product viability, and community spirit.

The program consists of a 6-month Pre-Incubation period where participants receive technical assistance to establish the foundations of their business in the areas of product, marketing, finances, and operations. A subsequent 6-month Incubation period, offered to participants who have successfully completed the Pre-Incubation program, provides ongoing technical assistance as well as access to affordable commercial kitchen space to grow their businesses’ sales. La Cocina also provides ongoing services to program graduates, helping them with business promotion, partnerships and lease negotiations.

Today, La Cocina is a home for 30 up-and-coming businesses and a growing roster of graduates, representing all aspects of local food, that sell their products locally, regionally, nationally, and even internationally. La Cocina website: www.lacocinasf.org

KitchenTown

The KitchenTown Food Startup Incubator, located in the City of San Mateo, offers founders of food startups production space, equipment, and the opportunity to interact with a community of like-minded peers, industry experts, and investors to help scale their businesses. The fully licensed food production facility, of around 10,000 sq. ft., accommodates a wide variety of food and beverage product categories, such as packaged goods, meal kits, bakery products, fresh juices and other fresh food concepts.

The facility rents space by the month, with agreements including the specific needs for infrastructure, including specialty prep areas, high-capacity ovens and other production equipment, walk-in refrigeration, and warehousing. The onsite Café, serving breakfast and lunch, offers an opportunity to taste and buy products from KitchenTown makers as well as other local artisans.
KitchenTown also provides founders with expert know-how in critical areas for developing a successful food business, including regulations, supply, chain, packaging, food safety, product development, operations, finance, sales, distribution, quality, marketing and design thinking. “Changes in food culture are creating exciting opportunities for innovative food companies to bring a wave of new products and services to market. Our emphasis is on health, nourishment, environmental sustainability, social responsibility, and culinary diversity.” Many KitchenTown startups have outgrown the facility and gone on to establish their own larger facilities.

The KitchenTown Learning Lab, located in San Francisco, offers programs for food startups, food policymakers, and anyone who wants to learn more about food and food business. We bring together experts and makers from across the industry — and put them together with interesting leaders from other sectors — to create engaging and informative workshops, events, classes and mentorship programs. KitchenTown website: www.kitchentowncentral.com

The Hatchery

The Hatchery is a non-profit food and beverage business incubator offering shared kitchens space, dry/cold storage, loading docks, and meeting/office spaces in Chicago, Illinois. The organization was founded in 2016 with a mission to create more local jobs, and the facility is currently being built in West Town, Chicago. The total facility will be 400,000 square feet and will include 56 private kitchens as well as open kitchen space and food tech spaces. The Hatchery was intended to be a community development effort, and intends to create over 900 local jobs in the next 5 years. As of early 2018, The Hatchery works with approximately 60 companies, however the companies are not currently based in the community the Hatchery would like to reach. They hope to serve 75 to 100 food entrepreneurs a year, primarily consisting of food and beverage companies.

The Hatchery is a joint venture between Accion Chicago and Industrial Council of Nearwest Chicago (ICNC) to help stimulate local food businesses. Hatchery clients will have access to financing, management training, and small loans through Accion. Accion provides loans to small business entrepreneurs who have a hard time getting loans through conventional methods such as banks. The ICNC, established in 1967, is a business incubator that provides financial assistance and management training. Sources of funding for the Hatchery will come from grants, debt, and charging rent for kitchen spaces. The present financial model anticipates that clients will be able to rent out a 250 sq. ft. space for $1,250 per month, which includes access to co-working space. Larger kitchen spaces will be rented out for $3,000 a month. The system is designed to be modular so entrepreneurs can easily expand to larger spaces if needed. The Hatchery website: www.thehatcherychicago.org

FoodSpace+Co

FoodSpace+Co is in the process of building a kitchen incubator in downtown San Jose, California. The kitchen incubator space is planned to open to food trucks in August 2018 and to all other vendors in October 2018. Once completed, FoodSpace+Co will be about 20,000 square feet in a two-story building in downtown San Jose. The space is owned by Barry Swenson and operated by FoodSpace + Co. The building will have 9 kitchens, 2 private suites, 13-14 private office spaces, and
desk spaces as well as parking for up to 41 food trucks and 35 surface spaces. There will also be a co-packing facility on site, a cold room for processing food, a demo kitchen, and tasting room. Training, mentorship, and access to marketing professionals, buyers, investors, and packaging are among the services FoodSpace+Co plans to provide. Many of these services will be offered at a rate lower than market.

FoodSpace+Co is looking to serve future food and food tech business that are sustainability driven, use a new technology or production process, or solve a social problem associated with food. Their leadership is in the process of recruiting participants. They have been conducting focus groups with food entrepreneurs and food truck owners, which has allowed them to build an initial base of clients. FoodSpace+Co plans to offer incentives for early participation, such as discounts on kitchen rentals for the first few months of occupancy. The FoodSpace+Co website: www.scgfoodspace.com

L.A. Prep

L.A. Prep is a for-profit food production business incubator located in Los Angeles, California’s Lincoln Heights neighborhood. It offers 54 commercial kitchen and production spaces. L.A. Prep opened in April 2015 after its founders worked for two years with the Los Angeles Health Department to build the facility. Much of the current regulations for food production facilities in Los Angeles were re-written with the help of the L.A. Preps founders. In order to get funding for their facility, they utilized new market tax credits and federal tax credits given to incentivize job production in low income areas.

The facility is about 55,000 square feet and currently accommodates 50 different businesses. Each business has their own individualized production space that includes a kitchen, packing area, and storage space. These spaces require a minimum of a one year lease, whose cost is dependent upon the size of the space. L.A Prep markets their facility to food businesses that have already gotten out of the incubation stage, but still need a consistent, individualized place to work. Their largest tenant is a business called L.A. Kitchen that brings in excess food that would have gone to waste and uses it to provide culinary job training to students who were either formerly incarcerated, homeless, or out of foster care. The meals made by L.A. Kitchen are donated to social service agencies that serve the greater L.A. area.

L.A. Prep has found tremendous success and leased their entire building within the first six months of opening, and has been completely occupied ever since. They frequently receive inquiries about leasing their spaces, and because of this high demand are looking into building a new space in Los Angeles and considering expanding their business to Chicago. L.A. Prep website: www.laprep.la
Appendix C: Survey Questions & Results

All percentages are rounded to whole numbers and refer to the percentage of responses for each question.

A. Food Enterprise General Background
1. Do you currently have a food enterprise?  
   a. Yes: 64% (36)  
   b. No: 36% (20)

2. What is your zip code? Answer: Various

3. If you have a food enterprise, what kind of business do you have?  
   a. Cottage food (home based): 23% (9)  
   b. Food cart/food truck (mobile food business): 10% (4)  
   c. Café/restaurant: 18% (7)  
   d. Catering service: 5% (2)  
   e. Beverage: % (1)  
   f. Packaged goods: 13% (5)  
   g. Other (please specify): 28% (11)

4. If you do not have a food enterprise, what kind would you like to start?  
   a. Cottage food (home based): 38% (9)  
   b. Food cart/food truck (mobile food business): 4% (1)  
   c. Café/restaurant: 17% (4)  
   d. Catering service: 0% (0)  
   e. Beverage: 0% (0)  
   f. Packaged goods: 17% (4)  
   g. Other (please specify): 25% (6)

5. If you have a food enterprise, where is it located?  
   a. Central San Jose (Downtown, Rose Garden, Willow Glen, Fairgrounds): 24% (9)  
   b. North San Jose (North San Jose, Berryessa, North Valley): 8% (3)  
   c. South San Jose (Cambrian, Blossom Valley, Edenvale, Santa Teresa, Almaden Valley): 5% (2)  
   d. East San Jose (East San Jose, Alum Rock, Evergreen, Silver Creek): 24% (9)  
   e. West San Jose (West San Jose, Burbank): 3% (1)  
   f. Other (please specify): 35% (13)

6. What is your background in food preparation?  
   a. No formal training: 36% (18)  
   b. Some formal training: 14% (7)  
   c. Work experience: 42% (21)  
   d. Other (please specify): 8% (4)

7. What is your background in food business?  
   a. No formal training: 31% (16)  
   b. Some formal training: 14% (7)  
   c. Work experience: 51 (26)  
   d. Other (please specify): 4% (2)
8. Is your food enterprise your primary source of income?  
   a. Yes 41% (21)  
   b. No 59% (30)

9. Is your food enterprise your primary occupation?  
   a. Yes 53% (27)  
   b. No 47% (24)

10. If your food enterprise is not your primary occupation, what is your primary occupation?  
    Answer: Various

**B. Food Enterprise Operations**

11. If you currently have a food enterprise, what food products/types of food are you making? (e.g. baked goods, catering service, beverages)  
    Answer: Various

12. If you are an aspiring food entrepreneur, what food products/types of food would you like to make? (e.g. baked goods, catering service, beverages)  
    Answer: Various

13. If you currently have a food enterprise, how many people do you employ, other than yourself?  
    Answer: Various

14. Where are you preparing your food products?  
   a. Informal space: 5% (2)  
   b. At home: 37% (14)  
   c. Restaurant or cafe: 21% (8)  
   d. Commercial kitchen: 26% (10)  
   e. Food truck commissary: 0% (0)  
   f. Other (please specify): 11% (4)

15. Do you use a certified commercial kitchen to make the food you sell?  
   a. Yes: 44% (18)  
   b. No: 51% (21)  
   c. Don’t know: 5% (2)

16. If you operate a mobile food enterprise, do you use a certified commissary for your food truck or cart?  
   a. Yes 39%  
   b. No: 50% (9)  
   c. Don’t know: 11% (2)

17. If you are renting a space to prepare your food products, how much do you pay in rent per month?  
    Answer: Various

18. Is the space you are currently using big enough for your current and/or projected needs?  
    a. Yes: 59% (22)  
    b. No: 41% (15)

19. Is the equipment you are currently using sufficient for your current and/or projected needs?  
    a. Yes: 45% (17)  
    b. No: 55% (21)

20. How many hours or days per week do you spend preparing your products?  
    Hours per week: Various  
    Days per week: Various

21. Do you store your ingredients and products in the same location you prepare your products?  
    a. Yes: 78% (31)  
    b. No: 8% (3)  
    c. No, but I would like to: 15% (6)
22. What kind of additional equipment/space do you need to help you better prepare your food products, store ingredients, and store finished products safely?
   a. Commercial ovens/stoves: 55% (21)
   b. Cold storage/walk-in refrigeration: 55% (21)
   c. Dry storage: 55% (21)
   d. Processing equipment: 47% (18)
   e. Dishwashing sinks: 42% (16)
   f. Other (please specify): 24% (9)

C. Food Enterprise Marketing

23. Where do you currently sell your food products? Check all that apply.
   a. Out of my home: 21% (8)
   b. Community events: 26% (10)
   c. Farmers markets: 18% (7)
   d. Grocery stores: 21% (8)
   e. Wholesale: 15% (6)
   f. Retail storefront: 21% (8)
   g. Online: 31% (12)
   h. Direct to businesses (catering): 28% (11)
   i. Other (please specify): 28% (11)

24. How do you promote your food products? Check all that apply.
   a. Face-to-face: 82% (32)
   b. Social media: 69% (27)
   c. Food broker/distributor/wholesaler: 5% (2)
   d. Public relations firm: 3% (1)
   e. Other (please specify): 21% (8)

25. Are you looking for new markets to sell your food products?
   a. Yes 74% (32)  b. No (skip to question #27): 26% (11)

26. If you are looking for new markets to sell your food products, what are they? Check all that apply.
   a. Community events: 61% (20)
   b. Farmers markets: 58% (19)
   c. Grocery stores: 42% (14)
   d. Wholesale: 33% (11)
   e. Food service: 42% (14)
   f. Retail storefront: 39% (13)
   g. Online: 39% (13)
   h. Direct to businesses (catering): 55% (18)
   i. Other (please specify): 12% (4)
D. Food Enterprise Growth Needs

27. Do you want to grow your food enterprise?
   a. Yes 88% (36)  
   b. No (skip to Section E) 5% (2)  
   c. Unsure: 7% (3)

28. If you want to grow your food enterprise, why do you want to do so? Check all that apply.
   a. Make more money: 67% (26) 
   b. Have a locally known product: 59% (23) 
   c. Further ties with community: 72% (28) 
   d. Have my product be known beyond locally: 54% (21) 
   e. Other (please specify): 18% (7)

29. If you expanded or launched your food enterprise, how many employees would you anticipate hiring?
   Answer: Various

30. What kind of resources would be helpful in growing your food enterprise? Check all that apply.
   a. Better equipped facilities: 59% (23) 
   b. More affordable facilities: 67% (26) 
   c. Technical Assistance (e.g. business planning, product development, etc.) 51% (20)

31. If you would like access to better equipped and/or more affordable facilities, how much time per week would you need in them?
   Hours per week: Various  
   Days per week: Various

32. If you would like access to better equipped and/or more affordable facilities, how much space would you require for your product preparation, ingredient storage, and/or product storage?
   Square Feet: Various

33. Would you like to use a shared kitchen facility for your food product preparation, ingredient storage, and/or product storage?
   a. Yes: 43% (17)  
   b. No: 28% (11)  
   c. Unsure: 30% (12)

34. If you would like to use a shared kitchen facility that also includes technical assistance, what type of assistance are you interested in? Check all that apply.
   a. Product development: 35% (11) 
   b. Market development: 63% (20) 
   c. Business planning: 50% (16) 
   d. Regulatory compliance: 63% (20) 
   e. Other (please specify): 6% (2)

35. Would you like to take classes or technical workshops aimed at helping you grow your food enterprise?
   a. Yes: 52% (22)  
   b. No: 19% (8)  
   C. Unsure: 29% (12)

36. If you would like to take classes or technical workshops, what topics are you interested in learning more about? (e.g. accounting, food safety, distribution, production, legal and regulatory compliance, etc.)
   Answer: Various
E. Food Enterprise Business Compliance

Please skip to the next section (Section F) if you do not have an established food enterprise at this time.

37. Who owns your food enterprise?
   a. I own it myself as a sole proprietorship: 52% (17)
   b. I own it with my spouse, but we have not formed a formal partnership and do not pay taxes as a partnership: 0% (0)
   c. I own it with my partner or partners but we do not file taxes as a partnership: 0% (0)
   d. I own it with my partner or partners; we are a partnership and we file a partnership tax return: 3% (1)
   e. I own it as a Limited Liability Company or an S/C corporation with or without other owners: 45% (15)

38. Do you know how to prepare a business plan?
   a. Yes: 69% (25)  b. No: 3% (1)  c. No, but I would like to: 28% (10)

39. Do you have insurance for your food enterprise?
   a. Yes: 71% (24)  b. No (skip to question #41): 26% (8)  c. Unsure: 6% (2)

40. If you have insurance for your food enterprise, what kind of insurance do you have?
   a. Disability: 0% (0)
   b. Liability: 77% (20)
   c. Unsure: 8% (2)
   d. D. Other (please specify): 15% (4)

41. Do you have a vending permit from the City of San Jose for your food enterprise?
   a. Yes: 35% (11)  b. No: 65% (20)

42. Do you have a zoning permit to sell at the particular location(s) where your food enterprise is open to the public?
   a. Yes: 48% (14)  b. No: 52% (15)

43. Do you have a health inspection permit from the County Department of Environmental Health for your food enterprise?
   a. Yes: 73% (22)  b. No: 27% (8)

44. Do you have a Processed Food Registration (PFR) from the California Department of Public Health for your food enterprise?
   a. Yes: 39% (11)  b. No: 61% (17)

45. Do you have a Food Handlers Certificate for the state of California?
   a. Yes: 75% (24)  b. No: 25% (8)

46. If you have employees that handle food, do they each have a Food Handlers Certificate?
   a. Yes: 56% (14)  b. No: 44% (11)
47. Do you have a Food Safety Manager certification?
   a. Yes: 56% (15)  
   b. No: 44% (12)

48. Have you filed a tax return for your food enterprise?
   a. Yes: 62% (21)  
   b. No (skip to question #50): 38% (13)

49. If you have filed a tax return for your food enterprise, what was the first year for which you
    filed a return?
    Answer: Various

50. Do you use QuickBooks or a similar bookkeeping program?
   a. Yes: 44% (15)  
   b. No (skip to question #52): 47% (16)  
   c. No, but I would like to (skip to question #52): 9% (3)

51. If you use QuickBooks or a similar bookkeeping program, do you ever look at your balance
    sheet and do you know how to read it?
   a. Yes: 57% (12)  
   b. No: 10% (2)  
   c. No, but I would like to: 33% (7)

52. Do you know how to do a month-by-month cash flow budget for your business?
   a. Yes: 45% (15)  
   b. No: 21% (7)  
   c. No, but I would like to: 33% (11)

53. Is your food enterprise profitable?
   a. Yes: 61% (20)  
   b. No: 40% (13)

54. How much does your food enterprise make in annual sales?
   a. $0-$4,999: 45% (13)  
   b. $5,000-$9,999: 3% (1)  
   c. $10,000-$24,999: 7% (2)  
   d. $25,000-$49,999: 3% (1)  
   e. $50,000-$99,999: 17% (5)  
   f. $100,000 or more: 24% (7)

55. Do you know what your credit score is?
   a. Yes: 77% (25)  
   b. No: 15% (5)  
   c. No, but I would like to: 9% (3)

56. Do you need better access to credit?
   a. Yes: 29% (10)  
   b. No: 41% (14)  
   c. Unsure: 29% (10)

57. Do you know how to distinguish between operating credit, credit for asset purchase or improvement, and credit for buying a building?
   a. Yes: 44% (15)  
   b. No: 18% (6)  
   c. No, but I would like to: 38% (13)

58. Are any of your immediate family members working with you in your food enterprise?
   a. Yes: 45% (15)  
   b. No: 54% (18)

59. Do you pay any people on payroll with payroll taxes withheld and payroll tax returns filed?
   a. Yes: 21% (7)  
   b. No: 79% (26)
60. Do you pay any people as “independent contractors” without withholding payrolls taxes or filing payroll tax returns?
   a. Yes: 18% (6)   
   b. No: 82% (28)

61. Are you familiar with minimum wage law and state and federal payroll tax reporting requirements?
   a. Yes: 71% (24)   
   b. No: 3% (1)  
   c. No, but I would like to be: 26% (9)

62. If you do have payroll, are you familiar with State and Federal Occupational Safety and Health Regulations requiring you to protect your workers?
   a. Yes, very familiar: 50% (12)  
   b. Somewhat familiar, but I have questions and need help: 29% (7)  
   c. No: 13% (3)  
   d. No, but I would like to be: 8% (2)

F. Personal Information (Optional)
Providing us with your contact information allows us to better customize our findings and reach out to you for clarification and/or follow up questions, and to inform you as we develop new facilities and programs in San Jose. A

63. What is your name? Various
64. What is your phone number? Various
65. What is your email address? Various
66. What is your physical address? Various
67. What is your gender? Various
68. What is your race? Various
69. What is your date of birth? Various
70. Are you on disability? Various
71. Do you have military experience? Various
72. How did you hear about this survey? Various
Appendix D: Spatial Analysis

Spatial Analysis

In order to supplement the analysis gathered by the Assessment, the Santa Clara University team conducted a spatial analysis utilizing ArcGIS software and the permit records acquired from the County of Santa Clara Consumer and Environmental Protection Agency (see Methodology section below). The student team was interested in assessing where cottage home and mobile food permit holders reside compared to existing commercial kitchen facilities. Figure 1 shows this analysis, with cottage home permits as white circles and mobile food permits as black triangles, while the blue layer beneath these points indicates the boundaries of the City of San Jose. As seen below, there are only two commercial kitchens within San Jose, and two commercial kitchens outside of San Jose in Milpitas and Campbell. These kitchens were included because of their close proximity to San Jose, as they can be used relatively easily by San Jose-based entrepreneurs. The four commercial kitchens are displayed as red flagged points, with a two-mile buffer surrounding each one to serve as a visual aid for scale.

ArcGis Map of Permit Holders vs. Commercial Kitchen Locations

As seen above, the two commercial kitchen spaces within the city limits of San Jose have overlapping buffers and are quite close to each other. Only 36 out of the 244 mapped food entrepreneurs are within the overlapping two-mile buffer zone, and 32 of these 36 business hold mobile food facility permits. This spatial analysis also shows that the furthest cottage home facility and the furthest mobile food facility in San Jose are 10 miles from the nearest commercial kitchen. On average, most mobile food facility permit holders are five miles from the nearest commercial kitchen, while cottage home business permit holders are further than five miles from the nearest commercial kitchen. This analysis offers a visual representation of the demand for broader availability of commercial kitchen spaces to meet the needs of food entrepreneurs in San Jose.
Appendix E: Existing Resources for San Jose Food Entrepreneurs

Existing Resources for San Jose Food Entrepreneurs

The purpose of this document is to provide food entrepreneurs with information on the facilities, programs and technical assistance currently available in the San Jose region. It is intended to be a stand-alone resource document.

Commercial Kitchens – Rent kitchen space with a wide range of equipment and storage areas to multiple food enterprises.

1505 Kitchen Space
1505 S. Winchester Blvd., San Jose, 95128; (408) 799-8011; www.1505kitchen.com
No annual fees. Space available for pop-up restaurants or events.

Amy’s Kitchen Rental
1969 O’Toole Way, San Jose, 9513; (408) 836-6547
Flexible rental terms (hourly, daily, monthly). Serveware and dinnerware available for rental.

San Jose Kitchen Rental
326 Commercial St., San Jose, 95112; (408) 816-7854; www.sjkitchenrentals.com. Largest commercial kitchen facility in San Jose; offers food truck parking.

Bay Area Kitchen Rental
49103 Milmont Dr., Fremont, 94538 (510) 329-0277; www.bayareakitchenrental.com
Commercial kitchen and food truck commissary; will offer cooking classes in the future.

Mr. C’s Catering and Kitchen Rentals (2 facilities)
1614 Pomeroy, Santa Clara; 1600 Dell Ave # B, Campbell; (805) 461-3614; www.mrcscatering.com

Kitchen Incubators - Offer early-stage entrepreneurs kitchen facilities, supportive services, including technical assistance, product development, and access to marketplaces.

Veggielution, Eastside Grange
647 S. King Rd., San Jose, 95116; (408) 753-6705; www.veggielution.org
A community hub for local food entrepreneurs and residents; the Eastside Grown program includes a commercial kitchen and work space.

Forager
420 South 1st St., San Jose, 95172; (408) 831-2433; www.siforager.com
Forager, offers a residency program to cultivate culinary skills and craftsmanship. Forager is in the process of developing a food incubator program.

FoodSpace+Co.
1302 N 4th St., San Jose, CA 95112; www.scgfoodspace.com
Is in the process of developing a food incubator and food truck commissary.
Training

San Jose City College
2100 Moorpark Ave., San Jose, CA 95128; (408) 298-2181 x3552; www.sjcc.edu/current-students/schedule-of-classes
Offers introductory classes on food safety and nutrition. There is also a Meat Cutters Certificate that covers food selection, storage, preparation, and other cooking techniques. In addition, SJCC offers business training classes such as small business management and bookkeeping for small businesses.

Evergreen Valley College
3095 Yerba Buena Rd., San Jose, CA 95135; (408) 274-7900; www.evc.edu/current-students/schedule-of-classes
Offers nutrition classes. Transfer-ready courses for admission to San Jose State University’s Nutritional Science BS program.

San Jose State University
One Washington Square, San Jose, CA 95192; (408) 924-1000; www.sjsu.edu/openuniversity/schedule
The Nutrition, Food Science and Packaging Department offers Masters and undergraduate BS degrees in Nutritional Science, with optional concentrations in dietetics and packaging.

Santa Clara University, Food and Agribusiness Institute (FAI); www.scu.edu/business/fai/
500 El Camino Real, Santa Clara, CA 95053; (408) 554-4000
Offers a Food and Agribusiness MBA Specialization program.

Center for Employment Training (CET)
701 Vine St., San Jose, CA 95110; (408) 534-5360; www.cetweb.edu/
Offers a Culinary Arts program that prepares students for entry-level culinary positions.

International Culinary Center
700 W. Hamilton Ave., Campbell, CA 95008; (866) 318-2433; www.internationalculinarycenter.com
Offers programs geared toward preparing students for culinary careers, including Professional Culinary Arts, Professional Pastry Arts, Italian Culinary Experience, and Intensive Sommelier Training. Also provides various recreational and amateur opportunities.

Business Assistance (Technical, Financial and Marketing Assistance)

BusinessOwnerSpace (BOS)
The most accessible and comprehensive one-stop resource to help entrepreneurs wanting to launch and grow a business in the greater San Jose metropolitan area. BOS is composed of a collaborative partnership among more than two dozen public, private, and non-profit agencies and businesses. The BOS website has links to partners and their services, many of which are free or low-cost; and several of whom organize workshops in communities in order to lower barriers to accessing information.
Development Services Small Business Ally - Business Coaching Center; City of San José – Planning, Building & Code Enforcement; www.sanjoseca.gov/businesscoachingcenter; juan.borreli@sanjoseca.gov;xuan.ha@sanjoseca.gov
Offers coaching for entrepreneurs and business owners looking to locate or expand in San Jose.

Small Business Development Center (SBDC) – Silicon Valley
1887 Monterey Rd., San Jose, CA 95112; (408) 385-9800; www.svsbdc.org
Local resource that offers one-on-one advising, trainings, workshops, and funding assistance.

Sustainable Economies Law Center – Oakland
1428 Franklin Street, Oakland CA 94612; (510) 398-6219; www.theselc.org
Provides legal tools in support of just and resilient community economies; resources for food businesses include expertise in the cottage food law and in formation of cooperatives.

Anew America
210 N. 4th St., Suite 205, San Jose, CA 95112; (408) 326-2669; www.anewamerica.org
Workshops in financial literacy, loans and credit, one-on-one technical assistance, and Business Action Circles, which provide specialized coaching to entrepreneurs on various areas of business operations and growth. Also hosts a Women's Business Center sponsored by the U.S. Small Business Administration.

San Jose Convention & Visitors Bureau
408 Almaden Blvd., San Jose, CA 95110; 1-800-SAN-JOSE (1-800-726-5673); www.sanjose.org/
Website has an up-to-date, visual listing of dozens of restaurants and an inviting, varied list of activities for each of San Jose’s 17 neighborhoods.

Regulatory Agencies – Find info on permits and certifications needed for your food business.

City of San José – Planning, Building & Code Enforcement
200 E. Santa Clara St., San José, CA 95113; (408) 535-3500;
Brick and mortar and mobile food facilities can find information regarding building permits and administrative permits at www.sanjoseca.gov/index.aspx?NID=205
Mobile vendors can find information regarding special regulations at: www.sanjoseca.gov/index.aspx?NID=4659

Santa Clara County Environmental Health Services Division
1555 Berger Drive, Bldg. 2, Ste. 300, San Jose, CA 95112-2713; (408) 918-3400;
Retail food facilities—including restaurants, markets, bakeries, catering trucks and more—can find information regarding permits; placarding and scoring; and food safety certification at www.sccgov.org/sites/cpd/programs/fsp/pages/home.aspx.
Cottage food operators can find information about Class A and Class B requirement differences and permit information at www.sccgov.org/sites/cpd/programs/CFO/Documents/CFO_Guidelines.pdf.
Exemplary Community Kitchens and Incubator Kitchens in the Bay Area

Alameda Point Collaborative, Commercial Kitchen
677 West Ranger Ave., Alameda, CA 94501; (510) 898-7800; www.apcollaborative.org/apc-commercial-kitchen/
The Alameda Point Collaborative manages a commercial kitchen that is available for rent to food entrepreneurs. Kitchen has walk-in refrigerator and freezer, Wolf range and various ovens.

Artisan Kitchen
845-865 Marina Bay Pkwy., Suite 33, Richmond, CA 94804; (510) 235-2323; www.artisankitchenandcafe.com/
The Artisan Kitchen, a working commercial cooperative kitchen, rents kitchen space to new and seasoned chefs. Facility serves caterers, private chefs, food photographers and cooking teacher; available on a daily, weekly or monthly basis.

The Berkeley Kitchens
2701 Eighth St., Berkeley, CA 94710; 510-684-0647; www.theberkeleymkitchens.com/
The Berkeley Kitchens houses a collection of private commercial kitchen rentals, studios, and offices that are tailored for small food companies, artists, and entrepreneurs.

La Placita
4559 International Blvd, Oakland, CA 94601; (510) 467-5688
La Placita was started to organize the community around empowering small-scale food entrepreneurs; provides technical assistance as well as commercial kitchen space.

KitchenTown Food Startup Incubator + Café/Learning Lab
1007 Howard Ave., San Mateo, CA 94401; (650) 458-8080; www.kitchentowncentral.com/
470 Alabama Street San Francisco, CA 94110
Offers a wide range of services in addition to production space, to help food businesses get up and running, from start to finish. They also have a storefront and “learning lab” in San Francisco.

La Cocina
2948 Folsom St., San Francisco, CA 94110; (415) 824-2729; www.lacocinasf.org
Operates an exemplary incubator program that helps women, minority food entrepreneurs formalize their food businesses. Also maintains a commercial kitchen space for rent.

The Kitchener
372 24th St., Oakland, CA 94612; (510) 835-5885; www.kitcheneroakland.com/
Kitchener Oakland is a fully-operating commercial kitchen for startup food businesses to cook and grow in. The affordable rate model and strong emphasis on cooperation helps nurture food entrepreneurs from fledging to flight in a safe, creative, and low-risk environment.

Forage Kitchen
425 25th St. Oakland, CA 94612; hello@foragekitchen.com; www.foragekitchen.com/
Forage Kitchen is an incubator that offers shared rental kitchen space (with dishwashing help), small-batch co-packing, business support, promotional help, access to local farmers, a shared office space, and a café; offer a variety of membership levels.
References


