

ADDENDUM No. 01: November 12, 2024

Project: Jefferson Parish Economic Development Commission (JEDCO)
New Orleans Food & Beverage Incubator
700 Churchill Parkway
Avondale, LA 70094
Churchill Parkway in Avondale, LA (26-A1-A)

JEDCO RFQ #: 24-1211

From: JEDCO
700 Churchill Parkway
Avondale, LA 70094

To all Firms/Individuals Responding:

This Addendum forms a part of the RFQ Documents and modifies the original RFQ Documents dated 11/06/2024. Changes made by this Addendum take precedence of the original RFQ Documents of earlier date.

MODIFICATIONS TO THE SELECTION PROCESS (8.0)

The person or firm submitting a proposal shall have the following minimum qualifications:

1. One principal who is a **licensed, registered architect or** a professional engineer who shall be registered as such in Louisiana
2. A professional in charge of the project who is a **licensed, registered architect or** professional engineer who shall be registered as such in Louisiana with a minimum of five (5) years' experience in the disciplines involved
3. One employee who is a **licensed, registered architect or** professional engineer registered as such in Louisiana in the field or fields of expertise required for the project (A sub-consultant may meet the requirement only if the advertised project involves more than one discipline.)

RESPONSES TO QUESTIONS:

1. Is the project intended to be an alternative project delivery method such as Design-Build or CMAR?
ANSWER: No, this is *not design-build nor CMAR*.
2. Are you asking the proposers to form a team that includes a Construction Manager (CM) as the entity that may construct the facility, or will the CM only manage construction activities of the selected builder (by negotiations or bid) on behalf of the owner?
ANSWER: *The Construction Manager will only manage the construction activities on behalf of the owner.*
3. Do you anticipate selecting one proposal team for Design & Engineering, Pre-Construction Services, and Construction Management, or separate teams for the individual services?
ANSWER: *The expectation is to have one firm manage Design & Engineering, Pre-Construction Services, and Construction Management.*
4. The RFQ stipulates a construction cost of \$3.4M and a size of 15,000 sf, resulting in a cost of \$227/sf. Based on our recent experience with similar facilities, the cost per square foot may be significantly higher for new construction. Is JEDCO open to an exercise to align the scope and budget in a pre-design phase, including cost-saving measures, which may affect the scope and/or budget?

ANSWER: *JEDCO is open to options which will align the budget and scope to the funding if the project is overbudget.*

5. Will JEDCO share any programming to date that determined the 15,000 sf size?
ANSWER: *Yes, see Food and Beverage Recommendations Report dated September 1, 2023, attached.*
6. Please confirm this will be new construction rather than a tenant buildout.
ANSWER: *This is new construction on a shovel ready site.*
7. Are you requesting submissions to include responses to the items listed in 8.0 Selection Process and the TEC Form? E.g., Section 8 asks for a description of three projects and the form provides for ten project descriptions. If we are to respond to the items in Section 8, is that information to be included in additional pages with the form following, or would you like all the Section 8 information to be listed within the form in Section N (with additional pages for that section)?
ANSWER: *please include this information in Section N. Supplemental pages may be attached and labeled Section N.*
8. Delivery: if we upload to central bidding electronically, do you need a hard copy also?
ANSWER: *If proposal is uploaded to Central Bidding, there is no need to also deliver to the JEDCO site.*
9. DBE points: would we receive points if we have a DBE subconsultant on the team?
ANSWER: *Yes, points would be awarded.*
10. On Pages 7 and 8 of the RFQ detail the information required for scoring--- however I understand we are to use the Parish TEC form. I assume any ancillary information you are requesting (such as management plan, workload, Organization chart, etc) that doesn't fit in one of the sections of the form, we can include in Section N.....assuming there is no page limit for Section N.
ANSWER: *Yes, please include this information in Section N. Supplemental pages may be attached and labeled Section N.*
11. Is the Affidavit on Central bidding need to be included with the submission?
ANSWER: *The Affidavit is only needed at the contacting phase.*

Food & Beverage Incubator Recommendations Report
September 1, 2023

This Recommendations Report fulfills the requirements of Task 3 of the Contract For Consulting Services Related To Food And Beverage Incubator Planning And Needs Assessment between the Jefferson Parish Economic Development and Port District (JEDCO), and Xavier University for the benefit and services of Xavier Small Business Development Center and funded by a grant from GNO, Inc.

Contents

Contents	1
Food & Beverage Incubator Recommendations	3
Executive Summary	3
Process.....	3
Recommendations	3
Ownership	5
Management Structure	5
Funding Needs and Resources	5
Storage.....	5
I. Food Manufacturing Facility Incubator	7
Size of Facility	7
Ideal Locations	7
Licensing.....	7
FF&E for Food Manufacturing Facility Incubator.....	8
Office space for facility manager and other administrative personnel.....	9
Office center.....	10
Classroom/Meeting room.....	10
Demo Kitchen for prepping food for product demos and staff breakroom.....	10
Storage Space	10
Programming.....	10
Technical Assistance.....	11
Other Specifications	11
Other Complimentary Services	11
II. Commercial Kitchens Incubator for Foodservice.....	13
Size of Facility	13

Ideal Locations	13
Licensing.....	13
FF&E.....	13
Office space for facility manager and other administrative personnel.....	15
Office center.....	15
Classroom / Meeting room	15
Demo Kitchen for prepping food for product demos and staff breakroom	15
Storage Space	15
Parking for Food Trucks of tenants at Commercial Kitchen Incubator.....	16
Programming.....	16
Technical Assistance.....	16
Other Specifications.....	17
Other Complimentary Services	17
Exhibits	18
Exhibit 1 Food & Beverage Incubator - List of Interviewees.....	18
Exhibit 2 Research of other incubators:.....	19
Exhibit 3 Building Floor Plans.....	23
Exhibit 4 Food & Beverage Incubator - List of Interviewees with comments	26
Attachment 1 Food & Beverage Incubator Task 2 Needs Assessment Report.....	30

Food & Beverage Incubator Recommendations

Executive Summary

The Greater New Orleans area needs a Food Manufacturing Facility to replace the Edible Enterprises one in Norco, LA, destroyed in Hurricane Ida. The new facility can be built as part of an economic development initiative in Southeast Louisiana. Land at Churchill Technology and Business Park could be utilized for the facility. The Food Manufacturing Facility would have three kitchens and ample dry storage and cold storage space. A potential market of twenty tenants exists. The facility will benefit the area by providing resources for food manufacturing entrepreneurs to develop their food businesses into larger food manufacturing as they “graduate” from the incubator to larger production facilities. These food manufacturers will add employees and provide products for wholesale and retail vendors in Southeast Louisiana.

Process

During this recommendations phase we utilized information from the Needs Assessment Report, and other expertise to develop this Incubator Recommendations Report. We studied two types of food incubators:

- I. Food Manufacturing Facility – Incubators which are FDA Approved Kitchens to produce Shelf Stable Low-Risk non-protein-based products such as salad dressings, BBQ sauces, seasoning blends, pralines, soups, dips, cupcakes, kombucha, hibiscus tea, etc. to be sold in grocery stores, online, and to foodservice distributors selling to restaurants and other food establishments. This would be similar to the Edible Enterprises incubator in Norco, LA that was destroyed in Hurricane Ida in August 2021.
- II. Commercial Kitchens Incubator for Foodservice – Incubators approved by the Dept. of Health and Hospital State and City Sanitarians for creating food products for immediate consumption or consumed within the regulatory approved time. Examples are hot and cold-plated items, sandwiches, etc. sold to individuals or other businesses. Food Trucks, Caterers, Popups, Bakers, and Festival Vendors are the main patrons of Commercial Kitchens Incubators.

During the creation of the Needs Assessment Report, we engaged seventeen food and beverage companies (two were previous Edible Enterprises tenants) and partners to determine regional needs for a food and beverage incubator. Engagement included meetings, Zoom/phone conversations, and email correspondence. See Exhibit 1 Food & Beverage Incubator - List of Interviewees on page 17. We also researched five (5) food incubators, four are associated with universities and one, Edible Enterprises, is associated with St. Charles Parish Economic Development. See Exhibit 2 Research of other incubators on page 18. During this Recommendations Phase, we used information from the Needs Assessment Report and other expertise including information from other food incubator programs to develop the recommendations.

Recommendations

Even though there appears to be a need for both types of food incubators. The greater need is

for I. Food Manufacturing Facility. Reasoning for ranking the Food Manufacturing Facility first include:

1. Greater potential economic impact. The Food Manufacturing Facility will create products to be sold in grocery stores, online, and to foodservice distributors selling to restaurants and other food establishments. These sales should generate sales tax and lead to increased profit and employment in the various distribution channels.
2. A need exists for a Food Manufacturing Facility.
 - a. Edible Enterprises Food Manufacturing Facility in Norco which was destroyed in Hurricane Ida had had sixteen tenants that used the facility in Norco.
 - b. LSU Ag Center Foodii in Baton Rouge is at capacity and has a waiting list.
 - c. Interviewees reported at least 5 to 10 Food Manufacturers would use a new facility in the New Orleans area giving a potential market of over 20 tenants.
3. Consistent revenue stream. Food Manufacturing Facilities have regular customers with production dates scheduled in advance which leads to a more assured revenue stream for the facility. The facility can generate additional usage fees by renting to other customers that will use the space less often than the regulars, but ideally will grow to be a regular customer for the facility.
4. Cold storage space can be rented on daily and weekly basis to other food manufacturers that overflow their own storage space in a short-term need such as caterers with big events or other food businesses expanding their sales before they can expand their storage capacity.
5. Availability of land. JEDCO has land near its office in Churchill Park that can be utilized for the facility.
6. Churchill Park was well received by interviewees as a location for a Food Manufacturing Facility.
7. The more land means more facility space to serve tenants and allow extra space for cold and dry storage inside the building and possible external overflow storage.

The reasoning for ranking II Commercial Kitchens Incubator for Foodservice second:

While there are many potential customers for Commercial Kitchen Incubators for Foodservice, their facility usage depends on serving their customers which can be sporadic. While some food trucks work every day serving various businesses across the area, some do mostly festivals and fairs which would not lead to consistent customers for the facility.

In general, the progression of food entrepreneurs tends to follow these stages:

- a. The entrepreneur develops a food product that can be made in small amounts in a home kitchen or with borrowed time in a commercial kitchen and sells the product at local fairs and festivals.
- b. The entrepreneur then needs a Commercial Kitchens Incubator for Foodservice to produce larger volumes to sell through a food truck, catering, festivals, and more.
- c. The entrepreneur often aspires to bottle a sauce, seasoning blend, baked goods, etc. to add to their income streams and promote their business. Their customers like to purchase their products for home use. They look for an FDA approved Food Manufacturing Facility. This is for Shelf-Stable Low-Risk non-protein-based products. There they usually manufacture enough products to get into a local chain such as Rouse's Grocery Store and retail sources.

- d. As the entrepreneur's product's popularity grows over time, they outgrow the facility progress to co-packers which are commercial food manufacturing facilities with product runs in multi-pallet loads.

By creating a Food Manufacturing Facility JEDCO and GNO, Inc would provide needed resource to help propel food manufacturing entrepreneurs into larger and more successful businesses that could move to co-packers or their own manufacturing facility.

Ownership

We recommend an economic development entity develop the facility due to the capital investment needed to create the facility. Reasoning includes:

- Of the five incubators we reviewed, four are affiliated with universities and one is affiliated with St. Charles Parish (Edible Enterprises),
- Ability to apply for grants that are not available to for-profit entities,
- Ability to focus on nurturing budding food manufacturing businesses by having reasonable pricing levels easily affordable to them.

Management Structure

We recommend an on-site manager with an administrative assistant to manage the facility. The manager could report to the appropriate economic development agency in the parish where domiciled. This structure allows the economic development agency to create a constructive collaboration with other economic development agencies and local business technical assistance providers to support the budding food manufacturing entrepreneurs.

Funding Needs and Resources

The funding needed to build an incubator kitchen would be between \$3.8 million and \$7.5 million depending on issues such as: location, type of base soil, type of building shell, type of kitchen equipment installed, etc. Resources to fund the project will probably come from Federal Economic Development funds or other grants. The project's ability to positively impact the entrepreneurial environment of Southeast Louisiana for years to come will be reflected in the number of new food manufacturing businesses able to start and grow utilizing the resources of the incubator.

Storage

The storage space should be three (3) times the size of the kitchen space. Reasoning:

- Research of incubator kitchens found one in Kansas City, KS with an 800 sq. ft. kitchen and 5500 sq. ft. storage (storage space there is 6.9 times kitchen space)
- Comments from interviewees mentioned a lack of cold storage space in the area.
- One food manufacturer pays \$200 per month for two (2) pallets of storage.
- One interviewee mentioned that some retail food vendors must rent cold storage space for special events.
- Renting storage space for short-term needs would be an additional revenue stream and build goodwill with other food companies in the area.

Kitchen design considerations:

- The office should be adjacent to the loading dock for control of receiving and shipping operations.
- A second door between the loading dock and kitchen is required to ensure no outside pests can get into the kitchen area.
- Air curtains are required on all loading dock doors and the second door into the kitchen area.
- The floor plan should reduce and/or eliminate 90 degree turns between kitchen doors, the loading docks, and the dry storage & the cold storage units.
- Halls should be wide enough to allow both forklifts or pallet jacks to maneuver into the storage areas and kitchens.
- See Exhibit 3 Building Floor Plans (on page 22) for Breakdown of Edible Enterprises square feet and two possible concepts for the building layout.

The rest of the report will provide the information for each type of incubator separately.

I. Food Manufacturing Facility Incubator

A need exists for a Food Manufacturing Facility Incubator in the New Orleans area. This would be similar to the Edible Enterprises incubator in Norco, LA that was destroyed by Hurricane Ida in August 2021. Main reasons the need exists:

1. Edible Enterprises had sixteen tenants that used the facility in Norco.
2. LSU Ag Center Foodii in Baton Rouge is at capacity and have a waiting list.
3. Interviewees reported at least 5 to 10 Food Manufacturers would use a new facility in the New Orleans area giving a potential market of over 20 tenants.

Food Manufacturing Facility Incubators are approved by the Federal Food and Drug Administration (FDA) and State of Louisiana Department of Health and Hospitals for Production of Low-Risk Food Production for a shelf-stable environment which includes items such as seasoning mixes, baked goods such as pralines, soups, dips, and sauces to be sold to Retail and Wholesale distributors to grocery stores, restaurants, other food establishments, and online.

Size of Facility

The size of should contain three kitchens plus other production rooms, dry storage, refrigeration and freezer walk-ins, a loading dock, offices, a classroom, and an entrance for 15,000 sq ft total. Three kitchens of 1,000 sq ft each. The office should be adjacent to the loading dock for control of receiving and shipping operations. Space estimates (taken from Edible Enterprises floor plan) Kitchens 3 @ 1,000 sq ft each = 3,000 sq ft
Reception & 3 offices, Show kitchen / Breakroom, Computer / Copy room = 946 sq ft
Training room = 536 sq ft
Restrooms = 920 sq ft
Storage (3 times kitchen space) = 9,000
Total 14,402 sq ft. (Before adding loading dock and halls)

Ideal Locations

Churchill Technology and Business Park would be a prime candidate for the Food Manufacturing Facility Incubator due to the available land. Tenants of the Food Manufacturing Facility Incubator use the space for large runs of product that are not intended for immediate consumption. Therefore, would not need to be close to end customers like the Food Trucks, Caterers, etc. need to be. Another good candidate location for the Food Manufacturing Facility Incubator at the Holy Cross College in Algiers because their food scientist program lead by Dr. Darryl Holliday. This could be a beneficial resource to the incubator. Consideration must be given to the future growth of the facility for more space for services.

Licensing

Food Manufacturing Facility Incubator itself needs to be approved by the Louisiana Dept. of Health and Hospitals, FDA division. Each tenant also must be approved by an inspection by the same LDHH / FDA division. The inspection covers the tenant's ServSafe certification, the shelf stable food scientist's testing report, and other regulatory requirements for the food labels

(including nutrition label, expiration label, barcodes, etc.). The facility will also be subject to the host parish's business license, occupational license rules, and taxes.

FF&E for Food Manufacturing Facility Incubator

Recommended 3 Kitchens- 3 for full-time rental tenants. Focus of #1 and #2 Kitchens- General food manufacturing kitchen equipment and #3 Kitchen for the General food manufacturing with the additional equipment for Bakery items. (Baking often takes more time, requires a controlled cold and low humidity environment, and be separate from smells from foods such as vegetable that could be absorbed in the baked goods.)

General Equipment Needed per Kitchen:

1. Hand wash sinks - at every door and close to the cooking area -inspection requirement
2. Three-compartment sink - inspection requirement
3. Grease Trap - inspection requirement
4. Hood System - inspection requirement
5. Mop sink - inspection requirement
6. Commercial Dishwasher for bottles -inspection requirement
7. Waste Disposal - each kitchen needs trash cans with lids -inspection requirement
8. Dock for Receiving and Distribution with Two overhead doors and Bug Air Curtains
9. Forklift
10. Pallet Jack & Pallet Lift for Van Heights and 18-wheeler heights

Responses: Equipment Request

11. Commercial NSF-Certified Equipment for a Foodservice Space, not household items
12. Shelves above or close to work areas
13. 6 to 8 Burner Range
14. Flat-top grill
15. 1 Microwave
16. 2 Convection Oven
17. 100-Gallon Steam Jacket Kettles with auger bit at the bottom
18. 300-Gallon Kettle to a Packing Machine Food Processors
19. 1 Tilt Skillet
20. Buffalo Chopper
21. Have Refrigerator space near where working for use while cooking
22. Food Processor
23. Dicing Machine for chicken and sausage
24. A stainless-steel slicing machine
25. Portion Scale
26. Stainless Steel Worktables -Island and side tables
27. 3 to 5 Locked Reach in Coolers
28. Chill Blaster
29. 3 to 5 Tenant Locker for Supplies
30. 2 Speed racks and 2 rolling carts for transporting around and from the kitchen to dock
31. Food Tray sealing machine for foodservice

Additional items for the baker's kitchen in addition to the other kitchen items above

32. 2 Locked Reach in Freezer
33. Measuring Scale -Scales (small & large) Ex., for 5-gallon buckets for large batches
34. Commercial Dough Mixer

35. Blender, Hobart
36. Proofing Box
37. Marble table
38. Bread table to cut the dough for bread and other baked goods
39. Ice Cream Maker
40. Dehumidifier for the room

Walk-Ins could be in a separate area

41. Walk-In Cooler with Curtain, shelves, and pallet space
42. Walk-In Freezer with Curtain, shelves, and pallet space
43. Dry Storage

Smallware Items the tenant should provide their own

44. Cutting boards
45. Sheet Pans
46. Mixing Bowls

Chemical Storage area

47. Chemical / Cleaners supplies and storage
48. Cleaning tools- Mops, brooms, etc.

Bottling or Packaging

Filling

1. Bottle Filler - Multiple or at least 2 size-types of bottle filling machines; Method for cleaning lines after use
2. Piston filler - adjustable type;
3. Tub Fillers – for quarts or gallons

Wrapping or Sealing Bottles

4. Bottle Sealer - Shrink-wrap; Likes 16 oz Bottle Fillers; maybe get 8 oz size and 16 oz size; there are different size bottle fillers, but 16 oz is a common size among other food manufacturers.

Wrapping or Sealing Container

5. Container Sealer - Single size up to Quart size - Fill & Put the lid on it. Many manufacturers make over 4 lb. size.

Vacuum Bag Sealer

6. Vacuum bag sealer for cookies, pralines, etc.

Label

7. Label printer for labeling product in holding before next step in process

Pallets

8. Pallet Wrapper

Office space for facility manager and other administrative personnel

1. Office desk
2. Desk chair
3. Side chairs (3 or 4 for manager one or 2 for rest of staff)
4. Computer table
5. File cabinets
6. Shelves for books, binders, etc.

Office center

1. Available for tenants
2. Workstation for computer equipment
3. Wi-Fi
4. Computer
5. Printer (with codes to charge back usage to tenants)
6. Scanner
7. Copier (with codes to charge back usage to tenants)

Classroom/Meeting room

1. Meeting table for twelve (12) people
2. Meeting room chairs for fourteen (14) people for extras for instructors
3. Table/cabinet for phone with space for coffee service/drinks /snacks
4. Conference call capable telephone
5. White board
6. Projector and screen

Demo Kitchen for prepping food for product demos and staff breakroom

1. Sink
2. Refrigerator/freezer
3. Dishwasher
4. Countertops
5. Table for eating with six (6) chairs
6. Microwave for product demos

Storage Space

1. Tenants need storage space for cold storage, dry storage, chemical storage, cleaning tools (mops, brooms, etc.) and tenant owned items (pans, utensils, cutting boards, sheet pans, mixing bowls, etc.)
2. Refrigerated trucks (up to 18-wheeler size) for rent for overflow cold storage, for rent to festivals, and available for disaster relief
3. Provide refrigeration and freezer cold storage capable of storing pallets
4. Have a daily or monthly fee and for Special Event Rentals fee (ex. Jazz Fest, others) for storage. One food manufacturer reported now storing 20 pallets at a time on a regular basis. Another food manufacturer pays \$200 per month for 2 pallets worth of space. Cold storage is a big expense item for them.
5. Make sure to have a System/Alarm to track the cold storage temp and the cold chain
6. Need a type of Work In Process (WIP) storage a place hold stock between bottling and final packaging
7. Look at the ratio of cold storage to users. Never enough cold storage
8. Cold storage space rental could be an income stream for the facility and meet the needs of other food businesses in the New Orleans area

Programming

1. Contract to become a tenant

2. Food Manufacturers - DHH Contact for FDA product and tenant approval, recall procedures and regulations, Proper clothing, gloves, hair caps, climate-controlled area, etc.
3. Rules & Regulations–Orientation & ongoing updated classes
4. Handling and use of equipment
5. ServSafe Certificate Course and Exam Resources
6. Technical Assistance: Resources for startup funds needed and budget to be a tenant
7. Technical Assistance: Education, initial and ongoing, including paperwork needed to get the product to market, how to run and grow their business, hiring employees, resources for places to sell products, etc.

Technical Assistance

1. LSBDC – Business Consultant and Training
2. Mentors – LSBDC & Resources such as other incubators and food scientists
3. LSBDC Classes & resources such as SEBD Certification, QuickBooks, Marketing, Branding, Business Planning
4. Marketing – Marketing research, promoting products
5. Business Planning Assistance
6. Entrepreneur Training
 - a. Technical Assistance: Resources for calculating needed startup funds and preparing a budget to be a tenant
 - b. Technical Assistance: Education, initial and ongoing, including paperwork needed to get the product to market, how to run and grow their business, hiring employees, resources for places to sell products, etc.
7. Share training and resources between other food incubators

Other Specifications

1. 24/7 Locked Entry on facility and kitchen doors
2. Each tenant has own private code
3. Security - Surveillance cameras in all public areas including kitchens
4. Manager – on-call contact
5. Repairs and Maintenance
6. Arbitration rules when a tenant stays overtime into next tenant’s scheduled time
7. Arbitration rules when a tenant does not clean up after themselves

Other Complimentary Services

1. Marketing Strategy Plan w/ Xavier Students to promote products
2. Tenant Trade Show – Annually
3. Promote small businesses in the New Orleans Area Producing & Selling Foods across the State and Nationally
4. Ask the Louisiana Tourism Board for promotions of local food entrepreneurs making and selling foods
5. Have a mission to be a food ambassador for Louisiana. Roadshow to other places.
6. How to find food workers, maybe from culinary schools, etc.
7. Assistance to get into Kroger, etc. and stores selling Cajun sets.

II. Commercial Kitchens Incubator for Foodservice

There is a lesser need for a Commercial Kitchens Incubator for Foodservice. A Commercial Kitchens Incubator for Foodservice will utilize a business model to rent out kitchen time, equipment, and storage, with the addition of business development assistance, business counseling, and access to unique channel opportunities. Food Trucks, Caterers, Popups, Bakers, and Festival Vendors could use this shared space facility to create:

1. Hot and cold plated items sold by caterers, food trucks, and festival vendors (i.e., fried chicken, fried fish, plate lunches, sandwiches, tacos, burritos, appetizers for catered events, etc.)
2. Fresh Baked Goods (Not shelf stable)— Breads, cookies, cakes, pies, etc. to be sold by caterers, food trucks, and festival vendors
3. New Orleans cuisine such as jambalaya and gumbo for catering and for selling at festivals

There is a need for another Commercial Kitchens Incubator for Foodservice because there are currently five privately owned Commercial Kitchens in the New Orleans area that have on average about 1,000 sq ft or less kitchen space. The food vendors have been reported using restaurant kitchens during their off hours, or other kitchens such as church facilities' kitchens, or out of their homes.

Size of Facility

The facility should have space for three (3) kitchen setups plus other production rooms, dry storage, refrigeration and freezer walk-ins, a dock, offices, and a classroom, for 12,000 sq ft total.

Ideal Locations

The ideal location would be near both Orleans and Jefferson Parishes. Potential areas are on Earhart Ave near Restaurant Depot, in the Washington Avenue / Earhart corridors, or Land near Ochsner near Jefferson Highway, or On the Airline Highway / Tulane Avenue corridor would meet the criteria of easy accessibility to both Orleans and Jefferson Parishes.

Licensing

Commercial Kitchens Incubator for Foodservice needs to be approved by the Louisiana Dept. of Health and Hospitals and receive inspections by City of New Orleans Sanitarians. Each tenant needs to pass the ServSafe certification program every 5 years and register with DHH for a number and Gold Seal Certificate for the Sanitarians to inspect the Incubator and keep current. The facility's tenants could also be subject to the host parish's business license, occupational license rules, and taxes.

FF&E

Recommended 3 Kitchens- 2 for full-time rental tenants, 1 for part-time rental tenants. Focus of #1 and #2 Kitchens- General Center of the Plate equipment and of #3 Kitchen for the General Center of the Plate with the additional equipment for Bakery items.
General Equipment Needed per Kitchen:

1. Hand wash sinks - at every door and close to the cooking area -inspection requirement

2. Three-compartment sink - inspection requirement
3. Grease Trap - inspection requirement
4. Hood System - inspection requirement
5. Mop sink - inspection requirement
6. Waste Disposal - each kitchen needs trash cans with lids -inspection requirement
7. Dock for Receiving and Distribution with Two overhead doors and Bug Air Curtains
8. Forklift
9. Pallet Jack & Pallet Lift for Van Heights and 18-wheeler heights
10. Commercial NSF-Certified Equipment for a Foodservice Space, not household items
11. Shelves above or close to work areas
12. 6 to 8 Burner Range
13. Flat-top grill
14. 1 Microwave
15. 2 Convection Oven
16. Two deep fryers in each, one for vegan and one for meat
17. Electric Oil Cleaner (Note: Gus's Fryers filters oil at festivals for \$20 per fryer)
18. 100-Gallon Steam Jacket Kettles with auger bit at the bottom
19. 1 Tilt Skillet
20. Food Processor
21. Dicing Machine for chicken and sausage
22. A stainless-steel slicing machine
23. Portion Scale
24. Buffalo Chopper
25. Have Refrigerator space near working areas for use while cooking
26. Stainless Steel Worktables -Island and side tables
27. 2 Lowboys (deli workstation on top with coolers on the bottom)
28. 3 to 5 Locked Reach in Coolers
29. 3 to 5 Tenant Locker for Supplies
30. 2 Speed racks and 2 rolling push carts for transporting around and from the kitchen to the dock
31. Food Tray sealing machine for foodservice
32. Label printer

Additional items for the baker's kitchen in addition to the other kitchen items above

33. 2 Locked Reach in Freezer
 34. Measuring Scale -Scales (small & large) Ex., for 5-gallon buckets for large batches
 35. Commercial Dough Mixer
 36. Blender, Hobart
 37. Proofing Box
 38. Marble table
 39. Bread table to cut the dough for bread and other baked goods
 40. Ice Cream Maker
 41. Dehumidifier for the room
- Walk-Ins could be in a separate area**
41. Walk-In Cooler with Curtain, shelves, and pallet space
 42. Walk-In Freezer with Curtain, shelves, and pallet space
 43. Dry Storage

Smallware Items the tenant should provide their own

44. Hotboxes to borrow
45. Cutting boards
46. Sheet Pans
47. Mixing Bowls

Chemical Storage area

48. Chemical / Cleaners supplies and storage
49. Cleaning tools- Mops, brooms, etc.

Office space for facility manager and other administrative personnel

1. Office desk
 2. Desk chair
 3. Side chairs (3 – 4)
 4. Computer table
 5. File cabinets
 6. Shelves for books, binders, etc.
-
1. Available for tenants
 2. Workstation for computer equipment
 3. Wi-Fi
 4. Computer
 5. Printer (with codes to charge back usage to tenants)
 6. Scanner
 7. Copier (with codes to charge back usage to tenants)

Office center**Classroom / Meeting room**

1. Meeting table for twelve (12) people
2. Meeting room chairs for fourteen (14) people (extras for instructors)
3. Table / cabinet for phone with space for coffee service / drinks / snacks
4. Conference call capable telephone
5. White board
6. Projector and screen

Demo Kitchen for prepping food for product demos and staff breakroom

1. Sink
2. Refrigerator/freezer
3. Dishwasher
4. Countertops
5. Table for eating with six (6) chairs
6. Microwave for product demos

Storage Space

Storage space needed for

1. Cold storage

2. Dry storage
3. Chemical storage
4. Cleaning tools (mops, brooms, etc.)
5. Tenant owned items (pans, utensils, cutting boards, sheet Pans, mixing bowls, etc.)
6. Extra cold storage for rent to other food businesses in the New Orleans area
7. Refrigerated trucks (up to 18-wheeler size) for rent for overflow cold storage, for rent to festivals, and available for disaster relief

Parking for Food Trucks of tenants at Commercial Kitchen Incubator

Provide secure parking for food trucks used by tenants for a parking fee (of at least \$170 / Month).

1. Have a daily or monthly fee for tenants and for Special Event Rentals fee (ex. Jazz Fest, others)
2. Hook-ups will be provided for Food Trucks including:
 - a. Electricity for refrigerators on the food trucks (110 V and 220 V outlets at each parking place)
 - b. Potable Water to refill food trucks
 - c. Waste-water disposal from food trucks on site
 - d. Recycle drums to recycle cooking grease
3. Wider gates and wide turns because food trucks are big, slow, and hard to navigate in tight gates and tight turns
4. Shallow pitch-up on any Driveway
5. Gated and Secured Parking Areas
6. Twice the number of food truck parking than kitchen space usage for parking space rentals
7. Space for food truck owners to park personal vehicles while out with food truck or prepping food

Programming

1. Contract to become a tenant
2. Food Manufacturers - DHH Contact for FDA product and tenant approval, recall procedures and regulations, Proper clothing, gloves, climate-controlled area, etc.
3. Rules & Regulations–Orientation & ongoing updated classes
4. Handling and use of equipment
5. ServSafe Certificate Resources
6. Technical Assistance: Resources for startup calculating needed startup funds and preparing a budget to be a tenant
7. Technical Assistance: Education, initial and ongoing, including paperwork needed to get the product to market, how to run and grow their business, hiring employees, resources for places to sell products, etc.

Technical Assistance

1. LSBDC – Business Consultant and Training
2. Mentors – LSBDC & Resources Other incubators, food scientists
3. LSBDC Classes & resources-SEBD Certified, QuickBooks, Marketing, Branding, Business Planning

4. Marketing – Marketing research, promoting products
5. Business Planning Assistance
6. Entrepreneur Training (See #6 & #7 above in programming)
7. Share training and resources between other food incubators

Other Specifications

1. 24/7 Locked Entry on facility and kitchen doors
2. Each tenant has own private code
3. Security - Surveillance cameras in all public areas including kitchens
4. Manager – on-call contact
5. Repairs and Maintenance
6. Arbitration rules when a tenant stays overtime into the next tenant's scheduled time
7. Arbitration rules when a tenant does not clean up after themselves

Other Complimentary Services

1. Marketing Strategy Plan w/ Xavier Students to promote products
2. Tenant Trade Show – Annually
3. Promote across the State and Nationally, small businesses in the New Orleans Area
Producing & Selling Foods

Exhibits

Exhibit 1 Food & Beverage Incubator - List of Interviewees

EE = Edible Enterprises

Supporters

1. Corey Faucheux – St. Charles Parish Econ. Development - Managed EE – Food Manufacturing Incubator
2. Mark Quinn – Xavier University – Made Proposal for EE in the past and is interested in managing the New Facility Education

Foodservice Incubator Facilities

1. Eric Rothschild – Trap Kitchen – Food Commissary / Incubator Kitchen
2. Sinnidra Taylor – Codey’s NOLA – Shared Commercial Kitchen

Indirect – Use Co-packers or have created their own facility

1. Kristen Preau Moore – Cook Me Something Mister, LLC dba Jambalaya Girl – Jambalaya & Gumbo Mixes using a co-packer
2. Was an EE Tenant- Jacques Le Ruth – Le Ruth’s Gourmet Foods – Soups using a co-packer
3. Was an EE Tenant- Lauren Myerscough & Max Messier – Cocktail and Sons, Inc. – Cocktail & Sauce Manufacturer

Direct - Food Manufacturing Facility – Potential Users

1. Conrad Chura – Wakin Bakin, LLC – Restaurant – Bacon Grease and Biscuit Gravy
2. David Hargrove – 2 Brothers 1 Love, LLC – Pepper Sauce Manufacturer
3. Lilian Lombera – Carina – Caterer Then Sell Sauces / Dips
4. Effie Richardson – Dakar NOLA – Bottled Teas

Direct - Foodservice Facility – Potential Users

1. Betty Brock – Amore de Café of New Orleans – Caterer
2. Keishia Deverney – Element 2 Beverage Company
3. Kaitlin Guerin – Lagniappe Baking Co, LLC – Baked Goods
4. Rebecca Hollingsworth – Bonafried – Food Truck
5. Dwynasha Lavigne – Delightful Roux School of Cooking- Cooking School/ Caterer
6. Leslie Turner – Dirty Dishes LLC – Food Truck

Exhibit 2 Research of other incubators:

Summaries:

1 Edible Enterprises Summary

- Building destroyed in Hurricane Ida in 2021
- Three (3) government approved shared-use commercial kitchens available 24-7.
- Technical assistance for tenants offered through NOFFN (New Orleans Food & Farm Network – part of Propeller). Technical assistance services provided included contact information for registering business with state, registering with parish, list of required food processing training, list of required insurance.
- Tenants were responsible for all interactions with the various providers necessary to operate a legitimate food manufacturing business including LA Dept of Health & Hospitals and food scientists to provide information for food labels that needed approval by LA Dept of Health & Hospitals. Tenants responsible for getting food label information from food scientists.
- Edible Enterprises had three (3) kitchens at 1,000 sq ft each for total of 3,000 sq ft.
- Edible Enterprises had two (2) storage rooms for a total of 2,700 sq ft. Note that Edible converted a 1,000 sq ft storage room into the third kitchen.

2 LSU AgCenter Food Innovation Institute, FOODii Summary

https://www.lsuagcenter.com/portals/our_offices/departments/food-science/extension_outreach/incubator (Information from FOODii web site)

The LSU AgCenter Food Innovation Institute, FOODii, is a resource center where:

- Entrepreneurs can start a food business,
- Process foods,
- Receive technical and marketing assistance,
- Benefit from expert advice and research on food safety and food sustainability.

We have between 15-20 tenants at any time. New tenants are accepted on a rolling basis as space allows.

We provide a fully equipped, licensed, and affordable place for emerging food entrepreneurs to start and grow their businesses. Our staff provides evidence-based assistance on all aspects of production, including ingredient sourcing, production, packaging, and marketing. We work closely with the School of Nutrition and Food Science, which provides expertise in a variety of areas, including food safety, microbiology, and sensory analysis.

Tenants at the LSU AgCenter FOODii, have access to:

- Commercial kitchen for hourly rental
- Dry, cold, and pallet storage
- Specialized processing equipment on an individual evaluation
- Analytical and Testing services
- Shelf-life studies
- Nutritional panels
- Also accept special consulting projects such as all-natural formulations, improving flavor profiles, and extending shelf life.

Areas of Focus:

- Producing: Food Product Development
- Promoting: Marketing Products and Services
- Educational programs and training for budding entrepreneurs, existing food companies and students on product marketing, better business practices, point of sale practices and how to start a food business.
- Protecting: Food Safety and Security

Application Process

Email to get more information about the next quarterly informational presentation. Applicants will be asked to fill out our short business plan form and a cash flow analysis form. A \$100 non-refundable administration fee is required to hold your spot with the incubator and begin the process of setting up your business. There is a \$200 application fee once you are ready to become a tenant and start producing.

Costs Involved

- It costs approximately \$1,500 for fees, insurance, and permits to get started in the food business.
- In addition to the administration and application fees, tenants pay an hourly kitchen rental fee and monthly storage fees.
- Additional projects and consulting fees are negotiated based on individual project needs.

Services Provided

- Shared-Use Processing Area/Kitchen and a Resource Center for assistance in starting a new food business.
- Sensory Services Lab for consultation, services, and education to food and non-food industries both nationally and internationally.
- Marketing materials assistance includes graphic design and food photo service for marketing materials (labels, shale sheets, banners, recipe cards, ...).
- Microbiology Laboratory conducts analysis of finished products, raw materials, and environmental areas for routine required testing, and assists in the training of clients regarding sanitary practices.
- Analytical Laboratory performs routine food chemistry testing, including analysis for pH, titratable acidity, salt content, solids content, brix, colorimetry, and other methods deemed helpful to clients.
- The Training and Education Conference Room area will be equipped with internet capabilities and a conference room for meetings and is available for our food tenants' use.
- Administrative Support Area and Client and Staff Offices provide office areas with furniture and internet access that are rented inexpensively to clients. This way, clients have the option to move both their processing and administrative functions into the center's facility if desired.

3 The Food Processing Center, University of Nebraska-Lincoln Summary

The National Food Entrepreneur Program offers these Service Areas provided by the university:

- Analytical Food Chemistry Lab

- Applied Research & Engineering
- Labeling & Regulatory Compliance
- Laboratory Services
- Pilot Plants
- Product & Process Development
- Professional Development Opportunities
- Sensory Analysis Laboratory

Their National Food Entrepreneur Program provides training and one-on-one consulting with new or potential food entrepreneurs. They provide:

- Understanding the basics of creating a food business via a one-day seminar,
- Help (individual consulting) to navigate every step of the way in launching the business by providing comprehensive individualized step-by-step assistance tailored to an individual's specific business venture
- All services can be provided long-distance meaning you never need to come to our location
- They will also contract with local economic development organizations and agencies to provide the program to their entrepreneurs.

4 Lincoln University, Missouri at Jefferson City MO Food Safety and Culinary Incubator Summary

The Lincoln University Culinary Incubator

- Targets new and existing food entrepreneurs who are unable to afford the equipment and facilities needed to expand their business,
- Is for small farmers, producers, entrepreneurs, and processors to develop new value-added and other food products in a compliant facility without the investment of a commercial kitchen,
- Examples of Culinary Incubator uses include canning, processing small batches (salsa, pickles, jams) cottage foods, holiday cookies, value-added products, catering, making large quantities for home consumption, baking, special events, and more.
- Three levels of membership
 - Small farmers, growers, processors, and new entrepreneurs can join as Members
 - Anyone else can join as an Associate member
 - Anyone planning on using the facility six (6) or less times can join as an Occasional member
- Membership includes some food safety training and regular consulting services, Associates do not receive training
- Both memberships include advice and guidance to help the food entrepreneur

5 The Milam Street Kitchen Incubator & Community Kitchen of the Southern University at Shreveport Summary

Their Kitchen Incubator:

- Functions as a business incubator, training center, and community space, all focused on culinary industries and health,
- They nurture small catering and culinary businesses which ultimately will lead to new restaurant and Catering start-ups, Bakeries, and Food Trucks,
- The businesses will generate sufficient income to be sustainable over time once they graduate from the program,
- MS KICK is more than a shared kitchen space, it is a culinary business program implemented to help entrepreneurs advance their businesses to the next level,
- The program is available to those who qualify and to start the process prospective tenants must follow their intake process
- Intake Process requires the Intake Form and has over 15 steps/data requirements

Exhibit 3 Building Floor Plans

Breakdown of Edible Enterprises square feet and two possible concepts for building layouts

Edible Enterprises approximate square footage breakdown

Kitchens 3 @ 1,000 sq ft each = 3,000 sq ft

Reception and 5 offices = 946 sq ft

Training room = 536 sq ft

Restrooms = 920 sq ft

Halls passing kitchens to restrooms = 1,106 sq ft

Halls to offices = 252 sq ft

Storage room 116 = 1898 sq ft

Storage room 121 = 805 sq ft

Storage total = 2,703 sq ft

Computed Total = 10,492 sq ft

Note that the building is not square. Square building space is 136' 6" X 72' 6" = 9,896 sq ft

The extra space is 11'4" X 20' = 228 sq ft

Total = 10,124 sq ft

The difference of 368 sq ft can be accounted for by wall thicknesses not counted around halls/offices.

Edible Enterprises started with two (2) 1,000 sq ft kitchens and approximately 3,700 sq ft of storage. To facilitate the kombucha manufacturing, 1,000 sq ft of storage was converted into a third kitchen leaving 2,703 sq ft of storage.

Facility Design Considerations from Edible Enterprises:

- Layout Needed Storage Space during the design phase for accessibility to kitchens.
- They considered Shipping Containers for Additional Storage
- They did convert Dry Storage to Cold Storage
- Needed additional Dry Goods storage and Kitchen Equipment Storage
- Had two kitchens and then converted storage space for a Kombucha bottling line so ended with 2 and a half kitchens

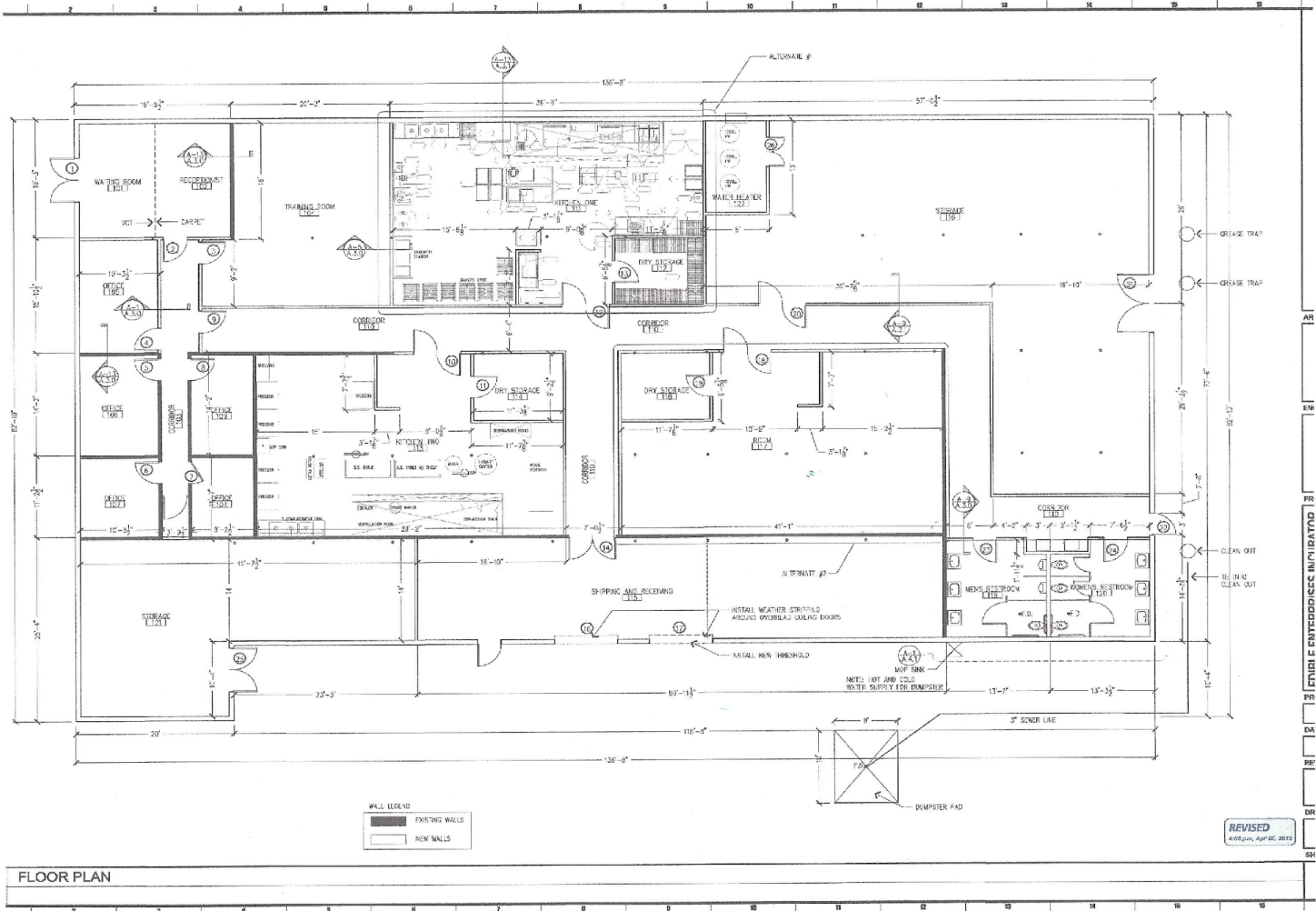
Storage considerations from interviewees:

- One food manufacturer uses 20 pallets at a time on a regular basis. Suggested maybe having containers with refrigerators for extra cold storage. Fresh Food Factor can barely do it. Chisesi is their current cold storage option
- Have a system/alarm to track the storage temp and the Cold Chain
- Another food manufacturer pays \$200 per month for 2 pallets worth of space. Cold storage is a big cost item for them

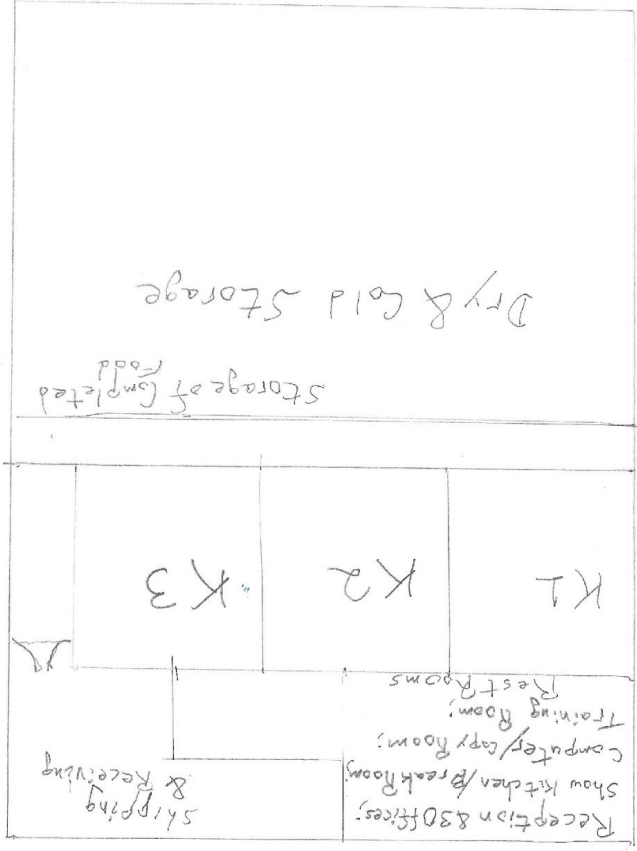
Note: Food Truck Kitchen, Kansas City, KS has 800 sq ft kitchen and 5,550 sq ft storage (almost 7 times more storage than the kitchen).

[https://agriculture.ks.gov/docs/default-source/ag-marketing/incubator-kitchen--vertical.pdf?sfvrsn=8](https://agriculture.ks.gov/docs/default-source/ag-marketing/incubator-kitchen-vertical.pdf?sfvrsn=8)

Edible Enterprises floor plan



Possible concept building layout option 1



Possible concept building layout Option 2

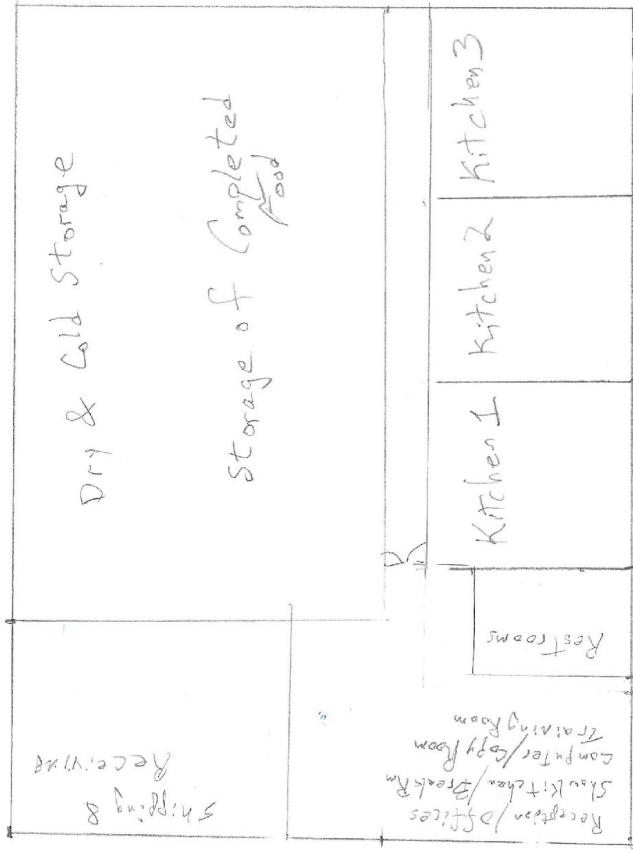


Exhibit 4 Food & Beverage Incubator - List of Interviewees with comments

EE = Edible Enterprises

Supporters

- Corey Faucheux – St. Charles Parish Econ. Development - Managed EE – Food Manufacturing Incubator
 - Edible Enterprises saw a demand for a space for Caterers & Food Trucks. But they did not fit the EE plan, Edible was designed for food manufacturing only.
 - Saw a demand for River Parishes for commercial kitchens for food services to serve the plants.
 - Most of the EE Tenants came from NOLA and Jefferson with a few from North Shore
 - The tenants got used to the trip. Said was 30 minutes or less.
 - Had a challenge to get Inspectors to come out to perform the required inspections timely
 - He is working with a landowner in St. Charles Parish for a food truck venue. Where food trucks can congregate to sell to customers.
 - Facility Design considerations:
 - i. Layout Needed Storage Space during the design phase for accessibility to kitchens.
 - ii. They considered Shipping Containers for Additional Storage
 - iii. They did convert Dry Storage to Cold Storage
 - iv. Needed additional Dry Goods storage and Kitchen Equipment
 - v. Had two kitchens and then converted storage space for a Kombucha bottling line so ended with 2 and a half kitchens
- Mark Quinn – Xavier University – Made a Proposal for EE in the past and is interested in managing the New Facility Education
 - a. Tenants can come from anywhere to use the facility.

Foodservice Incubator Facilities

- Eric Rothschild – Trap Kitchen – Food Commissary / Incubator Kitchen
 - No additional comments
- Sinnidra Taylor – Codey’s NOLA – Shared Commercial Kitchen
 - Many types of incubators in Southeast LA, not all for food.
 - A pipeline of incubators could help entrepreneurs with some of the services the incubators do not provide.
 - A lot of Technical Assistance providers are not fully provided for everyone. Talked about business incubators at first, not just kitchens. Here business needs are not structured in how the TA (Technical Assistance) incubators’ services are provided. SBDC is the only TA that supports her through the whole business creation process.
 - The general start-up checklists from government entities do not always address a start-up’s entire universe of business issues. Such as ad valorem taxes on equipment in her kitchen.
 - Consider starting an accountability Master Mind for similar small businesses.
 - Stages of food incubator customers:
 - Pre-incubator – Cook at home to sell at Farmer’s Markets to get recipes right
 - Commercial Kitchen

- FDA for local grocery customers
- USDA for crossing state lines and for proteins.
- Tell new food businesses the types of insurance they will need such as general liability and workers' compensation insurance (LRA offers workers comp for businesses)
- Retail Grocers Assn – Tell them about the levels of food manufacturing so they can help their members be legal. Consumer Packaged Goods programming at stores.

Indirect – Use Co-packers or have created their own facility

- Kristen Preau Moore – Cook Me Something Mister, LLC dba Jambalaya Girl – Jambalaya & Gumbo Mixes using a co-packer
 - Food Services need shorter runs while Food Manufacturers make Pallet Loads
 - Need enough space to make two pop-up tents worth of product
 - Uses 20 pallets at a time on a regular basis. Maybe have containers with refers for extra cold storage. Fresh Food Factor can barely do it. Chisesi is their current cold storage option.
 - Have a system/alarm to track the storage temp and the Cold Chain
 - Class to Teach people new to the business how to work it. (1) Product development stages, (2) Minimum runs (both initial and ongoing)
 - Teach understanding of the levels of entry for the business.
 - Quickly get tenants beyond idea time to become profitable and not waste their time and money
 - Good estimate of potential sales and profits from their product idea.
 - Take their business seriously so it can grow beyond just a mom-and-pop home kitchen business
 - Look at other cities with Food Manufacturing Incubators for ideas
 - Possible resources: New Orleans Food and Beverage and the Amazon facility in Baton Rouge

- Was an EE Tenant- Jacques Le Ruth – Le Ruth’s Gourmet Foods – Soups using a co-packer
 - No additional comments
- Was an EE Tenant- Lauren Myerscough & Max Messier – Cocktail and Sons, Inc. –Cocktail & Sauce Manufacturer
 - Need processing facilities for small farmers
 - Especially Acadian parishes with sausages, etc. Need slaughterhouse for farmers’ animals
 - Need a place to graduate stock from bottling to final packaging. A type of Work In Process (WIP) storage

Direct - Food Manufacturing Facility – Potential Users

- Conrad Chura – Wakin Bakin, LLC – Restaurant – Bacon Grease and Biscuit Gravy
 - No additional comments
- David Hargrove – 2 Brothers 1 Love, LLC – Pepper Sauce Manufacturer
 - Good Scheduling is vital especially if someone cancels and the slot then goes unused. Maybe some type of on-line calendar or special scheduling software.

- Lillian Lombera – Carina – Caterer Then Sell Sauces / Dips
 - No additional comments
- Effie Richardson – Dakar NOLA – Bottled Teas
 - Newer food sellers cannot afford the overhead of their own commercial kitchen.
 - What are the lease terms for membership?
 - The Baton Rouge food manufacturing incubator is too far away.
- Direct - Foodservice Facility – Potential Users**
- Betty Brock – Amore de Café of New Orleans – Caterer
 - Uses personal truck
 - Gated & secured parking area is important
- Keishia Deverney – Element 2 Beverage Company
 - LSU Incubator is too far.
 - Need facility where can actually bottle drinks, current place now has 60,000 bottles minimum run
 - Heard of people operating out of their homes
 - Need a recall process
- Kaitlin Guerin – Lagniappe Baking Co, LLC – Baked Goods
 - Keep the kitchen cool! Ex. The chocolate room needs to be at 66 degrees F.
 - B. Wyatt teaches at Delgado and at the SoFAB Museum. She will ask her to participate
 - Two setups of three-compartment sink
 - Would travel within 20 minutes’ drive of location. Can get anywhere in the city in 20 minutes.
- Rebecca Hollingsworth – Bonafried – Food Truck
 - Tiered system for people who use less than a full shift
- Dwynessa Lavigne – Delightful Roux School of Cooking- Cooking School / Caterer
 - Access by key card or code
 - 3 Kitchen Setups for best benefit – Move people in more often, one for regular tenants and two for occasional tenants.
 - Interview process to get started
 - What if someone stays overtime & interferes with the next customer (tenant)?
 - Arbitration process between customers
 - Schedule should be online or have someone to phone to schedule
 - Some tenants schedule a year in advance, BUT some only can schedule when they get the gig 2 or 3 weeks in advance.
 - A travel company booked her space starting in May 2021 and by Nov 2021 they contracted for 2022. Now they book each year for May to November in advance.
 - Her sister was an EE tenant and manufactures pralines. She now has a store front.
 - Some TV shows looking for cooking spaces for 1 week at a time, Ex. Emeril.

- Beneficial for younger / smaller businesses to see older / more experienced businesses in operation. Ex. Some smaller people don't know the rules, ex. Insurance, paying employees, taxes, etc.
- Leslie Turner – Dirty Dishes LLC – Food Truck
 - Borrowing space can get crazy, not having a set space to see what inventory you have such as dry goods. Now inventory is spread around and have to haul to the borrowed kitchen.
 - Designated space and time slot would be best.
 - Big need is Walk-in refrigeration to house stuff. Walk-in allows better utilization of space than several smaller fridges.
 - Noted many food trucks are using a friend's restaurant, but coordination is difficult. If a food truck has an opportunity outside of normal routine and needs more time, could be hard to access the restaurant's kitchen during their normal business hours.
 - Few commissary kitchens are available.
 - Noted some food trucks don't know all the rules, especially about borrowed spaces.
 - Some now make some food on the truck but need a fixed (permanent) space.
 - Food Manufacturing
 - Would like to bottle a product but does not know where to do it.
 - Sees food truck operators moving to create food products to sell on store shelves.
 - Don't know of USDA needs in the food truck community.
 - Bakers need a space also. Knows some bakers in the community.
 - Note: People need to hear that just because you can cook a tasty meal, you may not be ready to open a restaurant.
 - People need to know about business in general (bookkeeping, inventory, the non-cooking things that need to happen to make the business work). Being a dreamer is not enough to start/run a business.
 - Now pays \$170 to park their food truck. Everyone has to pay to store their truck now, it is a cost of doing business.
 - NEED the ability to plug in Food Truck to electricity when is parked is very important. Will not park anywhere with no electricity to keep on-board refrigerators running.
 - Note parking spots will need multiple plugs. Her food truck uses a four-prong plug (it may be a 220-volt system).
 - Food truck drivers avoid driving on the interstate due to high speed or on bridges in high wind.

Attachment 1 Food & Beverage Incubator Task 2 Needs Assessment Report
Included by reference