

**PA Keystone Kitchens Incubator Feasibility Study**  
**Statewide Survey Report**

Prepared for:

**Commonwealth Financing  
Authority/Pennsylvania Department of  
Community and Economic Development**

Contract No. C000016903

**December 31, 2006**

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## **Introduction**

The importance of value-added processing to the survival of smaller U.S. farmers has not been lost on the federal government. In 2004, USDA made \$13.2 million available in value-added producer grants to encourage such efforts. A number of forward-looking agricultural producers applied for this funding, using the support to begin producing ice cream and yogurt, bread, jams and salsa to sell directly to the consumer. The challenge that they, and others who follow them, face is that farming differs substantially from consumer goods production and sales; agricultural producers need to develop a new skill set, both in commercially producing value-added items and in creating the business structure to effectively finance, market and distribute their products. What is required in the start-up phase is access to commercial kitchens and equipment, as well as the support of individuals with food production and business management expertise, to ensure that the time and funding invested has the greatest impact.

A shared kitchen incubator is a commercial kitchen that is available to a number of farmers and entrepreneurs for them to develop a food product, introduce it to the marketplace, and grow the start-up business. While a number of communities across the nation (and in Pennsylvania) have started such ventures, few of them have been sustainable after the initial grant money is exhausted. It is the goal of the Keystone Kitchens project to assess interest in shared kitchens throughout Pennsylvania, identify communities that have the most promising combination of tenant and community support, and provide information about Best Management Practices (BMPs) of established shared kitchens, for the new Pennsylvania kitchens to adopt to strengthen the chances of success.

This Report covers the Statewide Survey Phase of a multi-phased project to determine the feasibility of specific facilities and incubator models to meet the needs of food entrepreneurs, with the “follow-on” objective being development of one or more of these facilities. The target goal is successful shared kitchen incubators – in which the expertise of existing public educational and technical assistance providers in Pennsylvania will be leveraged to create a support system for 1) farm families adding value to their commodities and 2) specialty food entrepreneurs who intend to use PA agricultural commodities.

## Methods

In the first phase of this project, which was supported by the Pennsylvania Department of Agriculture, Bureau of Market Development (1), surveys, cover letters and consent forms were prepared for public service providers and potential kitchen users. Since it was anticipated that the results of this project would be shared outside of the University, Penn State's Office for Research Protections required the participating researchers to complete human subjects research training and a content review of the survey tool before surveys, cover letters, and consent forms could be distributed. These requirements were met. The approved survey information is attached (Appendices A-E).

The Provider survey was developed to gather numbers and contact information for current and past clients of economic assistance groups and agencies who could benefit from the establishment of a shared kitchen in their community. A secondary purpose was to gauge the community group's interest in setting up and running such a facility in their area. The User survey was designed to introduce agricultural producers and food entrepreneurs to the concept of a shared kitchen, and to learn more about the prospective users' needs (i.e. equipment, business support, financial, etc.).

The authors brainstormed lists of collaborating partners (Appendix F) to assist with the survey distribution and service providers to receive the Provider survey. This survey was distributed first, as it was felt that many potential users would be identified by the responses from the Provider survey. Further, interested Providers could actually disseminate copies of the surveys to their clients, personally, increasing the likelihood of a user response. The letters, consent forms and surveys were either mailed or e-mailed to the identified parties, with follow-up phone calls or emails to encourage response.

The User surveys were made available to food entrepreneurs and farmers interested in creating value added products a number of different ways:

- Mailed or e-mailed upon request by the potential user
- Mailed or e-mailed to a potential user by referral
- Distributed to interested people at the Pennsylvania Association for Sustainable Agriculture (PASA) annual conference, Penn State's Ag Progress Days, or via collaborating partners
- Made available on Pennsylvania Women's Agricultural Network (PA-WAgN) website: <http://wagn.cas.psu.edu/>; Penn State Food Safety website: <http://foodsafety.cas.psu.edu/processor/resources.htm>; and PennTAP website: <http://www.penntap.psu.edu/default-kitchen-letter.asp>

The study was publicized to the larger community via:

- Two broadcasts from WPSU-TV *Pennsylvania Inside Out* where Host David Price interviewed the principle investigator;
- News item (with a link to the PennTAP website) in *Inside PDA*, a weekly electronic newsletter from the Pennsylvania Department of Agriculture;
- News story in *Lancaster Farming* (2).

## **Results and Discussion**

**Provider Survey Results:** A survey was distributed in paper copy and electronically to organizations that provide business or community development support (i.e., Small Business Development Centers [SBDC], Penn State Extension Educators, colleges with entrepreneurial assistance programs, chambers of commerce, Economic Development Corporations [ECD], etc). Goals of the survey were to assess the organization's interest in helping to establish, run, or provide services at a shared kitchen in their community, as well as to have them recruit respondents for the User Survey. Thirty-nine provider surveys were returned of 150 surveys distributed (26 percent return) from sites distributed across all PDA regions (illustrated in the attached map – Appendix W). All of the results can be found in Appendix G. The results are also shown by Pennsylvania Department of Agriculture service region (Appendices H-N). Of those, 34 respondents indicated a general interest in their service area for a shared kitchen and completed the survey. Further review of survey results indicated that 33 providers expressed the desire to assist their community in developing and staffing a shared kitchen. However, only 9 of these were willing to actually run the facility, which is understandable, owing to the level of responsibility that is involved.

**User Survey Results:** A second survey was distributed, in paper copy, electronically, and via web site, for farmers and food entrepreneurs to offer response about their interest in the shared kitchen concept. We received 81 completed surveys from prospective shared kitchen tenants from across the state (illustrated in the attached map – Appendix W). An accurate account of surveys distributed and percent return could not be determined because of the variety of ways the survey was made available. This small number of respondents was judged to be representative of the larger community, since the distribution across the seven Pennsylvania Department of Agriculture service regions roughly corresponded to the demographics of each region.

Results of the survey showed that there is interest across the state in the concept of a shared kitchen. Notably, in the northeast and southwest (Regions 3, 4 and 5) there were smaller numbers of responses. There is some question whether that was because of interest levels varying from region to region, or because the collaborators responsible to distribute surveys in those regions did not market the survey in the same way as it was in the rest of the state.

All of the results can be found in Appendix O. The results are also shown by Pennsylvania Department of Agriculture service region (Appendices P-V). Out of 81 respondents: 10 self-reported as caterers; 4 were identified as street-cart vendors; 53 specialty/gourmet food producers; and the rest checked that they were "other". The "other" category was further identified as follows:

- Farmer (12)
- Cheese maker (2)
- Baker (1)
- Bee keeper (1)
- Coffee shop (1)

- Consultant (1)
- Extension (1)
- Personal chef (1)
- Pizzeria, deli, bakery (1)
- Public school district (1)
- New product R&D (1)
- Special product retailer (1)

Note: respondents were able to check more than one category; therefore, the sum of the category responses is greater than the number of respondents. It is significant to note that 16 percent of respondents (13/68) self-identified in production agriculture (either farmer or bee keeper). Forty-one percent (33/48) are currently selling products. But only 26 percent (21/48) responded to the question of where and how the product is made.

Respondents were asked to designate the type of food product they were currently producing, or contemplating producing. Appendix X indicates the types of products most identified in the region (icons denote types of food that three or more producers in that region chose). All regions had respondents who wished to make acid/ acidified canned foods/beverages. Canned foods, like jams, jellies, salsas, and sauces, have long been staples of value added food producers. Bakery facilities were identified as a present or future enterprise in every region but the northwest (Region 1). There was some interest in value-added dairy in the west (Regions 1 & 4) and in south central PA (Region 6).

Much of the information gathered in the survey indicates that, while there is interest in shared kitchens, the concept is not a clear one to many entrepreneurs. This points to the need for additional information to be provided in soliciting tenants and marketing shared kitchens to the general populous. One indicator of this lack of understanding about the role of a shared kitchen in creating a commercial food product can be found in the “needed equipment” selected by would-be tenants. The most selected equipment items included common household kitchen items like: counter-space, kitchen utensils, a dishwasher, a standard range/oven, a walk-in refrigerator and a food processor, rather than more robust or specialized food production equipment. This may be because the majority of respondents have been told by inspectors that they need to have a “commercial kitchen,” but they have not visualized how the processes used will change between their family kitchen and commercial production.

Significantly smaller numbers of respondents requested more specialized or bulk processing equipment like a commercial mixer, vacuum packager or hot sealer, and steam kettles. It is notable, as well, that in several regions producers wanted to make dairy products. But, only one person indicated a need for a pasteurizer; and no one specified cheese molds, shelves for aging of cheese, or ice cream or yogurt making equipment – all standard items for the commercial production of dairy foods. Again, these facts point to a need for the education of potential shared kitchen tenants in the fundamentals of commercial food production so that they can even begin to “know what they don’t know”, and start asking the right questions.

The *part-time* usage of the kitchen seemed to be a more understandable issue for the respondents: 18 projected using the kitchen once per week (with time requirements ranging from 1 to 10 hours); 19 respondents projected using the kitchen twice per week for 2 to 20 hours; 6 indicated a need for 3 times a week (4 to 24 hours); 6 respondents noted a need 4 times a week for 1 to 30 hours; 5 respondents indicated and need of 5-6 times a week (8 to 40+ hours); and 3 indicated they would use the facility once per month for 2 to 8 hours. This type of usage information, from all entrepreneurs in a target community, will be crucial to determining if the kitchen will be used enough to be sustainable. Only 5 persons anticipated using the kitchen more than 20 hours in a week – a positive indicator of willingness to share the production space.

Table 1: *Projected Shared Kitchen Usage by Survey Respondents*

| # of Respondents | Projected Uses per Week | Projected Hours of Use (per week) |
|------------------|-------------------------|-----------------------------------|
| 18               | 1                       | 1 - 10                            |
| 19               | 2                       | 2 - 20                            |
| 6                | 3                       | 4 - 24                            |
| 6                | 4                       | 1 - 30                            |
| 5                | 5-6                     | 8 – 40+                           |
| 3                | once per month          | 2 – 8 per month                   |

When asked which segment of the day respondents would like to access a shared facility, morning use of the kitchen was most often selected, with 55 percent (N=62) specifying a preference for early hours. Only 23 percent (14/62) specified afternoon hours, with 9 percent indicating that they could be flexible about hours. Three listed specific *seasons* when they would use the kitchen.

Creating food products, without identifying a market beforehand, may lead to a wonderful *hobby*, but not likely a viable business. Target markets indicated by respondents ranged widely as indicated in Table 2.

Table 2: *Target Market Desired by Respondents*

| Type of Target Market                 | # of Respondents |
|---------------------------------------|------------------|
| Restaurants/caterers                  | 7                |
| Specialty shops                       | 6                |
| Direct sales                          | 6                |
| Farmers' cooperative/market           | 5                |
| Health food store/organic/healthy     | 5                |
| Local/urban grocery/convenience store | 13               |
| CSA/food co-op/farm stand             | 6                |
| Tourists/B&Bs/inns                    | 4                |
| Internet sales                        | 3                |
| Special events                        | 3                |
| Bakeries                              | 2                |
| Bars/clubs/taverns                    | 3                |
| Ethnic/traditional recipe cooks       | 2                |

|                                 |   |
|---------------------------------|---|
| Hikers/hunters                  | 2 |
| Professionals/morning commuters | 2 |
| Schools                         | 2 |
| Upscale vendors                 | 2 |

Additional marketing venues included: flea market; export; food outlets in PA, OH, and WV; wineries; and gift basket businesses. Additional customer descriptors for target markets focused on demographics rather than a physical location or marketing medium. Those descriptors were: home gardeners, prepared sauce consumers, males/females 35+, low income families, pet owners, produce customers, and middle/upper income.

From these findings, one may conclude that more education about determining a target market may be needed to allow kitchen tenants to explore ways to collaboratively market their products under the “umbrella” of a shared kitchen. Practical education in marketing may also be needed to help tenants understand how, and to whom, their products would be distributed, and what procedures and requirements are required for entering each type of market.

Less than half of respondents (34/81) did not have an established sales goal. This is indicative of the pre-start-up or start-up status of many respondents; at these stages, the price of goods and services is typically unknown and profitability has not yet been assessed. Just as the marketing ideas need to be refined, so this crucial financial goal needs to be determined early, a process that could be facilitated by the services available in a shared kitchen. In the wider focus of business attributes exhibited by recipients, only 14% had a written business plan (10/62).

In established shared kitchens, the storage space for dry ingredients, packaging and finished goods regularly takes at least as many square feet as the working kitchen. This factor was not recognized by the respondents, as very few of them indicated that they would need storage bins for their personal product. Most shared kitchens also supply access to office equipment, Internet, and business meeting rooms. However, only 15% (8 out of 54) anticipated needing office space in a shared kitchen facility. These facts again highlight the lack of practical business and manufacturing knowledge that many “hopeful” entrepreneurs possess. A well-run shared kitchen could help fill that knowledge gap through a series of targeted training programs that are offered on a recurring basis.

The limited responses to the equipment, storage and office specifications clearly indicate that the potential tenants have not moved beyond the basic stage of idea formulation, and are not able to fully imagine or appreciate the one-stop support that may be offered by a shared kitchen incubator. The message was clear from the survey results: the Keystone Kitchens Incubator Feasibility Study (KKIFS) team will need to provide education about *what* a shared kitchen is and what it may offer as we move into the next phase of community support to determine local feasibility.

The following table of hourly usage rates that respondents indicated they would be willing to pay illustrates most respondents did not fully understand or appreciate the value that a shared kitchen incubator might provide them.

Table 3: *Hourly Facility Usage Rate Desired by Respondents*

| # of Respondents | Hourly Usage Rate |
|------------------|-------------------|
| 3                | < \$5             |
| 10               | \$5 - \$9.99      |
| 3                | \$10 - \$14.99    |
| 7                | \$15 - \$19.99    |
| 7                | \$20 - \$24.99    |
| 2                | \$25 - \$29.99    |
| 2                | \$30 - \$34.99    |
| 1                | \$35 - \$39.99    |
| 2                | \$75              |
| 3                | \$100             |

Most of those that expressed a desire to pay less than \$10 per hour had products that can currently be made in the home legally, at least in limited quantity. This could account for their reluctance to pay more than a token amount.

Table 4: *Office Services Desired by Respondents*

| Service                            | # of Respondents |
|------------------------------------|------------------|
| Group credit card merchant account | 19               |
| Copier/FAX                         | 12               |
| Computer, printer, e-mail          | 6                |
| Telephone                          | 4                |
| Message center, receptionist       | 4                |
| Accounting/Tax preparation         | 2                |
| Conference room                    | 1                |
| Scanner                            | 1                |

There seemed to be no differentiation between production and administration for some respondents, who listed the following under *office services*:

- Advertising 1
- Marketing 1
- Graphic design for labels 1
- Packaging and shipping 2

Table 5: *Production Services Desired by Respondents*

| Service                     | # of Respondents |
|-----------------------------|------------------|
| Marketing training, support | 7                |

|                                      |   |
|--------------------------------------|---|
| Refrigerator/frozen storage          | 4 |
| Retail outlet for products           | 4 |
| All aspects of labeling              | 3 |
| Business plan development            | 3 |
| Product/process development          | 3 |
| Storage – raw and finished materials | 3 |
| Workshops/open house                 | 3 |
| Advertising                          | 2 |
| Co-packing service                   | 2 |
| Fulfillment, distribution            | 2 |
| Raw materials sources                | 2 |
| Sales support                        | 2 |
| Shipping dock                        | 2 |
| Accounting                           | 1 |
| Financial planning                   | 1 |
| Food handler certification course    | 1 |
| Labor                                | 1 |
| Legal advice                         | 1 |
| Mobile processing facility           | 1 |
| Packaging, package storage           | 1 |
| Packaging vacuum seal                | 1 |
| Place for meetings                   | 1 |
| Process, fill and label equipment    | 1 |
| Services like Cornell                | 1 |
| Shared distribution                  | 1 |
| Small business resource information  | 1 |
| Web site development                 | 1 |
| Wholesale contracts                  | 1 |

Table 6: *Business or Processing Areas Presenting the Greatest Challenge to Respondents*

| Problem Area                         | # of Respondents |
|--------------------------------------|------------------|
| Marketing                            | 19               |
| Accounting                           | 15               |
| Inexperience, not sure               | 8                |
| Decision-making, planning, action    | 4                |
| Legal, regulations, licensing        | 4                |
| Ads, promotion, getting word out     | 3                |
| Facility/equipment design            | 3                |
| Storage, dry, refrigeration, freezer | 3                |
| Aging cave for cheese                | 2                |
| Financing start-up                   | 2                |
| Finding a kitchen or co-packer       | 2                |
| Ingredient and material sources      | 2                |
| Inventory                            | 2                |

|  |   |
|--|---|
| Packaging                              | 2 |
| Trademark, patent, protection of ideas | 2 |
| Appropriate product pricing            | 1 |
| Decision & preparation                 | 1 |
| Finance                                | 1 |
| Insurance                              | 1 |
| Labor availability                     | 1 |
| Logistics/transportation               | 1 |
| Product development                    | 1 |
| Production                             | 1 |
| Record keeping                         | 1 |

Eighty-two percent (56/69) would be interested in consultation in the area causing them the most trouble.

That only one respondent indicated that they had had a problem related to insurance indicates that most of the survey participants have just begun to move from home to a community business stance. They may not have learned, yet, that it is generally very difficult to locate an insurance company that will cover food production; this makes the low incidence of this response another indicator that these are start-up, *hidden economy* businesses.

Thirty-six percent indicated that they have adequate financing. Many of these respondents were starting small and self-financing. Fifty-six percent reported that they did not have adequate financing. It may be inferred from many of their comments that they do not know how or how much to finance.

Ninety-one percent (66/72) would attend a meeting to discuss plans for a shared kitchen incubator (very positive indicator for the next phase of the project).

Forty-seven percent (28/59) responded that they have no employees. Another 39 percent (23/59) have either part-time or up to 3 employees. Only 3 respondents indicated having more than 10 employees.

Thirty nine respondents self-identified as pre-venture; 7 were in their first year; 30 reported being in business more than a year; 43 are sole proprietors; 15 have incorporated; 10 are partnerships; 1 is a cooperative; 1 is a non-profit; 35 identified themselves as retail; 9 as service; 16 as wholesalers; and 20 as manufacturers. One also indicated he/she is a farmer; one a produce grower.

## **Summary and Conclusions**

Overall, the surveys confirm an interest in setting up and using a community shared kitchen incubator that spans both rural and urban, and farmer, specialty food producer or caterer. However, there are several consistent trends in the responses that indicate that much more information will need to be given to possible shared kitchen tenants to ensure that the concept of a shared kitchen incubator is marketed properly. Such education is also needed so that feasibility studies for specific community locations will truly be indicative of the potential for sustainable operation of a shared kitchen.

Although the respondents to this survey were interested in the concept, a majority seemed to lack an accurate vision of commercial food production in a shared facility. They saw the use of such a facility as a way to conform with regulations that require, a commercial kitchen. The current vision of using such a facility did not generally exhibit the marks of a true “business venture”. Few respondents had a business plan; and only a couple saw this as a problem that they would need to rectify. This was despite the fact that almost one-third indicated that they had problems related to marketing and/or financing, problems that are often lessened by creating financial projections and a comprehensive business plan.

The fact that only one respondent was interested in help getting business insurance; should not lead the reader to assume that most others had that insurance. It is not unusual for home processors to “skip” taking care of liability – a step that will not be neglected in a shared facility in which the producer and the shared kitchen, both, will be held responsible for food safety and quality issues.

Few respondents requested use of steam kettles, bottle filling equipment, or other items that would be associated with commercial processing. Several respondents wanted the facility to provide utensils, pots and pans – the basic tools of the trade that any company might be expected to purchase to make their products. In addition, very few seemed to be concerned about having dedicated space to store raw ingredients and/or finished product. All of these areas of service and facility make up the value of a shared kitchen to the individual tenants.

Many respondents lacked an appreciation for the type of support that a shared kitchen would provide. Because of that, most respondents expressed a willingness to pay little or no money per hour to use the kitchen. Setting up a shared kitchen as a low- or no-cost service center would not serve the entrepreneur, who must ultimately move toward self-sufficiency, nor the facility, which must generate sufficient cash flow to survive.. Thus, care must be taken during local feasibility studies to make sure tht all potential tenants are on-board with the idea of paying fees that are reasonable, yet reflective of the true costs of services received.

The fact the respondents did not grasp the full implications and merits of being a tenant does not mean that the shared kitchen concept does not have merit. Instead, it indicates that those interested in this idea must be educated about the ways a shared kitchen can

benefit a business – in product development, production of food items, packaging, logistics, storage, networking/synergy, and business methods and management education. These services, *under one roof*, save significant time and money for the tenants and may greatly reduce the “learning curve” as compared to starting a business on one’s own. Therefore, it is incumbent upon the planners of potential shared kitchens to educate prospective tenants as to the value that they may expect from such a facility.

The learning that has resulted from this present study will enhance the second stage of the kitchen planning process. Specifically, it has highlighted those areas of education and “awareness building” that we will need to focus on for community and food entrepreneur buy-in, that will be essential to shared kitchen sustainability. The study will also serve as a model for community groups to use as they begin to seek tenant interest in their individual service areas.

### **References**

- (1) Grunden, L. P. 2006. PA Keystone Kitchens Incubator Feasibility Study, Phase 1 Final Report. Prepared for Bureau of Market Development Pennsylvania Department of Agriculture. Contract No. 445551.
- (2) Good, L. A. 2006. Share A Kitchen? Concept Could Add Appeal To Value-Added Marketers. “Lancaster Farming”. September 16, Page B12.

### **Acknowledgements**

The authors wish to thank all who assisted in getting the word out about the study and distributing the survey to potential responders. We especially acknowledge David McNaughton, Harrisburg Area Community College, in this effort.

The authors recognize the efforts of Don Krysakowski and Laura Tetrault, PennTAP. We appreciate Don’s assistance in creating the PA data maps; Laura’s assistance in putting the survey on the PennTAP website.

The authors also recognize the support of Luke LaBorde and Linda Moist, Penn State College of Agriculture. We appreciate their placing the survey on the Penn State Food Safety and PA-WAgN websites.

## **Appendix**

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- W.** Map of Provider and User Survey Responses by PDA Region
- X.** Map of Primary Food Interest Groups for a Kitchen Incubator by PDA Region

## **Appendix A.** Inform Consent Statement to Participants

**The Purpose.** *Keystone Kitchens Program* is a project of the Pennsylvania Technology Assistance Program (PENNTAP) and Penn State Extension, focused on determining the feasibility of setting up one or more shared kitchen incubators in the state of Pennsylvania. The purpose of the study is to explore the interest that farmer/producers and food entrepreneurs like you have in using such a facility, and the types of services and information that you would like to receive from a shared kitchen incubator.

**Benefits.** You might have a better understanding of the reasons one would use a shared kitchen/incubator by participating in the study. The questions may help you reflect on how you might benefit from becoming a tenant in, or using the services of, a shared kitchen. The questions may also help you reflect on your business experience and goals for the future.

**Survey Procedures.** All participants are asked to complete a survey that asks specific questions about their current or proposed enterprises, and the services they will need to create commercial food products. It should take 10-15 minutes to complete the survey. There are no risks in participating in this study.

Your participation is completely voluntary. You may skip any question or you may change your mind and withdraw at any time. Your name and contact information will not be sold or distributed. Only summary data (all responses of the group surveyed) will be used to gauge interest in shared kitchens. You may choose to remain anonymous as you complete the survey; simply leave the name and street address blank --- however, we do request that you complete City, County and ZIP code information so that we may accurately determine regional needs. All participants must be over 18 years of age.

Participants with questions about the rights of research participants may contact the principle investigator, Dr. Larry Grunden, PENNTAP, Penn State Harrisburg, 116 Educational Activities Building, 777 West Harrisburg Pike, Middletown, PA 17057, (717)948-6523 ([lpg11@psu.edu](mailto:lpg11@psu.edu)), co-investigator Winifred McGee, Penn State Cooperative Extension in Lebanon County (717)270-4391 ([wwm1@psu.edu](mailto:wwm1@psu.edu)), or Office for Research Protection (814)865-1775.

**Permission to Participate.** Completing and submitting the survey will be considered your permission to participate in this study. Please keep this permission form for your records.

**Appendix B.** Introduction Letter to Provider Participants

November 2005

Contact Name  
Partner Address

Dear Contact,

The PA Keystone Kitchens Incubator Study group is investigating the idea of establishing one or more shared-use commercial kitchens to create a greater link between PA agricultural production and food processing.

A shared-use commercial kitchen is a place where farmers, caterers, and producers of specialty/gourmet food items can prepare their food products in a fully licensed kitchen. The kitchen is rented out by the hour as needed at affordable rates and allows farmers to add value to their agricultural commodities, community food businesses the opportunity to expand into new lines or potential food entrepreneurs to start entirely new businesses.

We believe this to be an exciting community economic development tool. The kitchen could offer farmers and start-up businesses the opportunity to explore food production without the high cost of equipment or manufacturing space. This facility would also provide much needed technical assistance in food production as well as general business management skills. It could be an opportunity to expand existing businesses, create new ones and provide new jobs to our community.

All of these opportunities will depend on the response of potential users and the support this idea receives from the community. To that end we are asking for your help in sharing your experience on this subject by answering and returning the enclosed survey by \_\_\_\_\_. The information that you provide will aid us in developing a potential user list and a survey to assess the level of interest by this group.

Thank you for your attention and time to this matter. If you have any questions, please contact me at 717-948-6523 or [lpg11@psu.edu](mailto:lpg11@psu.edu).

Regards,

Larry Grunden

**Appendix C. Provider Survey**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey**

**Instructions:** Please circle the letter corresponding to the most appropriate response(s). If you have additional comments, please use the reverse side of the survey. If you have any questions regarding this brief survey, please call Larry Grunden at 717-948-6523.

**Privacy Statement:** All survey responses are confidential. Results will not be reported individually, but in total. However, where possible we would appreciate the names of contacts who you consider possible shared kitchen users so that we may also contact them directly with a “User” Survey.

1. What type of organization are you?
  - a. Economic Development
  - b. Technical Assistance
  - c. Lending Institution
  - d. Agricultural Agency
  - e. Private Sector
  - f. Educational Institution
  - g. Government (non regulatory)
  - h. Government (regulatory)
  
2. Would there be a general interest in your service area for a shared kitchen facility? (If Yes, proceed to question 4.; if No, thank you for your time and please return survey to Larry Grunden)
  - a. Yes
  - b. No
  
3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.)
  - a. Farmer
  - b. Specialty Food Entrepreneur
  - c. Small Food Processor
  - d. Caterer
  - e. Other \_\_\_\_\_
  
4. What type of food products would be made in this share kitchen? (Rank your top 3 choices; 1- Highest and 3- Lowest)
  - ( ) Dairy (cheese, ice cream, yogurt, etc.)
  - ( ) Jams & Jellies
  - ( ) Poultry & Meats
  - ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)

- ( ) Baked Goods
- ( ) Other \_\_\_\_\_

5. What type of services would you expect from this shared kitchen? (Circle all that apply.)

- a. Office space
- b. Office services (reception, computer, copying, faxing)
- c. Entrepreneurial business training
- d. Financing
- e. Legal
- f. Accounting
- g. Product and process development
- h. Marketing
- i. Sales
- j. Food safety and sanitation
- k. Packaging and distribution
- l. Other \_\_\_\_\_

6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.)

- a. Yes
- b. No

6B) How could your organization help? (Circle all that apply.)

- a. Financial
- b. Technical assistance
- c. Business planning and management
- d. Marketing
- e. Sales
- f. Logistics
- g. Human resources
- h. Site location
- i. Legal
- j. Other \_\_\_\_\_

7. Would your organization run a shared kitchen?

- a. Yes
- b. No

8. 8A) Do you know of any shared kitchens in your area? (If Yes, proceed to question 8B); if No, proceed to question 9.)

- a. Yes
- b. No

8B) Please identify kitchen(s) and provide contact information.



**Thank you for your cooperation.**

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**Appendix D. Introduction Letter to User Participants**

February 2006

Dear Contact,

Do you need help starting or expanding your specialty or gourmet food business? A shared-use commercial kitchen could be the answer. It is a place where farmers, caterers, and producers of specialty/gourmet food items can prepare their food products in a fully licensed kitchen. New food production businesses frequently lack the capital to get started. The ability to purchase the individual equipment required for their production needs might be feasible, but capital required to purchase a fully equipped commercial kitchen would be quite large to say the least.

A shared-use kitchen can be rented out by the hour, as needed at affordable rates and allows farmers to add value to their agricultural commodities, community food businesses the opportunity to expand into new lines or potential food entrepreneurs to start entirely new businesses.

The PA Keystone Kitchens Incubator Study group is investigating the idea of establishing one or more shared-use commercial kitchens to create a greater link between PA agricultural production and food processing.

We believe this to be an exciting community economic development tool. The kitchen could offer farmers, start-up and expanding businesses the opportunity to explore food production without the high cost of equipment or manufacturing space. This facility would also provide much needed technical assistance in food production as well as general business management skills. It could be an opportunity to expand existing businesses, create new ones and provide new jobs to our community; as these businesses graduate and become self-sustaining enterprises.

All of these opportunities will depend on the response of potential users and the support this idea receives from the community. To that end we are asking for your help in sharing your interest on this subject by first reading the Informed Permission Form (on the back of this letter), then answering and returning the enclosed survey as soon as possible. The information that you provide will aid us in understanding interest for and type facility might most appropriate for your area of the Commonwealth.

Thank you for your attention and time to this matter. If you have any questions, please contact me at 717-948-6523 or [lpg11@psu.edu](mailto:lpg11@psu.edu).

Regards,

Larry Grunden  
Sr. Food Industry Specialist

**Appendix E. User Survey**

**PA Keystone Kitchens Incubator Feasibility Study  
User Survey**

**Instructions:** Please circle the letter corresponding to the most appropriate response(s). If you have additional comments, please use the reverse side of the survey. If you have any questions regarding this brief survey, please call Larry Grunden at 717-948-6523.

**Privacy Statement:** All survey responses are confidential. Results will not be reported individually, but in total. However, where possible we would appreciate the names of contacts who you consider possible shared kitchen users so that we may also contact them directly with a “User” Survey.

1. What type of group/company are you or do you want to be?
  - a. Caterer
  - b. Church/Civic Group/School
  - c. Cart/Street Vendor
  - d. Specialty/Gourmet Food Producer (i.e., mustard, barbeque sauce, salsa, jams, sauces, baked goods, etc.)
  - e. Other \_\_\_\_\_
  
2. Product(s):  
\_\_\_\_\_
  
3. Are you currently selling a product? a. Yes                      b. No  
  
If Yes, where and how is it made? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
4. What food item(s) would you be interested in preparing?  
a. \_\_\_\_\_ d. \_\_\_\_\_  
b. \_\_\_\_\_ e. \_\_\_\_\_  
c. \_\_\_\_\_ f. \_\_\_\_\_
  
5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)
 

|                        |                         |
|------------------------|-------------------------|
| a. Standard range/oven | h. Meat slicer          |
| b. Commercial mixer    | i. Packager heat sealer |
| c. Walk-in cooler      | j. Food processor       |
| d. Freezer             | k. Dishwasher           |

- e. Stainless steel table                      l. Steam kettle  
 f. Kitchen utensils                            m. Other: \_\_\_\_\_  
 g. Forced air oven                              n. Other: \_\_\_\_\_
6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?
7. What time of the day would you need the facility? \_\_\_\_\_ a.m. \_\_\_\_\_ p.m.
8. What is your target market? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
9. What is your sales goal (both in volume and in dollars)? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
10. How do you plan to market your product? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
11. Is a written business plan available for review? a. Yes                      b. No
12. Does your company need office space? a. Yes                      b. No  
 If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.
13. Will you need more space in the future? a. Yes                      b. No
14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour
15. Are you interested in any other office services? (e.g., copy machine, telephone answering, etc.) a. Yes                      b. No  
 If Yes, which services? \_\_\_\_\_  
 \_\_\_\_\_

16. What other services could the facility provide to make your food products business successful? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
17. What areas of business have caused you the most trouble? (e.g., accounting, inventory, marketing, etc.) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
18. Would you be interested in consultation in this area?  
 a. Yes                      b. No
19. Does your business have adequate financing? a. Yes                      b. No  
 Briefly explain: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
20. Would you be interested in attending a meeting to discuss future plans for the shared kitchen incubator? a. Yes                      b. No

**The following questions will allow us to classify your response:**

**Date:** \_\_\_\_\_

**Name:** (Mr./Mrs./Miss) \_\_\_\_\_

**Address:** \_\_\_\_\_

**City/State/Zip:** \_\_\_\_\_

**Telephone:** ( ) \_\_\_\_\_ **E-mail:** \_\_\_\_\_

**Business Status:**

- |                     |                            |
|---------------------|----------------------------|
| a. Pre-Venture      | Projected Start Date _____ |
| b. New (first year) | Start Date _____           |
| c. Existing         | Start Date _____           |

How many employees do you have? \_\_\_\_\_

**Legal Status:**

- a. Sole Proprietorship
- b. Corporation
- c. Partnership

**Type of Business:**

- a. Retail
- b. Service
- c. Wholesale
- d. Manufacturing

Do you know anyone else who might be interested in using this shared kitchen incubator?

Please list:

Name: (Mr./Mrs./Miss) \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Telephone: (    ) \_\_\_\_\_ E-mail: \_\_\_\_\_

**Thank you for your cooperation.**

## Appendix F. Collaborating Partners

### PA Keystone Kitchens Incubator Feasibility Study - Collaborating

#### Partners

| <u>Organization Name</u>   | <u>Street Address</u>                            | <u>City</u>  | <u>Zip Code</u> | <u>Officer</u>           | <u>Telephone</u>                     |
|--|--|--------------|-----------------|--------------------------|--------------------------------------|
| Harrisburg Area<br>Community College<br>Institute for<br>Entrepreneurial Studies | Penn Center<br><br>349 Wiconisco St<br>Suite 237 | Harrisburg   | 17110-<br>2050  | Mary Anne van<br>Arsdale | 717-221-<br>1318                     |
| Harrisburg Dept. of<br>Building and<br>Housing Development                       | 10 N. Second Street                              | Harrisburg   | 17101-<br>1677  | Terri Martini            | 717-255-<br>6480                     |
| Mercer County<br>Conservation District   | 747 Greenville Road                              | Mercer       | 16137-<br>5023  | James Mondok             | 724-662-<br>2242                     |
| Penn Soil Resource<br>Conservation &<br>Development (RC&D)                       | 265 Holiday Inn Rd<br>Suite 3                    | Clarion      | 16214-<br>8702  | Jack M. Preston          | 814-226-<br>6118                     |
| Westmoreland County<br>Agricultural<br>Land Preservation Board                   | Donohoe Center<br>RR#12, Box 202-B               | Greensburg   | 15601           | Robert E. Ambrose,<br>PE | 724-837-<br>8971                     |
| The Redevelopment<br>Authority of the<br>County of Cumberland                    | 114 N. Hanover St<br><br>Suite 104               | Carlisle     | 17013-<br>2445  | Christopher Gulotta      | 717-249-<br>0789<br>717-697-<br>7703 |
| Cherry Tree Farms<br>Producer Coop.  | 478 Juniper Road                                 | Cherry Tree  | 15724           | Doyle Freeman            | 814-743-<br>6589                     |
| Northern Tier Regional<br>Planning &<br>Development<br>Commission                | 312 Main Street                                  | Towanda      | 18848           | Kevin D. Abrams          | 570-265-<br>9103<br>888-868-<br>8800 |
| The Enterprise Center  | 4548 Market Street                               | Philadelphia | 19139           | Della Clark              | 215-895-<br>4005                     |
| The Food Trust of<br>Philadelphia  | 1201 Chesnut Street<br>4th floor                 | Philadelphia | 19107           | Duane Perry              | 215-568-<br>0830<br>ext.111          |
| Pennsylvania Association<br>for<br>Sustainable Agriculture<br>(PASA)             | PO Box 419<br><br>419 West main Street           | Millheim     | 16854           | Brian Snyder             | 814-349-<br>9856                     |
| Capital Resource   | 108-109 Church Hall                              | Middletown   | 17057           | Jo Ellen Litz            | 717-948-                             |

|  |                                       |                 |            |                      |                        |
|--|---------------------------------------|-----------------|------------|----------------------|------------------------|
| Conservation and Development Area Council (RC&D)                             | Penn State Hbg<br>777 W. Hbg. Pike    |                 |            |                      | 6633                   |
| Southeastern Pennsylvania Resource Conservation & Development Council (RC&D) | 1000 E. Walnut St.<br>Suite 704       | Perkasie        | 18944      | Karen Holm           | 215-453-9527<br>ext. 5 |
| Penn's Corner Conservancy Charitable Trust (RC&D)                            | Donohoe Center<br>RR#12, Box 202-C    | Greensburg      | 15601-9217 | Gary Stokum          | 724-834-9063           |
| Keystone College   | One College Green                     | LaPlume         | 18440      | Lisa Hall Buranich   | 570-945-8009           |
| Food Matrix  | Box 1242 Route 44                     | Shinglehouse    | 16748      | Mitch DeLong         | 814-689-2490           |
| Fayette County Community Action Agency, Inc.                                 | 140 N. Beeson Ave                     | Uniontown       | 15401      | Rich Stull           | 724-344-6587           |
| PA House District 101  | 445 W. Penn Avenue                    | Cleona          | 17042      | Rep. Mauree Gingrich | 717-270-1905           |
| PA Senate District 28  | 218 N. George St.                     | York            | 17401      | Sen. Michael Waugh   | 717-787-3817           |
| South Central Assembly for Effective Governance                              | Church Hall<br>777 W. Harrisburg Pike | Middletown      | 17057      | Mayor Stephen Reed   | 717-948-6464           |
| PA-Women's Ag Network/Sustainable Ag Working Group                           | 302 Armsby Building                   | University Park | 16802      | Linda Stewart Moist  | 814-865-7031           |
| Penn State Department of Food Science  | 442 Food Science Bldg                 | University Park | 16802      | Luke LaBorde         | 814-863-2298           |

**Appendix G. All Provider Survey Data**

**PA Keystone Kitchens Incubator Feasibility Study  
All Provider Survey Data**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of organization are you?  |                 |
| a. Economic Development  | 11              |
| b. Technical Assistance  | 3               |
| c. Lending Institution   | 0               |
| d. Agricultural Agency   | 1               |
| e. Private Sector  | 3               |
| f. Educational Institution   | 7               |
| g. Government (non regulatory)   | 2               |
| h. Government (regulatory)   | 2               |
| Others indicated:  |                 |
| Non-profit   | 1               |
| Non-profit, small business education   | 1               |
| Economic Development/Lending Institution   | 1               |
| Economic Development/Ag Agency   | 1               |
| Technical Assistance/Private Sector  | 1               |
| Ag Agency/Educational Agency   | 2               |
| Ag Agency/Ed Institution/Gov (non reg)   | 1               |
| No Response  | 2               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                   |                 |
| a. Yes   | 34              |
| b. No  | 5               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.) |                 |
| a. Farmer  | 16              |
| b. Specialty Food Entrepreneur   | 28              |
| c. Small Food Processor  | 23              |
| d. Caterer   | 22              |
| e. Other _____   |                 |
| Educator   | 1               |
| SCORE  | 1               |
| Processor/Cannery  | 1               |
| No Response  | 7               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)              |                 |
| ( ) Dairy (cheese, ice cream, yogurt, etc.)  | 17              |
| ( ) Jams & Jellies   | 21              |

|     |  |    |
|-----|--|----|
| ( ) | Poultry & Meats  | 6  |
| ( ) | Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)  | 27 |
| ( ) | Baked Goods  | 20 |
| ( ) | Other _____  |    |
|     | Snack Foods/Candy  | 2  |
|     | Dried Herbs  | 1  |
|     | Dog Treats   | 1  |
|     | No Response  | 8  |
| 5.  | What type of services would you expect from this shared kitchen? (Circle all that apply.)  |    |
| a.  | Office space   | 14 |
| b.  | Office services (reception, computer, copying, faxing)   | 9  |
| c.  | Entrepreneurial business training  | 14 |
| d.  | Financing  | 10 |
| e.  | Legal  | 8  |
| f.  | Accounting   | 8  |
| g.  | Product and process development  | 28 |
| h.  | Marketing  | 16 |
| i.  | Sales  | 12 |
| j.  | Food safety and sanitation   | 30 |
| k.  | Packaging and distribution   | 25 |
| l.  | Other _____  |    |
|     | Meeting & Demo Space   | 1  |
|     | Production   | 1  |
|     | Insurance  | 1  |
| 6.  | 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.) |    |
| a.  | Yes  | 33 |
| b.  | No   |    |
|     | Not Sure   | 1  |
|     | 6B) How could your organization help? (Circle all that apply.)   |    |
| a.  | Financial  | 8  |
| b.  | Technical assistance   | 15 |
| c.  | Business planning and management   | 20 |
| d.  | Marketing  | 15 |
| e.  | Sales  | 8  |
| f.  | Logistics  | 6  |
| g.  | Human resources  | 3  |

|    |   |  |
|----|---|--|
| h. | Site location   | 9  |
| i. | Legal   | 3  |
| j. | Other _____   |  |
|    | Commercial kitchen ready to go  | 1  |
|    | Food safety Training  | 1  |
|    | Help to get started   | 1  |
|    | Financing   | 1  |
|    | Regulatory  | 1  |
|    | Advisory & referral   | 1  |
|    | Business training   | 1  |
| 7. | Would your organization run a shared kitchen?   |  |
|    | a. Yes  | 9  |
|    | b. No   | 22   |
|    | Not sure  | 3  |
| 8. | 8A) Do you know of any shared kitchens in your area?<br>(If Yes, proceed to question 8B); if No, proceed to<br>question 9.)   |  |
|    | a. Yes  | 6  |
|    | b. No   | 28   |
|    | 8B) Please identify kitchen(s) and provide contact<br>information.  | Keystone College,<br>LaPlume, PA<br><br>Foodservice Rentals,<br>Republic, PA   |
| 9. | 9A) Do you know of any shared kitchens being planned?<br>(If Yes, proceed to question 9B); if No, proceed to<br>question 10.) |  |
|    | a. Yes  | 5  |
|    | b. No   | 29   |
|    | 9B) Please identify planned kitchen(s) and provide<br>contact information.  | Mercer Co.<br>Conservation District<br><br>Developmental<br>Enterprises Corp.,<br>Norristown, PA<br><br>Westmoreland Co.<br>Agricultural Land<br>Preservation Board, |

Greensburg, PA  
International House

|     |  |                    |
|-----|--|--------------------|
| 10. | 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.) |                    |
|     | a. Yes   | 23                 |
|     | b. No  | 10                 |
|     | No Response  | 1                  |
| or  | 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.)  | 44 contacts listed |
|     | 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?  |                    |
|     | a. Yes (Provide name and contact information here: _____)  | 17                 |
|     | b. No  | 3                  |
|     | No response  | 14                 |
| 11. | Do you wish to receive periodic project updates?   | 34                 |

**Appendix H. Provider Survey Data for PDA Region 1**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 1**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of organization are you?   |                 |
| a. Economic Development   | 1               |
| b. Technical Assistance   | 1               |
| f. Educational Institution  | 1               |
| Ag Agency/Ed Institution/Gov (non reg)  | 1               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                      |                 |
| a. Yes  | 4               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.)    |                 |
| a. Farmer   | 3               |
| b. Specialty Food Entrepreneur  | 3               |
| c. Small Food Processor   | 3               |
| d. Caterer  | 2               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)                 |                 |
| ( ) Dairy (cheese, ice cream, yogurt, etc.)   | 4               |
| ( ) Jams & Jellies  | 4               |
| ( ) Poultry & Meats   | 1               |
| ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)           | 4               |
| ( ) Baked Goods   | 1               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)                  |                 |
| a. Office space   | 1               |
| c. Entrepreneurial business training  | 1               |
| d. Financing  | 2               |
| g. Product and process development  | 3               |
| h. Marketing  | 3               |
| i. Sales  | 1               |
| j. Food safety and sanitation   | 2               |
| k. Packaging and distribution   | 1               |
| 6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question |                 |

6B); if No, proceed to question 7.)  
 a. Yes 4

6B) How could your organization help? (Circle all that apply.)

- a. Financial 2
- b. Technical assistance 2
- c. Business planning and management 2
- d. Marketing 3
- e. Sales 2
- h. Site location 1
- i. Legal 1

7. Would your organization run a shared kitchen?  
 a. Yes 2  
 b. No 2

8. 8A) Do you know of any shared kitchens in your area?  
 (If Yes, proceed to question 8B); if No, proceed to question 9.)  
 b. No 4

9. 9A) Do you know of any shared kitchens being planned?  
 (If Yes, proceed to question 9B); if No, proceed to question 10.)  
 a. Yes 1  
 b. No 3

9B) Please identify planned kitchen(s) and provide contact information. Mercer Co. Conservation District

10. 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.)  
 a. Yes 3  
 No Response 1

or 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.) 2 contacts listed

- 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?
- a. Yes (Provide name and contact information here: \_\_\_\_\_) 2
  - b. No 1
  - No response 1
11. Do you wish to receive periodic project updates? 4

**Appendix I. Provider Survey Data for PDA Region 2**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 2**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of organization are you?  |                 |
| a. Economic Development  | 1               |
| f. Educational Institution   | 1               |
| Ag Agency/Educational Agency   | 1               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                   |                 |
| a. Yes   | 2               |
| b. No  | 1               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.) |                 |
| a. Farmer  | 2               |
| b. Specialty Food Entrepreneur   | 2               |
| c. Small Food Processor  | 2               |
| d. Caterer   | 1               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)              |                 |
| ( ) Dairy (cheese, ice cream, yogurt, etc.)  | 2               |
| ( ) Jams & Jellies   | 2               |
| ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)        | 2               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)               |                 |
| a. Office space  | 2               |
| b. Office services (reception, computer, copying, faxing)  | 2               |
| c. Entrepreneurial business training   | 2               |
| e. Legal   | 1               |
| f. Accounting  | 1               |
| g. Product and process development   | 2               |
| h. Marketing   | 2               |
| i. Sales   | 1               |
| j. Food safety and sanitation  | 2               |
| k. Packaging and distribution  | 2               |

6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.)
- a. Yes 2
- 6B) How could your organization help? (Circle all that apply.)
- a. Financial 1
- b. Technical assistance 2
- c. Business planning and management 1
- d. Marketing 1
- e. Sales 1
- f. Logistics 2
- h. Site location 1
7. Would your organization run a shared kitchen?
- a. Yes 1
- b. No 1
8. 8A) Do you know of any shared kitchens in your area? (If Yes, proceed to question 8B); if No, proceed to question 9.)
- b. No 2
9. 9A) Do you know of any shared kitchens being planned? (If Yes, proceed to question 9B); if No, proceed to question 10.)
- a. Yes 2
- 9B) Please identify planned kitchen(s) and provide contact information. None Identified
10. 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.)
- a. Yes 2
- or
- 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.) 34 contacts listed

10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?

a. Yes (Provide name and contact information here: \_\_\_\_\_) 1

11. Do you wish to receive periodic project updates? 2

**Appendix J. Provider Survey Data for PDA Region 3**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 3**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of organization are you?  |                 |
| a. Economic Development  | 2               |
| b. Technical Assistance  | 1               |
| e. Private Sector  | 1               |
| f. Educational Institution   | 1               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                                 |                 |
| a. Yes   | 5               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.)               |                 |
| a. Farmer  | 3               |
| b. Specialty Food Entrepreneur   | 4               |
| c. Small Food Processor  | 3               |
| d. Caterer   | 4               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)                            |                 |
| <input type="checkbox"/> Dairy (cheese, ice cream, yogurt, etc.)   | 2               |
| <input type="checkbox"/> Jams & Jellies  | 2               |
| <input type="checkbox"/> Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.) | 4               |
| <input type="checkbox"/> Baked Goods   | 4               |
| <input type="checkbox"/> Other _____   |                 |
| Snack Foods/Candy  | 1               |
| Dried Herbs  | 1               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)                             |                 |
| a. Office space  | 2               |
| b. Office services (reception, computer, copying, faxing)  | 2               |
| c. Entrepreneurial business training   | 2               |
| d. Financing   | 2               |
| e. Legal   | 1               |
| f. Accounting  | 2               |
| g. Product and process development   | 3               |
| h. Marketing   | 2               |

- |    |  |                                  |   |
|----|--|----------------------------------|---|
|    | i.   | Sales                            | 3   |
|    | j.   | Food safety and sanitation       | 4   |
|    | k.   | Packaging and distribution       | 3   |
| 6. | 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.) |                                  |   |
|    | a.   | Yes                              | 4   |
|    | b.   | No                               | 1   |
|    | 6B) How could your organization help? (Circle all that apply.)   |                                  |   |
|    | a.   | Financial                        | 1   |
|    | b.   | Technical assistance             | 3   |
|    | c.   | Business planning and management | 4   |
|    | d.   | Marketing                        | 3   |
|    | e.   | Sales                            | 2   |
|    | f.   | Logistics                        | 1   |
|    | h.   | Site location                    | 1   |
|    | i.   | Legal                            | 1   |
| 7. | Would your organization run a shared kitchen?  |                                  |   |
|    | a.   | Yes                              | 2   |
|    | b.   | No                               | 1   |
|    |  | Not sure                         | 1   |
| 8. | 8A) Do you know of any shared kitchens in your area? (If Yes, proceed to question 8B); if No, proceed to question 9.)                          |                                  |   |
|    | a.   | Yes                              | 3   |
|    | b.   | No                               | 2   |
|    | 8B) Please identify kitchen(s) and provide contact information.  |                                  | Keystone College,<br>LaPlume, PA                      |
| 9. | 9A) Do you know of any shared kitchens being planned? (If Yes, proceed to question 9B); if No, proceed to question 10.)                        |                                  |   |
|    | a.   | Yes                              | 1   |
|    | b.   | No                               | 4   |
|    | 9B) Please identify planned kitchen(s) and provide contact information.  |                                  | Developmental<br>Enterprises Corp.,<br>Norristown, PA |

10. 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 4 |
|    | No Response | 1 |
- or
- 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.) 3 contacts listed
- 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?
- |    |  |   |
|----|--|---|
| a. | Yes (Provide name and contact information here: _____) | 3 |
|    | No response  | 2 |
11. Do you wish to receive periodic project updates? 5

**Appendix K. Provider Survey Data for PDA Region 4**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 4**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of organization are you?  |                 |
| e. Private Sector  | 1               |
| Others indicated:  |                 |
| Economic Development/Lending Institution   | 1               |
| Technical Assistance/Private Sector  | 1               |
| Ag Agency/Educational Agency   | 1               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                   |                 |
| a. Yes   | 4               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.) |                 |
| a. Farmer  | 2               |
| b. Specialty Food Entrepreneur   | 2               |
| c. Small Food Processor  | 3               |
| d. Caterer   | 2               |
| e. Other _____   |                 |
| Processor/Cannery  | 1               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)              |                 |
| ( ) Dairy (cheese, ice cream, yogurt, etc.)  | 2               |
| ( ) Jams & Jellies   | 3               |
| ( ) Poultry & Meats  | 1               |
| ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)        | 4               |
| ( ) Baked Goods  | 3               |
| ( ) Other _____  |                 |
| Snack Foods/Candy  | 1               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)               |                 |
| a. Office space  | 2               |
| b. Office services (reception, computer, copying, faxing)  | 2               |
| c. Entrepreneurial business training   | 3               |
| d. Financing   | 3               |
| e. Legal   | 2               |

- |    |  |                                  |                                       |
|----|--|----------------------------------|---------------------------------------|
|    | f.   | Accounting                       | 2                                     |
|    | g.   | Product and process development  | 4                                     |
|    | h.   | Marketing                        | 3                                     |
|    | i.   | Sales                            | 2                                     |
|    | j.   | Food safety and sanitation       | 4                                     |
|    | k.   | Packaging and distribution       | 4                                     |
| 6. | 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.) |                                  |                                       |
|    | a.   | Yes                              | 3                                     |
|    |  | Not Sure                         | 1                                     |
|    | 6B) How could your organization help? (Circle all that apply.)   |                                  |                                       |
|    | b.   | Technical assistance             | 1                                     |
|    | c.   | Business planning and management | 1                                     |
|    | j.   | Other _____                      |                                       |
|    |  | Commercial kitchen ready to go   | 1                                     |
|    |  | Food safety Training             | 1                                     |
| 7. | Would your organization run a shared kitchen?  |                                  |                                       |
|    | a.   | Yes                              | 1                                     |
|    | b.   | No                               | 2                                     |
|    |  | Not Sure                         | 1                                     |
| 8. | 8A) Do you know of any shared kitchens in your area? (If Yes, proceed to question 8B); if No, proceed to question 9.)                          |                                  |                                       |
|    | a.   | Yes                              | 2                                     |
|    | b.   | No                               | 2                                     |
|    | 8B) Please identify kitchen(s) and provide contact information.  |                                  |                                       |
|    |  |                                  | Foodservice Rentals,<br>Republic, PA  |
| 9. | 9A) Do you know of any shared kitchens being planned? (If Yes, proceed to question 9B); if No, proceed to question 10.)                        |                                  |                                       |
|    | a.   | Yes                              | 1                                     |
|    | b.   | No                               | 3                                     |
|    | 9B) Please identify planned kitchen(s) and provide contact information.  |                                  |                                       |
|    |  |                                  | Westmoreland Co.<br>Agricultural Land |

Preservation Board,  
Greensburg, PA

10. 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.)
- |    |     |   |
|----|-----|---|
| a. | Yes | 3 |
| b. | No  | 1 |
- or
- 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.)
- 1 contact listed
- 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?
- |    |  |   |
|----|--|---|
| a. | Yes (Provide name and contact information here: _____) | 3 |
|    | No response  | 1 |
11. Do you wish to receive periodic project updates? 4

**Appendix L. Provider Survey Data for PDA Region 5**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 5**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of organization are you?   |                 |
| f. Educational Institution  | 2               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?  |                 |
| a. Yes  | 2               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.)  |                 |
| b. Specialty Food Entrepreneur  | 1               |
| c. Small Food Processor   | 1               |
| d. Caterer  | 1               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)   |                 |
| ( ) Jams & Jellies  | 1               |
| ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)   | 1               |
| ( ) Baked Goods   | 1               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)  |                 |
| c. Entrepreneurial business training  | 1               |
| g. Product and process development  | 1               |
| j. Food safety and sanitation   | 30              |
| l. Other _____<br>Meeting & Demo Space  | 1               |
| 6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.) |                 |
| a. Yes  | 2               |
| 6B) How could your organization help? (Circle all that apply.)  |                 |
| b. Technical assistance   | 1               |
| d. Marketing  | 1               |
| j. Other _____<br>Help to get started   | 1               |

- |     |  |       |
|-----|--|-------|
| 7.  | Would your organization run a shared kitchen?  |       |
|     | b. No  | 1     |
|     | Not sure   | 1     |
| 8.  | 8A) Do you know of any shared kitchens in your area?<br>(If Yes, proceed to question 8B); if No, proceed to question 9.)   |       |
|     | b. No  | 2     |
| 9.  | 9A) Do you know of any shared kitchens being planned?<br>(If Yes, proceed to question 9B); if No, proceed to question 10.)   |       |
|     | b. No  | 2     |
| 10. | 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.) |       |
|     | b. No  | 1     |
|     | No Response  | 1     |
| 11. | Do you wish to receive periodic project updates?   | 2 yes |

Appendix M. Provider Survey Data for PDA Region 6

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 6**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of organization are you?  |                 |
| a. Economic Development  | 7               |
| d. Agricultural Agency   | 1               |
| e. Private Sector  | 1               |
| f. Educational Institution   | 3               |
| g. Government (non regulatory)   | 2               |
| h. Government (regulatory)   | 2               |
| Others indicated:  |                 |
| Economic Development/Ag Agency   | 1               |
| No Response  | 2               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?                   |                 |
| a. Yes   | 16              |
| b. No  | 3               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.) |                 |
| a. Farmer  | 6               |
| b. Specialty Food Entrepreneur   | 14              |
| c. Small Food Processor  | 10              |
| d. Caterer   | 11              |
| e. Other _____   |                 |
| SCORE  | 1               |
| No Response  | 2               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)              |                 |
| () Dairy (cheese, ice cream, yogurt, etc.)   | 9               |
| () Jams & Jellies  | 8               |
| () Poultry & Meats   | 4               |
| () Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)         | 11              |
| () Baked Goods   | 11              |
| () Other _____   |                 |
| Snack Foods/Candy  | 1               |
| Dog Treats   | 1               |
| No Response  | 4               |

5. What type of services would you expect from this shared kitchen? (Circle all that apply.)
- |    |  |    |
|----|--|----|
| a. | Office space   | 6  |
| b. | Office services (reception, computer, copying, faxing) | 2  |
| c. | Entrepreneurial business training                      | 5  |
| d. | Financing  | 2  |
| e. | Legal  | 4  |
| f. | Accounting   | 3  |
| g. | Product and process development                        | 14 |
| h. | Marketing  | 7  |
| i. | Sales  | 5  |
| j. | Food safety and sanitation                             | 15 |
| k. | Packaging and distribution                             | 14 |
| l. | Other _____  |    |
|    | Production   | 1  |
|    | Insurance  | 1  |
6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.)
- |    |     |    |
|----|-----|----|
| a. | Yes | 16 |
|----|-----|----|
- 6B) How could your organization help? (Circle all that apply.)
- |    |                                  |    |
|----|----------------------------------|----|
| a. | Financial                        | 4  |
| b. | Technical assistance             | 5  |
| c. | Business planning and management | 12 |
| d. | Marketing                        | 7  |
| e. | Sales                            | 3  |
| f. | Logistics                        | 2  |
| g. | Human resources                  | 2  |
| h. | Site location                    | 5  |
| i. | Legal                            | 1  |
| j. | Other _____                      |    |
|    | Financing                        | 1  |
|    | Regulatory                       | 1  |
|    | Advisory & referral              | 1  |
|    | Business training                | 1  |
7. Would your organization run a shared kitchen?
- |    |          |    |
|----|----------|----|
| a. | Yes      | 2  |
| b. | No       | 14 |
|    | Not sure | 1  |

|     |  |                     |
|-----|--|---------------------|
| 8.  | 8A) Do you know of any shared kitchens in your area?<br>(If Yes, proceed to question 8B); if No, proceed to question 9.)   |                     |
|     | a. Yes   | 1                   |
|     | b. No  | 16                  |
|     | 8B) Please identify kitchen(s) and provide contact information.  | Not identified      |
| 9.  | 9A) Do you know of any shared kitchens being planned?<br>(If Yes, proceed to question 9B); if No, proceed to question 10.)   |                     |
|     | a. Yes   | 1                   |
|     | b. No  | 15                  |
|     | 9B) Please identify planned kitchen(s) and provide contact information.  | International House |
| 10. | 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.) |                     |
|     | a. Yes   | 10                  |
|     | b. No  | 7                   |
| or  | 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.)  | 2 contacts listed   |
|     | 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?  |                     |
|     | a. Yes (Provide name and contact information here: _____)  | 8                   |
|     | b. No  | 2                   |
|     | No response  | 6                   |
| 11. | Do you wish to receive periodic project updates?   | 15 yes<br>1 no      |

**Appendix N. Provider Survey Data for PDA Region 7**

**PA Keystone Kitchens Incubator Feasibility Study  
Provider Survey Results for PDA Region 7**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of organization are you?   |                 |
| b. Technical Assistance   | 1               |
| e. Private Sector   | 1               |
| 2. Would there be a general interest in your service area for a shared kitchen facility?  |                 |
| a. Yes  | 1               |
| b. No   | 1               |
| 3. What type of shared kitchen user(s) would you anticipate in your service area? (Circle all that apply.)  |                 |
| b. Specialty Food Entrepreneur  | 1               |
| c. Small Food Processor   | 1               |
| e. Other _____  |                 |
| No Response   | 1               |
| 4. What type of food products would be made in this shared kitchen? (Rank your top 3 choices)   |                 |
| ( ) Jams & Jellies  | 1               |
| ( ) Fruit and Vegetables (acid and acidified products, such as sauces, salsas, pickled foods, etc.)   | 1               |
| 5. What type of services would you expect from this shared kitchen? (Circle all that apply.)  |                 |
| b. Office services (reception, computer, copying, faxing)   | 1               |
| c. Entrepreneurial business training  | 1               |
| d. Financing  | 1               |
| g. Product and process development  | 1               |
| j. Food safety and sanitation   | 1               |
| k. Packaging and distribution   | 1               |
| 6. 6A) Would your organization provide assistance to establish a shared kitchen? (If Yes, proceed to question 6B); if No, proceed to question 7.) |                 |
| a. Yes  | 2               |
| 6B) How could your organization help? (Circle all that apply.)  |                 |

|     |    |  |             |
|-----|----|--|-------------|
|     | b. | Technical assistance   | 1           |
|     | f. | Logistics  | 1           |
|     | g. | Human resources  | 1           |
|     | h. | Site location  | 1           |
| 7.  |    | Would your organization run a shared kitchen?  |             |
|     | a. | Yes  | 1           |
|     | b. | No   | 1           |
| 8.  |    | 8A) Do you know of any shared kitchens in your area?<br>(If Yes, proceed to question 8B); if No, proceed to question 9.)   |             |
|     | b. | No   | 2           |
| 9.  |    | 9A) Do you know of any shared kitchens being planned?<br>(If Yes, proceed to question 9B); if No, proceed to question 10.)   |             |
|     | b. | No   | 2           |
| 10. |    | 10A) Are you aware of anyone who is currently processing and selling a food product or is interested in doing such that might have an interest in a shared kitchen facility? (If Yes, proceed to question 10B or 10C); if No, proceed to question 11.) |             |
|     | a. | Yes  | 1           |
|     | b. | No   | 1           |
| or  |    | 10B) If possible please write names and contact information of potential shared kitchen users in the table below. (Names and addresses will not be released or sold.)  | No Response |
|     |    | 10C) If your institutional policy prohibits sharing client information would you be willing to distribute user surveys on behalf of this project?<br>No response   | 1           |
| 11. |    | Do you wish to receive periodic project updates?   | 2           |

**Appendix O. All User Survey Results**

**PA Keystone Kitchens Incubator Feasibility Study  
All User Survey Results**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 11              |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 4               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)  | 53              |
| e. Other:   | 13              |
| Baker   |                 |
| Bee Keeper  |                 |
| Consultant  |                 |
| Farmer/Farmers Market   |                 |
| Extension   |                 |
| Coffee Shop   |                 |
| Pizzeria/Deli/Bakery  |                 |
| Public School District  |                 |
| New Product R&D   |                 |
| Special Products retailer   |                 |
| Cheese  |                 |
| Personal Chef   |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Dairy:</b> yogurt, sour cream, cheeses   |                 |
| <b>Bakery/Cereal:</b> breads, rolls, lg. cookies, pies, pastries, cakes, baked egg breakfast food, fudge, baked goods, dog treats and cakes   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> salsa, canned tomatoes, organic tomato juice, ketchup, sauces, jams/jellies, hot peppers, relishes, pickles, apple sauce/butter, baby food, hot pepper jellies, preserves, dressings, soups, pickled beets, dips, spreads, mustards, vinegar, cider, marinade/bbq sauces, spicy pickled green beans, vegetables |                 |
| <b>Fresh-Cut Produce:</b> carrots, celery, stir-fry mixes, peppers, onions, garlic, squash, lettuce, vegetables, small fruits, blueberries, tomatoes  |                 |
| <b>Dry Mixes/Dried Foods:</b> rubs, spices, herbs, flavored hard pretzels, organic cheese pastries, baking mixes, dried apples, dried blackberries, spice mixes   |                 |
| <b>Frozen Foods:</b> organic cheese pastries, local fruits & vegetables surplus, bakery items   |                 |

**Catering/Meal Prep:** casual to fine dining, lunch & dinner delivery, pizza, specialty sandwiches, customized meals, tuna salad, everything, upscale prep foods delivery

**Meat/Poultry (USDA):** pre-cooked product & sausages also marinated products, organic and sustainable chili, raw organic poultry, beef, pork, prep. poultry, fried pork skins (cracklins), pot pie

**Confectionery:** sugar novelties

**Misc.:** hundreds of PA sourced products, cut flowers, honey

3. Are you currently selling a product?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 33 |
| b. | No          | 45 |
|    | No Response | 3  |
- If Yes, where and how is it made?
- |                             |   |
|-----------------------------|---|
| farm/home                   | 4 |
| home kitchen                | 4 |
| apples are cut & dehydrated |   |
| home, fried/seasoned        |   |
| former warehouse            |   |
| church                      |   |
| fresh produce               | 2 |
| friend's kitchen            |   |
| restaurant kitchen          |   |
| licensed kitchen            | 4 |
| retail store                |   |
| our USDA inspected plant    |   |
| home grown                  | 2 |
| farm market, direct sale    | 3 |
| home, dry mixes             |   |
| prepare in client's home    |   |
| home, bake                  | 2 |
| co-packer                   |   |
| process at USDA plant       |   |
4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in **bold**)
- Dairy:** ice cream mix, hard & soft cheeses, yogurt, dips, goat milk products – 12 responses
- Bakery/Cereal:** granolas, fruit breads, rolls, croutons, pastries, cakes, specialty breads, cookies, tarts, pies, organic cakes, crackers, tortes, breads, quick breads, specialty dog, treats/cakes, fudge, muffins – 30 responses
- Acid/Acidified Canned Foods/Beverages:** soups, salsa, ketchup, tomato juice, Bloody Mary mix, dried tomato in olive oil, fruit butters, jams/jellies (fruit, herb, hot pepper), canned vegetables/peppers/fruit,

relish, sauces, pickles, chutneys, beets, mustard, marinades, green beans, seafood dip, sauerkraut, wines, drinks, juices, cider, apple products, flavored vinegars, syrups, pickled foods, spreads, preserves – 72 responses

**Fresh-Cut Produce:** salads, stir-fry mixes, herbs, fruit, tomatoes, peppers, cucumbers, garlic, cabbage, mixed vegetables, mushroom and wasabi products – 6 responses

**Dry Mixes/Dried Foods:** baking, spice rubs, chrusticki mix, polish babkas, soups, rice mixes, bread & cookie mixes, condiments, flours, dried fruit/vegetables/herbs, flavored hard pretzels, spices – 9 responses

**Frozen Foods:** vegetables, berries, pastries, cookie dough – 6 responses

**Catering/Meal Prep:** meals, specific menu items, pizza, entrees, side dishes, salads, soups – 5 responses

**Meat/Poultry (USDA):** cracklins, chicken wings, grass-fed meat products, chili, stew, hot dogs/beans, sausage gravy, goat jerky, tuna salad, fried chicken, turkey, fish, pot pie, beef jerky – 6 responses

**Confectionery:** sugar decorations – 1 response

**Misc.:** honey and maple products, spreads and oils, dairy-free products, healthy snacks, short term cold storage – 5 responses

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)

|    |                       |    |
|----|-----------------------|----|
| a. | Standard range/oven   | 60 |
| b. | Commercial mixer      | 43 |
| c. | Walk-in cooler        | 53 |
| d. | Freezer               | 33 |
| e. | Stainless steel table | 73 |
| f. | Kitchen utensils      | 64 |
| g. | Forced air oven       | 19 |
| h. | Meat slicer           | 13 |
| i. | Packager heat sealer  | 35 |
| j. | Food processor        | 52 |
| k. | Dishwasher            | 64 |
| l. | Steam kettle          | 30 |
| m. | Other: _____          |    |
|    | stainless steel sink  | 3  |
|    | cutting board         | 1  |
|    | dehydrator            | 3  |
|    | dipping pans          | 1  |
|    | counter space         | 1  |
|    | refrigerated truck    | 1  |
|    | juicer                | 1  |
|    | dryer                 | 1  |
|    | convection oven       | 2  |
|    | roaster ovens         | 1  |
|    | stove                 | 1  |
|    | pots & pans           | 2  |

|                                |   |
|--------------------------------|---|
| sheet pans                     | 1 |
| canners                        | 5 |
| flash freezer/blast chiller    | 2 |
| grain mill                     | 1 |
| bottler                        | 1 |
| baking stones                  | 1 |
| extruder                       | 1 |
| dry ice                        | 1 |
| large pots                     | 1 |
| pressure cooker                | 2 |
| bread & cake pans              | 1 |
| cookie sheets                  | 1 |
| steamer                        | 1 |
| vacuum packer                  | 3 |
| sausage stuffer                | 1 |
| hot water                      | 1 |
| vat                            | 1 |
| pasteurizer                    | 1 |
| storage                        | 1 |
| stainless steel cheese grinder | 1 |
| filling machine                | 2 |
| capper                         | 1 |
| labeler                        | 1 |
| pallet jack                    | 1 |
| air compressor                 | 1 |
| scales (lbs & gms)             | 1 |
| fryer                          | 1 |
| refrigerator                   | 1 |
| digital scale                  | 1 |
| marble slab                    | 1 |
| jar sterilizer                 | 1 |
| hydro-heat & cool              | 1 |
| pack honey bottler             | 1 |
| cheese equipment               | 2 |
| large kettles                  | 1 |

6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?

|   |                   |
|---|-------------------|
| 1 | 1-2               |
| 1 | 2                 |
| 1 | 3                 |
| 1 | 4-6               |
| 1 | 5 (4 responses)   |
| 1 | 6                 |
| 1 | 6-8 (2 responses) |
| 1 | 8 (2 responses)   |
| 1 | 10                |

|         |                  |
|---------|------------------|
| 1-2     | 3-5              |
| 1-2     | 8                |
| 1-2     | 8-10             |
| 1-4     | 4-5              |
| 2       | 2                |
| 2       | 3-4              |
| 2       | 4 (2 responses)  |
| 2       | 5                |
| 2       | 6 (2 responses)  |
| 2       | 8 (3 responses)  |
| 2       | 10 (2 responses) |
| 2       | 10+              |
| 2       | 16 (2 responses) |
| 2       | 20               |
| 2-3     | 4-8              |
| 2-3     | 10-15            |
| 2-3     | 13-15            |
| 3       | 4 (Aug/Sep)      |
| 3       | 5                |
| 3       | 8                |
| 3       | 12               |
| 3       | 15               |
| 3       | 24               |
| 3-4     | 6-8              |
| 4       | 1                |
| 4       | 8 (2 responses)  |
| 4       | 20-30            |
| 4-5     | 6                |
| 4-7     | 16-20            |
| 5       | 8-10             |
| 5       | 20               |
| 5       | 25               |
| 5-7     | 40+              |
| 6       |                  |
| 1 month |                  |
| 1       | 2-4/month        |
| 1       | 8/month          |

## 7. What time of the day would you need the facility?

|                  |    |
|------------------|----|
| a.m. _____       | 32 |
| p.m. _____       | 13 |
| Other Responses: |    |
| flexible         | 9  |
| 9 am - 3 pm      | 1  |
| 9 am - 1 pm      | 1  |
| winter am        | 1  |

|    |                                     |    |
|----|-------------------------------------|----|
|    | summer pm                           | 1  |
|    | 8 am - 8 pm                         | 1  |
|    | seasonal                            | 1  |
|    | 7 am or 6 pm                        | 1  |
|    | 3 am or 7 pm                        | 1  |
|    | housewife                           | 1  |
| 8. | What is your target market?         |    |
|    | retail                              | 1  |
|    | farmers' coop/market                | 5  |
|    | health food store                   | 3  |
|    | farm stand                          | 1  |
|    | restaurants/caterers                | 7  |
|    | special events                      | 3  |
|    | hikers, hunters                     | 2  |
|    | direct                              | 6  |
|    | upscale vendors                     | 2  |
|    | convenience markets                 | 1  |
|    | bars/clubs/taverns                  | 3  |
|    | organic/healthy                     | 10 |
|    | CSA/food co-op                      | 3  |
|    | small grocers in Lancaster/Phil/NYC | 1  |
|    | specialty shops                     | 6  |
|    | bakeries                            | 2  |
|    | internet                            | 3  |
|    | pet owners                          | 1  |
|    | produce customers                   | 1  |
|    | gift baskets                        | 1  |
|    | tourists                            | 3  |
|    | schools                             | 2  |
|    | local grocery stores                | 4  |
|    | wineries                            | 2  |
|    | low income families                 | 1  |
|    | professionals                       | 1  |
|    | flea market                         | 1  |
|    | ethnic/traditional recipes          | 2  |
|    | b&bs/inns                           | 1  |
|    | export                              | 1  |
|    | food outlets in PA, OH, WV          | 1  |
|    | sub-div w/ home gardens             | 1  |
|    | consumers of prepared sauces        | 1  |
|    | 35+ females/males                   | 1  |
|    | mid to upper class clients          | 2  |
|    | morning commuters                   | 1  |
|    | Young singles, working families     | 1  |

|    |   |    |
|----|---|----|
| 9. | What is your sales goal (both in volume and in dollars)?  |    |
|    | unsure/unknown/?/blank  | 32 |
|    | 500 gallons each of yogurt & ice cream mix  | 1  |
|    | \$10,000/yr   | 2  |
|    | \$1,500 - \$2,000/wk  | 1  |
|    | 4,000 units - \$20,000  | 1  |
|    | small   | 1  |
|    | \$150,000/yr  | 2  |
|    | \$15,000/month  | 1  |
|    | \$100,000/yr  | 5  |
|    | \$2,500 to start  | 1  |
|    | 10 + cases for a few \$1000   | 1  |
|    | make a profit within 1 yr of opening  | 1  |
|    | 5-10,000 cookies; \$5,000-\$10,000  | 1  |
|    | \$5,000-\$10,000 (profit)   | 1  |
|    | 1,000 jars/month; \$5-\$8/jar   | 1  |
|    | 25,000 units; \$250,000/yr  | 1  |
|    | 5000 units; >\$15,000   | 1  |
|    | \$30,000 in 2006  | 1  |
|    | incorp. part. in nat'l school lunch program<br>with local foods                                   | 1  |
|    | value-added, small volume for direct retail<br>(70%) local ? (30%)                                | 1  |
|    | \$25,000 in yr 1 sales  | 1  |
|    | 1,000 bottles/yr \$4-5,000  | 1  |
|    | need to make a profit – most concerned with<br>selling my produce; value-added is<br>supplemental | 1  |
|    | \$2,000/month   | 1  |
|    | million/month   | 1  |
|    | 10,000 units, \$100,000   | 1  |
|    | \$500,000 total sales, \$1,000/wk on<br>value-added products                                      | 1  |
|    | \$300 (100 mixes)/month to start  | 1  |
|    | \$50,000 annually   | 1  |
|    | 200 cases (12 jars ea.) \$500/yr  | 1  |
|    | \$40,000 inc vegetable sales  | 1  |
|    | increase by \$1,000/wk  | 1  |
|    | \$50,000 - \$100,000/yr/company   | 1  |
|    | min. 100 cakes w/ revenue of \$100,000 –<br>\$125,000   | 1  |
|    | 5k-7k units, \$400k-\$500k  | 1  |
|    | 2-3 dozen each of pies, breads, cookies<br>per market; \$100-\$150/mkt day                        | 1  |
|    | all gardeners receive/can 5 cans - \$   | 1  |
|    | pay for facility & staff  | 1  |

|   |   |
|---|---|
| initial roll out after perfecting the commercial cooking formulas and processes would be approx. 20K jars \$40K | 1 |
| \$15,000 first year & grow to a sustainable level over 3 to 4 years   | 1 |
| assume volume upward of 3000 units  | 1 |
| \$5,000,000/yr in 10 years  | 1 |
| \$5-\$10,000 per year   | 1 |

10. How do you plan to market your product?
- farmers' markets, festivals
  - fresh, local, earth friendly sustainably-produced
  - direct & via retailers
  - direct sales through existing market stand
  - internet, news, magazines, etc
  - internet, craft shows
  - advertising
  - website, etc.
  - direct sales calls to local markets
  - mall, word of mouth, web
  - interactive web hosting, Google, direct marketing, Ebay & eventually a shop
  - ads, demos, internet
  - word of mouth
  - local & internet
  - not sure/unsure
  - broker, Food Matrix
  - CSA, farmers market, cold calls, word of mouth, sampling, internet, local sale
  - advertising
  - word of mouth
  - farmer markets
  - direct market to outdoor recreation community
  - specialty food retailers
  - direct marketing at grower's markets
  - farm market, sampling
  - tourists, local stores and restaurants
  - our retail store
  - visiting local outlets, later hiring a sales person
  - farm markets, food industry friends
  - specialty food shops, local privately owned markets
  - farmers' market, CSA
  - individual contacts & local marketing groups
  - CSA brochures, farmers' markets, word of mouth
  - not sure
  - contact stores

neighborhood residents - local specialty food store/  
 supermarket  
 TV home shopping network  
 local community events  
 local cable advertising, sporting events  
 farmers' markets, internet  
 fresh, frozen, canned, etc  
 festivals & markets within 40-50 miles of home  
 farmers' markets, local retail stores/shoppes, online  
 distribute newsletters, posters, etc. - healthy local,  
 produce  
 supermarket produce department  
 organic and health food stores  
 own retail store  
 farmers' coop  
 farmers' market, farm stand, local restaurant, phone & e-mail  
 direct & online  
 local outlets, internet  
 word of mouth (ha, ha)  
 internet, flyers, business cards  
 website & sales staff  
 direct or wholesale  
 internet, telephone direct, bus cards, word of mouth  
 word of mouth, advertising  
 distributor  
 local ad and website  
 word of mouth  
 sampling & contacts  
 roadside stand, special markets  
 newspaper & internet  
 ad papers, Clipper magazine  
 begin w/ current customers  
 word of mouth, brochures  
 word of mouth, internet  
 advertising  
 internet  
 POS flyers, news ads  
 existing distributor  
 direct sales, sales reps,  
 specialty food distributors  
 newspaper, specialty food magazines  
 word of mouth, internet  
 bridal expos, private  
 tasting salons  
 website, business cards, word of mouth, print & radio advertising  
 radio advertising

food shows  
 routes and licensed agreements  
 word of mouth by satisfied customers, print media, web, product  
 sampling at fairs and large group meetings  
 Penny Saver, direct mailings

11. Is a written business plan available for review?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 11 |
| b. | No          | 62 |
|    | No Response | 8  |

12. Does your company need office space?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 11 |
| b. | No          | 46 |
|    | Not sure    | 1  |
|    | No Response | 23 |

If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.

|         |               |
|---------|---------------|
| 30      | (2 Responses) |
| 50      |               |
| 100     | (3 Responses) |
| 200     |               |
| 300     | (2 Responses) |
| 320     |               |
| 400-600 |               |

13. Will you need more space in the future?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 16 |
| b. | No          | 32 |
|    | Not Sure    | 5  |
|    | No Response | 28 |

14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour
- |                      |               |
|----------------------|---------------|
| 0 – 10               |               |
| 1                    |               |
| 3                    |               |
| 5 or less            |               |
| 5                    | (7 Responses) |
| 5.15 (min. wage)     |               |
| 5 – 7 (\$50/day max) |               |
| 5 – 10               |               |
| 10                   | (6 Responses) |
| 10 – 15              |               |
| 10 – 20              |               |
| 12                   |               |

|                          |   |
|--------------------------|---|
| 15                       | (5 Responses)   |
| 15 – 20                  |   |
| 18                       |   |
| 20                       | (5 Responses)   |
| 20+                      |   |
| 20 – 30                  |   |
| 25                       |   |
| 25 (to start or per job) |   |
| 25 – 75                  |   |
| 30                       |   |
| 35                       |   |
| 50 – 100                 |   |
| 75                       |   |
| 100                      | (2 Responses)   |
| Unsure/No Response       | 24  |
| Other Responses:         | depends on fuel costs<br>refer to Cornell rates<br>negotiable<br>do not have capital<br>depend on product pricing<br>depend on operational costs<br>reasonable for a profit |

15. Are you interested in any other office services?  
(e.g., copy machine, telephone answering , etc.)
- |             |    |
|-------------|----|
| a. Yes      | 19 |
| b. No       | 47 |
| Not Sure    | 2  |
| No Response | 13 |
- If Yes, which services?
- |  |   |
|--|---|
| procurement credit/debit cards         |   |
| telephone                              | 4 |
| packing & shipping product             |   |
| copier                                 | 9 |
| computer, printer, e-mail              | 6 |
| accounting                             |   |
| tax preparation                        |   |
| advertising                            |   |
| marketing                              |   |
| fax                                    | 3 |
| message center, receptionist           | 4 |
| conference room                        |   |
| graphic design for labels, logos, etc. |   |
| scanner                                |   |
| manufacture, package & ship product    |   |
| internet                               |   |

answering machine

16. What other services could the facility provide to make your food products business successful?
- |   |               |
|---|---------------|
| raw, finished material storage                  | (3 Responses) |
| refrigerated/frozen storage                     | (4 Responses) |
| shipping dock                                   | (2 Responses) |
| packaging, packaging storage                    |               |
| workshops/open house                            | (3 Responses) |
| advertising                                     | (2 Responses) |
| product/process development                     | (3 Responses) |
| services like Cornell                           |               |
| none  | (2 Responses) |
| retail outlet for products                      | (4 Responses) |
| raw material source(s)                          | (2 Responses) |
| accounting                                      |               |
| legal advice                                    |               |
| fulfillment, distribution                       | (2 Responses) |
| wholesale contacts                              |               |
| processing, filling, and labeling equipment     |               |
| labor   |               |
| marketing training, support                     | (7 Responses) |
| all aspects of labeling                         | (3 Responses) |
| sales support                                   | (2 Responses) |
| business plan develop                           | (3 Responses) |
| food handler certification course               |               |
| shared distribution                             |               |
| co-packing service                              | (2 Responses) |
| small business resource information             | (3 Responses) |
| place for meetings                              |               |
| website development                             |               |
| financial planning                              |               |
| mobile processing facility                      |               |
| packaging, vacuum seal                          |               |
| non-profit food organization surplus store info |               |
| training for various food processes             |               |
| coordinate local food events                    |               |
| provide CSA shares                              |               |
| food safety expertise                           |               |
| cheese cutter                                   |               |
17. What areas of business have caused you the most trouble?  
(e.g., accounting, inventory, marketing, etc.)
- |                                  |                |
|----------------------------------|----------------|
| marketing                        | (19 Responses) |
| accounting                       | (15 Responses) |
| record keeping                   |                |
| decision, planning, prep, action | (4 Responses)  |

|                                     |               |
|-------------------------------------|---------------|
| inexperience, not sure              | (3 Responses) |
| production                          |               |
| facility/equipment design           | (3 Responses) |
| aging cave for cheese               | (2 Responses) |
| not sure, none to date, N/A,...     | (5 Responses) |
| finding a kitchen or co-packer      | (2 Responses) |
| ads, promo, getting word out,..     | (3 Responses) |
| trademark, patent, idea protection  | (2 Responses) |
| storage, dry, refrigerator, freezer | (3 Responses) |
| packaging                           | (2 Responses) |
| legal, regulations, licensing       | (4 Responses) |
| insurance                           |               |
| decision & preparation              |               |
| ingredient and material sources     | (2 Responses) |
| product development                 |               |
| appropriate product pricing         |               |
| financing start-up                  | (2 Responses) |
| finance                             |               |
| inventory                           | (2 Responses) |
| logistics/transportation            |               |
| labor availability                  |               |
| travel                              |               |
| getting started                     |               |
| food safety                         |               |

18. Would you be interested in consultation in this area?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 56 |
| b. | No          | 13 |
|    | No Response | 12 |
19. Does your business have adequate financing?
- |    |                  |    |
|----|------------------|----|
| a. | Yes              | 25 |
| b. | No               | 39 |
|    | No Response      | 12 |
|    | Other Responses: |    |
|    | yes & no         | 3  |
|    | not sure         | 1  |
|    | studying         | 1  |

Briefly explain:

unknown  
 need equip., building, etc.  
 plan to apply for loans, if not approved, an incubator would be a low cost way to start  
 current opportunity is adequately capitalized, but expansion into value-added kitchen of my own would be financially stressful  
 just a goat club now

interested in help for financing I have a small dairy goat herd that is in the  
 expansion phase  
 got to go for a loan this week  
 on very small scale (currently), I do ok. If I wanted to expand into  
 major markets, I would need working \$  
 \$ from another F-T job; not a good long term strategy  
 no capital to purchase stainless steel equipment & a cheese press  
 start small & invest profits  
 probably  
 new start, rural area must export  
 as long as I can sell all I make  
 business owners have \$  
 future endeavor  
 have a USDA grant until 12/06  
 I haven't fully determined start up costs and necessary operating income  
 does anyone have enough \$?  
 early planning indicates inadequate funds  
 this is a hobby business; involved in culinary community; dream to sell  
 my product to the masses; like to start small with minimum \$  
 income barely covers monthly bills  
 need start-up capital  
 in the planning stages...don't have a realistic number on \$ needed yet  
 difficult question  
 do not know  
 depends on shared kitchen costs  
 pay as I go for what I need  
 tight school district budget  
 need to increase sales and generate profit  
 could do more if I had more \$  
 will not borrow more because I can't afford higher payments  
 income plus parental support  
 minimum start-up \$, interested in low cost loan  
 hope for \$ by next November  
 a very small venture  
 product/sales costs only breakeven  
 could use additional \$  
 still planning  
 considering options  
 small scale & \$50,000 line of credit  
 start small & create revenue from profit  
 as of yet, I have not sought \$, but intend to do so to start in 2007  
 like to have a commercial kitchen in my home but do not have \$ to do  
 looking to expand, would like to learn how to prepare a proposal for \$  
 studying our \$ needs in this time of expansion for our small & growing  
 cheese business  
 a small caterer, but employed full-time in other areas; have started &

stopped trying to create a 'buzz'  
 husband makes a dynamite tuna salad & would like to start marketing;  
 perhaps we can impact the market by starting with this one item &  
 move forward; plan to attend Fancy Food Show in NYC & take  
 some educational courses  
 at the moment my specialty cake business pays for itself because of the  
 markup inherent in the unit price of the product (unit price = cost  
 per slice); however, conflicting demands for my time leave me  
 with limited availability to solicit and execute cake orders; which  
 means this is at best, a lucrative hobby; I would like to make it a  
 full-time business  
 this is a very preliminary idea – even getting to the point of testing  
 viability of food product is time consuming & expensive; due to  
 process requirements a facility that provides commercial kitchen  
 facilities would be a huge boost to entrepreneurs & job creation; I  
 tried to restart the business incubator program at Great Valley  
 campus in 2000

20. Would you be interested in attending a meeting to discuss  
 future plans for the shared kitchen incubator?

|    |             |    |
|----|-------------|----|
| a. | Yes         | 66 |
| b. | No          | 6  |
|    | No Response | 8  |
|    | Maybe       | 1  |

**Business Status:**

|    |                  |    |
|----|------------------|----|
| a. | Pre-Venture      | 39 |
| b. | New (first year) | 7  |
| c. | Existing         | 30 |
|    | ?/No Response    | 5  |

How many employees do you have?

|             |                |
|-------------|----------------|
| 0           | (28 Responses) |
| 1 part-time | (2 Responses)  |
| 3 part-time | (1 Response)   |
| 1           | (9 responses)  |
| 2           | (5 Responses)  |
| 3           | (6 Responses)  |
| 10          | (1 response)   |
| 13          | (1 Response)   |
| 33          | (1 Response)   |
| cooperative | (2 Responses)  |
| family      | (3 Responses)  |
| No Response | 22             |

| <b>Legal Status:</b> |                     | <b>Response:</b> | <b>Type of Business:</b> |                | <b>Response:</b> |
|----------------------|---------------------|------------------|--------------------------|----------------|------------------|
| a.                   | Sole Proprietorship | 43               | a.                       | Retail         | 35               |
| b.                   | Corporation         | 15               | b.                       | Service        | 9                |
| c.                   | Partnership         | 10               | c.                       | Wholesale      | 16               |
|                      | Cooperative         | 1                | d.                       | Manufacturing  | 20               |
|                      | Non-Profit          | 1                |                          | Farm           | 1                |
|                      | No Response         | 11               |                          | Produce Grower | 1                |
|                      |                     |                  |                          | No Response    | 17               |

Appendix P. User Survey Results for PDA Region 1

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 1**

| <u>Question</u>  | <u>Response</u> |
|--|-----------------|
| 1. What type of group/company are you or do you want to be?  |                 |
| a. Caterer   | 1               |
| b. Church/Civic Group/School   | 0               |
| c. Cart/Street Vendor  | 2               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)   | 12              |
| e. Other:  | 3               |
| Farmer/Farmers Market  |                 |
| Cheese   |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )  |                 |
| <b>Dairy:</b> cheese, goat cheese and by products, yogurt  |                 |
| <b>Bakery/Cereal:</b> baked goods  |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> cider, salsa, jams/jellies,<br>mustard, hot peppers, relish, sauces, marinades   |                 |
| <b>Fresh-Cut Produce:</b> vegetables   |                 |
| <b>Dry Mixes/Dried Foods:</b> blackberries, herbs, dried food mixes  |                 |
| 3. Are you currently selling a product?  |                 |
| a. Yes   | 7               |
| b. No  | 6               |
| If Yes, where and how is it made?  |                 |
| farm/home  | 4               |
| licensed kitchen   | 1               |
| home, dry mixes  | 1               |
| process at USDA plant  | 1               |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> )  |                 |
| <b>Dairy:</b> cheeses, goat milk products, yogurt – 6 responses  |                 |
| <b>Bakery/Cereal:</b> cookies, breads, pies, tarts – 2 responses   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> hot peppers, relish, sauces,<br>cider, salsa, tomato, sauces, soups, jams/jellies, sauerkraut, mustard,<br>marinades – 6 responses |                 |
| <b>Dry Mixes/Dried Foods:</b> berries, herbs, chrusticki mix, polish babkas,<br>soups, rice mixes, flours, bread & cookie mixes – 2 responses                                    |                 |

**Dry Mixes/Dried Foods:** baking, spice rubs, chrusticki mix, polish babkas, soups, rice mixes, bread & cookie mixes, condiments, flours, dried fruit/vegetables/herbs, flavored hard pretzels, spices – 9 responses

**Meat/Poultry (USDA):** meat products, goat & beef jerky, sausage gravy – 3 responses

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)

|    |                       |    |
|----|-----------------------|----|
| a. | Standard range/oven   | 7  |
| b. | Commercial mixer      | 5  |
| c. | Walk-in cooler        | 9  |
| d. | Freezer               | 3  |
| e. | Stainless steel table | 11 |
| f. | Kitchen utensils      | 11 |
| g. | Forced air oven       | 2  |
| h. | Meat slicer           | 5  |
| i. | Packager heat sealer  | 6  |
| j. | Food processor        | 8  |
| k. | Dishwasher            | 12 |
| l. | Steam kettle          | 5  |
| m. | Other: _____          |    |
|    | roaster ovens         | 1  |
|    | vacuum packer         | 2  |
|    | dehydrator            | 3  |
|    | sausage stuffer       | 1  |
|    | hot water             | 1  |
|    | vat                   | 1  |
|    | pasteurizer           | 1  |
|    | cheese equipment      | 1  |

6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?

|     |           |
|-----|-----------|
| 1   | 4-6       |
| 2   | 3-4       |
| 2   | 8         |
| 2   | 10        |
| 2-3 | 4-8       |
| 3   | 5         |
| 3   | 24        |
| 4-7 | 16-20     |
| 1   | 2-4/month |
| 1   | 8/month   |

7. What time of the day would you need the facility?

|                  |   |
|------------------|---|
| a.m. _____       | 4 |
| p.m. _____       | 3 |
| Other Responses: |   |

- |     |  |   |
|-----|--|---|
|     | flexible   | 3 |
|     | 8 am - 8 pm  | 1 |
| 8.  | What is your target market?  |   |
|     | farmers' coop/market   | 2 |
|     | health food store  | 1 |
|     | restaurants/caterers   | 3 |
|     | special events   | 2 |
|     | direct   | 3 |
|     | upscale vendors  | 1 |
|     | bars/clubs/taverns   | 1 |
|     | organic/healthy  | 1 |
|     | CSA/food co-op   | 1 |
|     | specialty shops  | 2 |
|     | produce customers  | 1 |
|     | local grocery stores   | 3 |
|     | wineries   | 1 |
|     | ethnic/traditional recipes   | 2 |
| 9.  | What is your sales goal (both in volume and in dollars)?                       |   |
|     | unsure/unknown/?/blank   | 5 |
|     | \$100,000/yr   | 1 |
|     | \$2,000/month  | 1 |
|     | 10,000 units, \$100,000  | 1 |
|     | \$500,000 total sales, \$1,000/wk on<br>value-added products                   | 1 |
|     | \$300 (100 mixes)/month to start   | 1 |
|     | \$50,000 annually  | 1 |
|     | 200 cases (12 jars ea.) \$500/yr   | 1 |
|     | \$15,000 first year & grow to a sustainable<br>level over 3 to 4 years         | 1 |
|     | assume volume upward of 3000 units   | 1 |
| 10. | How do you plan to market your product?  |   |
|     | farmers' markets, festivals  |   |
|     | fresh, local, earth friendly sustainably-produced                              |   |
|     | direct & via retailers   |   |
|     | direct sales through existing market stand                                     |   |
|     | internet, news, magazines, etc   |   |
|     | internet, craft shows  |   |
|     | advertising  |   |
|     | website, etc.  |   |
|     | direct sales calls to local markets  |   |
|     | mall, word of mouth, web   |   |
|     | interactive web hosting, Google, direct marketing,<br>Ebay & eventually a shop |   |

11. Is a written business plan available for review?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 1  |
| b. | No          | 11 |
|    | No Response | 1  |
12. Does your company need office space?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 2 |
| b. | No          | 7 |
|    | No Response | 4 |
- If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.
- |  |     |
|--|-----|
|  | 200 |
|  | 320 |
13. Will you need more space in the future?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 4 |
| b. | No          | 6 |
|    | No Response | 3 |
14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$ \_\_\_\_\_/hour
- |  |                                      |
|--|--------------------------------------|
|  | 1                                    |
|  | 5                                    |
|  | 10                                   |
|  | 10 - 20                              |
|  | 15 (2 Responses)                     |
|  | Unsure/No Response 6                 |
|  | Other Responses: do not have capital |
15. Are you interested in any other office services?  
(e.g., copy machine, telephone answering , etc.)
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 2  |
| b. | No          | 10 |
|    | No Response | 1  |
- If Yes, which services?
- copier
  - computer, e-mail
  - fax
  - message center, receptionist
16. What other services could the facility provide to make your food products business successful?
- product/process development
  - retail outlet for products
  - legal advice
  - processing, filling, and labeling equipment
  - labor

all aspects of labeling  
 sales support  
 shared distribution  
 co-packing service  
 packaging, vacuum seal

17. What areas of business have caused you the most trouble?  
 (e.g., accounting, inventory, marketing, etc.)

marketing  
 accounting  
 facility/equipment design  
 ads, promo, getting word out,..  
 storage, dry, refrigerator, freezer  
 legal, regulations, licensing  
 ingredient and material sources  
 inventory  
 labor availability  
 travel

18. Would you be interested in consultation in this area?

|    |             |   |
|----|-------------|---|
| a. | Yes         | 9 |
| b. | No          | 3 |
|    | No Response | 1 |

19. Does your business have adequate financing?

|    |                           |   |
|----|---------------------------|---|
| a. | Yes                       | 2 |
| b. | No                        | 6 |
|    | No Response               | 2 |
|    | Other Responses: yes & no | 2 |
|    | not sure                  | 1 |

Briefly explain:

unknown  
 need equip., building, etc.  
 plan to apply for loans, if not approved, an incubator would be a low cost  
 way to start  
 current opportunity is adequately capitalized, but expansion into value-  
 added kitchen of my own would be financially stressful  
 just a goat club now  
 interested in help for financing I have a small dairy goat herd that is in the  
 expansion phase  
 got to go for a loan this week  
 on very small scale (currently), I do ok. If I wanted to expand into  
 major markets, I would need working \$  
 \$ from another F-T job; not a good long term strategy  
 no capital to purchase stainless steel equipment & a cheese press

20. Would you be interested in attending a meeting to discuss future plans for the shared kitchen incubator?

|    |             |   |
|----|-------------|---|
| a. | Yes         | 9 |
| b. | No          | 3 |
|    | No Response | 1 |

**Business Status:**

|    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 8 |
| b. | New (first year) | 0 |
| c. | Existing         | 5 |
|    | ?/No Response    | 1 |

How many employees do you have?

|             |               |
|-------------|---------------|
| 0           | (4 Responses) |
| 1           | (1 responses) |
| 2           | (2 Responses) |
| 3           | (1 Responses) |
| 13          | (1 Response)  |
| cooperative | (1 Responses) |
| family      | (1 Responses) |
| No Response | 2             |

**Legal Status:**

|    |                     |   |
|----|---------------------|---|
| a. | Sole Proprietorship | 9 |
| b. | Corporation         | 1 |
| c. | Partnership         | 1 |
|    | No Response         | 2 |

**Response:**

**Type of Business:**

|    |               |   |
|----|---------------|---|
| a. | Retail        | 7 |
| b. | Service       | 1 |
| c. | Wholesale     | 4 |
| d. | Manufacturing | 3 |
|    | No Response   | 3 |

Appendix Q. User Survey Results for PDA Region 2

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 2**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 2               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 0               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)  | 12              |
| e. Other:   | 3               |
| Coffee Shop   |                 |
| Pizzeria/Deli/Bakery  |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Dairy:</b> cheese  |                 |
| <b>Bakery/Cereal:</b> baked goods, breads, cakes, cookies, pastries   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> salsa, jams/jellies, relish, pickles, apple butter, sauces, juices, relishes, baby food, dips, apple sauce, preserves   |                 |
| <b>Dry Mixes/Dried Foods:</b> herbs, spices   |                 |
| <b>Catering/Meal Prep:</b> pizza, specialty, sandwiches, lunch & dinner delivery  |                 |
| <b>Meat/Poultry (USDA):</b> organic and sustainable chili   |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 1               |
| b. No   | 13              |
| If Yes, where and how is it made?   |                 |
| licensed kitchen  | 1               |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Bakery/Cereal:</b> baked goods, breads, pastry, rolls, cakes, cookies – 7 responses  |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> soups, jams/jellies, apple products, salsa, herbal jams/jellies, syrups, sauces, canned vegetables, spicy sauces, specialty juices, leek & pickle relishes, fruit butters, pickles, dips, apple sauce, preserves, chutney, marmalades, herbal vinegars – 10 responses |                 |

**Fresh-Cut Produce:** mushroom and wasabi products – 1 response

**Catering/Meal Prep:** meals, pizza – 2 responses

**Meat/Poultry (USDA):** chili, stew, hot dogs/beans – 1 response

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)

|    |                       |    |
|----|-----------------------|----|
| a. | Standard range/oven   | 12 |
| b. | Commercial mixer      | 8  |
| c. | Walk-in cooler        | 9  |
| d. | Freezer               | 5  |
| e. | Stainless steel table | 13 |
| f. | Kitchen utensils      | 13 |
| g. | Forced air oven       | 2  |
| h. | Meat slicer           | 2  |
| i. | Packager heat sealer  | 5  |
| j. | Food processor        | 10 |
| k. | Dishwasher            | 12 |
| l. | Steam kettle          | 6  |
| m. | Other: _____          |    |
|    | stove                 | 1  |
|    | pots & pans           | 2  |
|    | sheet pans            | 1  |
|    | canners               | 2  |
|    | flash freezer         | 1  |
|    | grain mill            | 1  |
|    | bottler               | 1  |
|    | baking stones         | 1  |
|    | extruder              | 1  |
|    | dry ice               | 1  |
|    | large pots            | 1  |
|    | pressure cooker       | 1  |
|    | bread & cake pans     | 1  |
|    | cookie sheets         | 1  |

6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?

|     |             |
|-----|-------------|
| 1   | 5           |
| 1   | 6           |
| 1   | 10          |
| 1-2 | 8-10        |
| 1-4 | 4-5         |
| 2   | 6           |
| 2   | 10          |
| 3   | 4 (Aug/Sep) |
| 3   | 8           |
| 3   | 15          |

|     |  |       |   |
|-----|--|-------|---|
|     | 4  | 1     |   |
|     | 4  | 20-30 |   |
| 7.  | What time of the day would you need the facility?        |       |   |
|     | a.m. _____   |       | 5 |
|     | p.m. _____   |       | 4 |
|     | Other Responses:   |       |   |
|     | flexible   |       | 2 |
|     | seasonal   |       | 1 |
| 8.  | What is your target market?                              |       |   |
|     | CSA/food co-op   |       | 1 |
|     | farmers' coop/market                                     |       | 2 |
|     | local grocery stores                                     |       | 1 |
|     | restaurants/caterers                                     |       | 2 |
|     | health food store  |       | 1 |
|     | specialty shops  |       | 3 |
|     | wineries   |       | 1 |
|     | direct   |       | 1 |
|     | low income families                                      |       | 1 |
|     | professionals  |       | 1 |
|     | hikers, hunters  |       | 1 |
|     | b&bs/inns  |       | 1 |
|     | internet   |       | 1 |
|     | gift baskets   |       | 1 |
|     | tourists   |       | 2 |
|     | organic/healthy  |       | 1 |
|     | export   |       | 1 |
|     | schools  |       | 1 |
| 9.  | What is your sales goal (both in volume and in dollars)? |       |   |
|     | unsure/unknown/?/blank                                   |       | 9 |
|     | \$5,000-\$10,000 (profit)                                |       | 1 |
|     | 1,000 jars/month; \$5-\$8/jar                            |       | 1 |
|     | 25,000 units; \$250,000/yr                               |       | 1 |
|     | 5000 units; >\$15,000                                    |       | 1 |
|     | \$25,000 in yr 1 sales                                   |       | 1 |
| 10. | How do you plan to market your product?                  |       |   |
|     | ads, demos, internet                                     |       |   |
|     | word of mouth  |       |   |
|     | local & internet   |       |   |
|     | unsure   |       |   |
|     | broker, Food Matrix                                      |       |   |
|     | CSA, farmers market, cold calls, word of mouth,          |       |   |
|     | sampling, internet, local sale                           |       |   |
|     | advertising  |       |   |

word of mouth  
 farmer mkts  
 direct market to outdoor recreation communiity  
 specialty food retailers,  
 direct marketing at grower's markets

11. Is a written business plan available for review?
- |    |     |    |
|----|-----|----|
| a. | Yes | 1  |
| b. | No  | 13 |
12. Does your company need office space?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 2  |
| b. | No          | 10 |
|    | No Response | 2  |
- If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.
- |  |         |
|--|---------|
|  | 100     |
|  | 400-600 |
13. Will you need more space in the future?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 0 |
| b. | No          | 7 |
|    | Not Sure    | 2 |
|    | No Response | 5 |
14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour
- |  |                    |
|--|--------------------|
|  | 3                  |
|  | 5                  |
|  | 15 – 10            |
|  | 10                 |
|  | 25                 |
|  | 75                 |
|  | 100                |
|  | Unsure/No Response |
- (4 Responses)
- (2 Responses)
- 3
15. Are you interested in any other office services?  
 (e.g., copy machine, telephone answering , etc.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 5 |
| b. | No          | 9 |
|    | No Response | 1 |
- If Yes, which services?
- copier
  - computer
  - color laser printer
  - telephone

accounting  
 tax preparation  
 advertising  
 marketing

16. What other services could the facility provide to make your food products business successful?

raw material source(s)  
 accounting  
 legal advice  
 distribution  
 wholesale contacts  
 processing, filling, and labeling equipment  
 labor  
 marketing training, support  
 advertising  
 non-profit food organization surplus store info  
 training for various food processes

17. What areas of business have caused you the most trouble? (e.g., accounting, inventory, marketing, etc.)

legal, regulations, licensing  
 insurance  
 accounting  
 marketing  
 decision & preparation  
 getting started

18. Would you be interested in consultation in this area?

|    |             |   |
|----|-------------|---|
| a. | Yes         | 9 |
| b. | No          | 3 |
|    | No Response | 1 |

19. Does your business have adequate financing?

|    |             |   |
|----|-------------|---|
| a. | Yes         | 6 |
| b. | No          | 7 |
|    | No Response | 1 |

Briefly explain:

start small & invest profits  
 probably  
 new start, rural area must export  
 as long as I can sell all I make  
 business owners have \$  
 future endeavor  
 have a USDA grant until 12/06  
 I haven't fully determined start up costs and necessary operating income

20. Would you be interested in attending a meeting to discuss future plans for the shared kitchen incubator?

|    |             |    |
|----|-------------|----|
| a. | Yes         | 13 |
| b. | No          | 0  |
|    | No Response | 1  |

**Business Status:**

|    |                  |    |
|----|------------------|----|
| a. | Pre-Venture      | 11 |
| b. | New (first year) | 0  |
| c. | Existing         | 2  |
|    | ?/No Response    | 1  |

How many employees do you have?

|             |               |
|-------------|---------------|
| 0           | (6 Responses) |
| 1           | (4 responses) |
| 3           | (2 Responses) |
| 13          | (1 Response)  |
| No Response | 3             |

**Legal Status:**

|    |                     |   |
|----|---------------------|---|
| a. | Sole Proprietorship | 8 |
| b. | Corporation         | 2 |
| c. | Partnership         | 0 |
|    | No Response         | 4 |

**Type of Business:**

|    |               |   |
|----|---------------|---|
| a. | Retail        | 4 |
| b. | Service       | 2 |
| c. | Wholesale     | 2 |
| d. | Manufacturing | 2 |
|    | No Response   | 7 |

Appendix R. User Survey Results for PDA Region 3

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 3**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 0               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 0               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)                    | 3               |
| e. Other:   | 2               |
| New Product R&D   |                 |
| Special Products retailer   |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> pickled beets, sauces,<br>preserves, dressings  |                 |
| <b>Dry Mixes/Dried Foods:</b> spice mixes   |                 |
| <b>Meat/Poultry (USDA):</b> pre-cooked product & sausages also marinated<br>Products  |                 |
| <b>Misc.:</b> hundreds of PA sourced products   |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 2               |
| b. No   | 3               |
| If Yes, where and how is it made?   |                 |
| our USDA inspected plant  | 1               |
| retail store  | 1               |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> ) |                 |
| <b>Bakery/Cereal:</b> baked goods, tortes – 2 responses   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> pickled foods, chutneys, apple<br>products, sauces – 4 responses                      |                 |
| <b>Dry Mixes/Dried Foods:</b> baking mixes, rubs – 1 response   |                 |
| <b>Meat/Poultry (USDA):</b> grass-fed meat products – 1 response  |                 |
| 5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)                              |                 |
| a. Standard range/oven  | 5               |
| b. Commercial mixer   | 2               |
| c. Walk-in cooler   | 4               |

- |     |  |                  |   |
|-----|--|------------------|---|
| d.  | Freezer  | 2                |   |
| e.  | Stainless steel table  | 4                |   |
| f.  | Kitchen utensils   | 4                |   |
| g.  | Forced air oven  | 1                |   |
| h.  | Meat slicer  | 1                |   |
| i.  | Packager heat sealer   | 3                |   |
| j.  | Food processor   | 4                |   |
| k.  | Dishwasher   | 4                |   |
| l.  | Steam kettle   | 2                |   |
| 6.  | How many times _____ and hours _____ per week would you use this facility? |                  |   |
|     | 1  | 5                |   |
|     | 2  | 16 (2 responses) |   |
|     | 3  | 12               |   |
| 7.  | What time of the day would you need the facility?                          |                  |   |
|     | a.m. _____   | 2                |   |
|     | p.m. _____   | 0                |   |
|     | Other Responses:   |                  |   |
|     | 7 am or 6 pm   | 1                |   |
|     | housewife  | 1                |   |
| 8.  | What is your target market?  |                  |   |
|     | ethnic/traditional recipes   |                  | 1 |
|     | organic/healthy  |                  | 1 |
|     | health food store  | 1                |   |
|     | specialty shops  | 1                |   |
| 9.  | What is your sales goal (both in volume and in dollars)?                   |                  |   |
|     | unsure/unknown/?/blank   | 3                |   |
|     | value-added, sm vol for direct retail (70%)                                | 1                |   |
|     | local ? (30%)  |                  |   |
|     | 1,000 bottles/yr \$4-5,000   | 1                |   |
| 10. | How do you plan to market your product?                                    |                  |   |
|     | farm market, sampling  |                  |   |
|     | tourists, local stores and restaurants                                     |                  |   |
|     | our retail store   |                  |   |
|     | visiting local outlets, later hiring a sales person                        |                  |   |
|     | farm markets, food industry friends  |                  |   |
|     | specialty food shops, local privately owned markets                        |                  |   |
| 11. | Is a written business plan available for review?                           |                  |   |
|     | a. Yes   | 1                |   |
|     | b. No  | 4                |   |
| 12. | Does your company need office space?                                       |                  |   |

- |    |             |   |
|----|-------------|---|
| a. | Yes         | 0 |
| b. | No          | 3 |
|    | No Response | 2 |

If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.

13. Will you need more space in the future?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 0 |
| b. | No          | 1 |
|    | Not Sure    | 1 |
|    | No Response | 3 |
14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour
- |  |                    |               |
|--|--------------------|---------------|
|  | 10                 |               |
|  | 15                 | (3 Responses) |
|  | Unsure/No Response | 1             |
15. Are you interested in any other office services?  
(e.g., copy machine, telephone answering , etc.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 0 |
| b. | No          | 4 |
|    | No Response | 1 |
- If Yes, which services?
16. What other services could the facility provide to make your food products business successful?
- raw, finished material storage
  - sales support
  - packaging, packaging storage
  - small business resource information
  - marketing training, support
  - all aspects of labeling
17. What areas of business have caused you the most trouble?  
(e.g., accounting, inventory, marketing, etc.)
- ingredient and material sources
  - product development
  - marketing
  - appropriate product pricing
  - ads, promo, getting word out,..
  - legal, regulations, licensing
  - not sure, none to date, N/A,...
  - trademark, patent, idea protection
18. Would you be interested in consultation in this area?
- |    |     |   |
|----|-----|---|
| a. | Yes | 4 |
|----|-----|---|

- |     |   |                              |   |
|-----|---|------------------------------|---|
|     | b.  | No                           | 1 |
| 19. | Does your business have adequate financing? |                              |   |
|     | a.  | Yes                          | 2 |
|     | b.  | No                           | 1 |
|     |   | No Response                  | 1 |
|     |   | Other Responses:    yes & no | 1 |

Briefly explain:

does anyone have enough \$?

early planning indicates inadequate funds

this is a hobby business; involved in culinary community; dream to sell

my product to the masses; like to start small with minimum \$

- |     |  |       |   |
|-----|--|-------|---|
| 20. | Would you be interested in attending a meeting to discuss future plans for the shared kitchen incubator? |       |   |
|     | a.   | Yes   | 4 |
|     | b.   | No    | 0 |
|     |  | Maybe | 1 |

**Business Status:**

- |    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 3 |
| b. | New (first year) | 0 |
| c. | Existing         | 2 |

How many employees do you have?

- |             |               |
|-------------|---------------|
| 0           | (2 Responses) |
| 3           | (1 Response)  |
| 10          | (1 Response)  |
| No Response | 1             |

| <b>Legal Status:</b>   | <b>Response:</b> | <b>Type of Business:</b> | <b>Response:</b> |
|------------------------|------------------|--------------------------|------------------|
| a. Sole Proprietorship | 3                | a. Retail                | 2                |
| b. Corporation         | 1                | b. Service               | 0                |
| c. Partnership         | 1                | c. Wholesale             | 0                |
| No Response            | 1                | d. Manufacturing         | 1                |
|                        |                  | No Response              | 1                |

## Appendix S. User Survey Results for PDA Region 4

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 4**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 0               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 0               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)  | 4               |
| e. Other:<br>Farmer/Farmers Market  | 1               |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )<br><b>Dairy:</b> cheeses<br><b>Bakery/Cereal:</b> breads, baked goods<br><b>Acid/Acidified Canned Foods/Beverages:</b> marinades, jams, vegetables,<br>pasta sauces, relishes<br><b>Fresh-Cut Produce:</b> blueberries, tomatoes, vegetables, garlic<br><b>Misc.:</b> honey   |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 3               |
| b. No   | 5               |
| If Yes, where and how is it made?   |                 |
| fresh produce   | 1               |
| farm market, direct sale  | 2               |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> )<br><b>Dairy:</b> cheese – 1 response<br><b>Bakery/Cereal:</b> breads, baked goods, cakes, pies, crackers, cookies – 4 responses<br><b>Acid/Acidified Canned Foods/Beverages:</b> marinades, sauces, jams/jellies, canned vegetables, salsa – 6 responses<br><b>Dry Mixes/Dried Foods:</b> dried fruit/vegetables – 1 response<br><b>Frozen Foods:</b> berries – 1 response<br><b>Meat/Poultry (USDA):</b> grass-fed meat products – 1 response<br><b>Misc.:</b> honey, short term cold storage – 1 response |                 |

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)
- |    |                       |   |
|----|-----------------------|---|
| a. | Standard range/oven   | 7 |
| b. | Commercial mixer      | 6 |
| c. | Walk-in cooler        | 5 |
| d. | Freezer               | 5 |
| e. | Stainless steel table | 8 |
| f. | Kitchen utensils      | 6 |
| g. | Forced air oven       | 4 |
| h. | Meat slicer           | 0 |
| i. | Packager heat sealer  | 7 |
| j. | Food processor        | 4 |
| k. | Dishwasher            | 6 |
| l. | Steam kettle          | 3 |
| m. | Other: _____          |   |
|    | dehydrator            | 1 |
|    | hydro-heat & cool     | 1 |
|    | pack honey bottler    | 1 |
|    | cheese equipment      | 1 |
|    | pressure cooker       | 1 |
|    | filling machine       | 1 |
6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?
- |         |       |
|---------|-------|
| 1       | 1-2   |
| 1       | 5     |
| 1-2     | 8-10  |
| 2-3     | 13-15 |
| 5-7     | 40+   |
| 1 month |       |
7. What time of the day would you need the facility?
- |                  |   |
|------------------|---|
| a.m. _____       | 2 |
| p.m. _____       | 1 |
| Other Responses: |   |
| flexible         | 1 |
| 3 am or 7 pm     | 1 |
8. What is your target market?
- |                              |   |
|------------------------------|---|
| direct                       | 2 |
| restaurants/caterers         | 1 |
| CSA                          | 1 |
| farmers' coop/market         | 1 |
| food outlets in PA, OH, WV   | 1 |
| sub-div w/ home gardens      | 1 |
| consumers of prepared sauces | 1 |

9. What is your sales goal (both in volume and in dollars)?
- |   |   |
|---|---|
| unsure/unknown/?/blank  | 2 |
| need to make a profit – most concerned with selling my produce; value-added is supplemental                     | 1 |
| million/month   | 1 |
| 2-3 dozen each of pies, breads, cookies per market; \$100-\$150/mkt day   | 1 |
| all gardeners receive/can 5 cans - \$ pay for facility & staff  | 1 |
| initial roll out after perfecting the commercial cooking formulas and processes would be approx. 20K jars \$40K | 1 |
10. How do you plan to market your product?
- farmers' market, CSA  
 individual contacts & local marketing groups  
 CSA brochures, farmers' markets, word of mouth  
 not sure  
 contact stores  
 neighborhood residents - local specialty food store/  
 supermarket  
 TV home shopping network  
 local community events  
 local cable advertising, sporting events
11. Is a written business plan available for review?
- |        |   |
|--------|---|
| a. Yes | 1 |
| b. No  | 7 |
12. Does your company need office space?
- |        |   |
|--------|---|
| a. Yes | 3 |
| b. No  | 5 |
- If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.
- |     |
|-----|
| 100 |
| 300 |
13. Will you need more space in the future?
- |             |   |
|-------------|---|
| a. Yes      | 3 |
| b. No       | 1 |
| Not Sure    | 1 |
| No Response | 2 |
14. What hourly rate would you be willing to pay to use the kitchen and its

- equipment? \$ \_\_\_\_\_/hour
- 5 or less
  - 5.15 (min. wage)
  - 10
  - 12
  - 15 – 20
  - Unsure/No Response 1
  - Other Responses: depend on operational costs
15. Are you interested in any other office services?  
(e.g., copy machine, telephone answering , etc.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 5 |
| b. | No          | 2 |
|    | No Response | 1 |
- If Yes, which services?
- copier
  - internet
  - fax
  - telephone
  - graphic design for labels, logos, etc.
  - computer
  - answering machine
16. What other services could the facility provide to make your food products business successful?
- mobile processing facility
  - coordinate local food events
  - provide CSA shares
  - processing, filling, and labeling equipment
  - co-packing service
17. What areas of business have caused you the most trouble?  
(e.g., accounting, inventory, marketing, etc.)
- marketing
  - accounting
  - not sure, none to date, N/A,...
  - storage, dry, refrigerator, freezer
18. Would you be interested in consultation in this area?
- |    |     |   |
|----|-----|---|
| a. | Yes | 8 |
| b. | No  | 0 |
19. Does your business have adequate financing?
- |    |     |   |
|----|-----|---|
| a. | Yes | 2 |
| b. | No  | 6 |

Briefly explain:

income barely covers monthly bills

need start-up capital  
in the planning stages...don't have a realistic number on \$ needed yet

20. Would you be interested in attending a meeting to discuss  
future plans for the shared kitchen incubator?

|    |              |   |
|----|--------------|---|
| a. | Yes          | 5 |
| b. | No           | 0 |
|    | No Responses | 3 |

**Business Status:**

|    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 5 |
| b. | New (first year) | 1 |
| c. | Existing         | 2 |

How many employees do you have?

|             |               |
|-------------|---------------|
| 0           | (4 Responses) |
| 1           | (1 Response)  |
| No Response | 3             |

**Legal Status:**

|    |                     |          |
|----|---------------------|----------|
| a. | Sole Proprietorship | <u>4</u> |
| b. | Corporation         | 3        |
| c. | Partnership         | 1        |

**Type of Business:**

|    |               |   |
|----|---------------|---|
| a. | Retail        | 2 |
| b. | Service       | 1 |
| c. | Wholesale     | 3 |
| d. | Manufacturing | 4 |
|    | Farm          | 1 |

Appendix T. User Survey Results for PDA Region 5

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 5**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 0               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 1               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)  | 5               |
| e. Other:   | 3               |
| Farmer/Farmers Market   |                 |
| Extension   |                 |
| Public school district  |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Bakery/Cereal:</b> cookies, fudge  |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> salsa, hot pepper jellies,<br>marinade/bbq sauces, spicy pickled green beans  |                 |
| <b>Fresh-Cut Produce:</b> blueberries, vegetables, small fruits, peppers, onions,<br>garlic, squash, lettuce  |                 |
| <b>Dry Mixes/Dried Foods:</b> baking mixes  |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 3               |
| b. No   | 4               |
| If Yes, where and how is it made?   |                 |
| friend's kitchen  |                 |
| restaurant kitchen  |                 |
| licensed kitchen  |                 |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Bakery/Cereal:</b> cookies, fudge, bakery – 3 responses  |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> soups, salsa, ketchup, bloody<br>mary mix, dried tomato in olive oil, sauces, jams/jellies (fruit, hot pepper),<br>sauces, pickles, marinades, green beans, wines, drinks, syrups, pickled<br>foods – 5 responses |                 |
| <b>Fresh-Cut Produce:</b> salads, mixed vegetables – 2 responses  |                 |
| <b>Dry Mixes/Dried Foods:</b> baking mixes – 1 response   |                 |
| <b>Frozen Foods:</b> vegetables – 1 response  |                 |

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)
- |    |                       |   |
|----|-----------------------|---|
| a. | Standard range/oven   | 4 |
| b. | Commercial mixer      | 4 |
| c. | Walk-in cooler        | 5 |
| d. | Freezer               | 5 |
| e. | Stainless steel table | 6 |
| f. | Kitchen utensils      | 6 |
| g. | Forced air oven       | 1 |
| h. | Meat slicer           | 0 |
| i. | Packager heat sealer  | 2 |
| j. | Food processor        | 6 |
| k. | Dishwasher            | 7 |
| l. | Steam kettle          | 5 |
| m. | Other: _____          |   |
|    | canners               | 1 |
|    | steamer               | 1 |
|    | juicer                | 1 |
|    | dryer                 | 1 |
|    | convection oven       | 1 |
|    | jar sterilizer        | 1 |
6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?
- |  |   |     |
|--|---|-----|
|  | 1 | 6-8 |
|  | 1 | 8   |
|  | 2 | 4   |
|  | 2 | 8   |
7. What time of the day would you need the facility?
- |                  |   |
|------------------|---|
| a.m. _____       | 3 |
| p.m. _____       | 0 |
| Other Responses: |   |
| winter am        | 1 |
| summer pm        | 1 |
8. What is your target market?
- |                      |   |
|----------------------|---|
| organic/healthy      | 2 |
| 35+ females/males    | 1 |
| farmers' coop/market | 1 |
| local grocery stores | 1 |
| internet             | 1 |
| schools              | 1 |
| produce customers    | 1 |
| direct               | 1 |
| special events       | 1 |

9. What is your sales goal (both in volume and in dollars)?
- |   |   |
|---|---|
| unsure/unknown/?/blank  | 3 |
| \$30,000 in 2006  | 1 |
| incorp. part. in nat'l school lunch program<br>with local foods | 1 |
| 100,000   | 1 |
| 5-10,000 cookies; \$5,000-\$10,000                              | 1 |
10. How do you plan to market your product?
- farmers' markets, internet  
fresh, frozen, canned, etc  
festivals & markets within 40-50 miles of home  
farmers' markets, local retail stores/shops, online  
distribute newsletters, posters, etc. - healthy local,  
produce  
supermarket produce department  
organic and health food stores
11. Is a written business plan available for review?
- |        |   |
|--------|---|
| a. Yes | 0 |
| b. No  | 7 |
12. Does your company need office space?
- |             |   |
|-------------|---|
| a. Yes      | 0 |
| b. No       | 6 |
| No Response | 1 |
- If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.
13. Will you need more space in the future?
- |             |   |
|-------------|---|
| a. Yes      | 1 |
| b. No       | 4 |
| No Response | 2 |
14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour
- |                    |                           |
|--------------------|---------------------------|
| 5                  |                           |
| 5.15 (min. wage)   |                           |
| 10                 |                           |
| 12                 |                           |
| 15 – 20            |                           |
| Unsure/No Response | 3                         |
| Other Responses:   | refer to Cornell rates    |
|                    | negotiable                |
|                    | depend on product pricing |

15. Are you interested in any other office services?  
(e.g., copy machine, telephone answering , etc.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 0 |
| b. | No          | 3 |
|    | Not Sure    | 1 |
|    | No Response | 1 |

If Yes, which services?

16. What other services could the facility provide to make your food products business successful?
- product/process development
  - services like Cornell
  - raw, finished material storage
  - packaging, packaging storage
  - refrigerated/frozen storage
  - coordinate local food events

17. What areas of business have caused you the most trouble?  
(e.g., accounting, inventory, marketing, etc.)
- marketing
  - trademark, patent, idea protection
  - ads, promo, getting word out,..
  - storage, dry, refrigerator, freezer
  - accounting
  - ingredient and material sources

18. Would you be interested in consultation in this area?
- |    |     |   |
|----|-----|---|
| a. | Yes | 5 |
| b. | No  | 2 |
19. Does your business have adequate financing?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 1 |
| b. | No          | 4 |
|    | No Response | 2 |

Briefly explain:

- difficult question
- do not know
- depends on shared kitchen costs
- pay as I go for what I need
- tight school district budget
- need to increase sales and generate profit
- could do more if I had more \$
- will not borrow more because I can't afford higher payments

20. Would you be interested in attending a meeting to discuss

future plans for the shared kitchen incubator?

- |    |     |   |
|----|-----|---|
| a. | Yes | 7 |
| b. | No  | 0 |

**Business Status:**

- |    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 2 |
| b. | New (first year) | 0 |
| c. | Existing         | 4 |
|    | ?/No Response    | 1 |

How many employees do you have?

- |                   |               |
|-------------------|---------------|
| 0                 | (3 Responses) |
| 1 part-time       | (1 Responses) |
| 33                | (1 Response)  |
| No Response _____ | 2             |

**Legal Status:**

- |    |                     |   |
|----|---------------------|---|
| a. | Sole Proprietorship | 3 |
| b. | Corporation         | 2 |
| c. | Partnership         | 1 |
|    | Non-Profit          | 1 |

**Response:**

**Type of Business:**

- |    |               |   |
|----|---------------|---|
| a. | Retail        | 5 |
| b. | Service       | 1 |
| c. | Wholesale     | 2 |
| d. | Manufacturing | 0 |
|    | Farm          | 1 |

**Response:**

Appendix U. User Survey Results for PDA Region 6

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 6**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 5               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 1               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)  | 11              |
| e. Other:<br>Farmer/Farmers Market  | 4               |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )<br><b>Dairy:</b> yogurt, sour cream<br><b>Bakery/Cereal:</b> baked goods, bread, rolls, dog treats & cakes<br><b>Acid/Acidified Canned Foods/Beverages:</b> salsa, canned tomatoes<br>organic tomato juice, ketchup, sauces, jams/jellies, fruit, soups<br><b>Fresh-Cut Produce:</b> cut & bagged organic produce (carrots, celery, stir-fry mixes), vegetables, fruits<br><b>Dry Mixes/Dried Foods:</b> rubs, dried apples, flavored hard pretzels, herbs<br><b>Frozen Foods:</b> organic cheese pastries<br><b>Catering/Meal Prep:</b> casual to fine dining<br><b>Meat/Poultry (USDA):</b> pot pie |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 9               |
| b. No   | 10              |
| No Response   | 2               |
| If Yes, where and how is it made?   |                 |
| farm/home   |                 |
| home kitchen  | 3               |
| apples are cut & dehydrated   |                 |
| home, fried/seasoned  |                 |
| former warehouse  |                 |
| church  |                 |
| fresh produce   |                 |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> )<br><b>Dairy:</b> ice cream mix, hard & soft cheeses, yogurt – 3 responses   |                 |

**Bakery/Cereal:** granolas, fruit breads, rolls, croutons, pastries, cakes, specialty breads, cookies, pies, muffins, breads, quick breads, specialty dog

treats/cakes – 6 responses

**Acid/Acidified Canned Foods/Beverages:** soups, salsa, ketchup, tomato juice, sauces, jams/jellies, canned fruit, seafood dip, sauerkraut, pickled foods, canned tomato products – 5 responses

**Fresh-Cut Produce:** salads, stir-fry mixes, herbs, fruit, tomatoes, peppers, cucumbers, garlic, cabbage, mixed vegetables – 4 responses

**Dry Mixes/Dried Foods:** flavored hard pretzels – 1 response

**Frozen Foods:** vegetables, berries, pastries – 2 responses

**Catering/Meal Prep:** meals, specific menu items – 2 responses

**Meat/Poultry (USDA):** cracklins, chicken wings, pot pie – 2 responses

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)

|    |                       |    |
|----|-----------------------|----|
| a. | Standard range/oven   | 13 |
| b. | Commercial mixer      | 11 |
| c. | Walk-in cooler        | 11 |
| d. | Freezer               | 6  |
| e. | Stainless steel table | 17 |
| f. | Kitchen utensils      | 14 |
| g. | Forced air oven       | 2  |
| h. | Meat slicer           | 2  |
| i. | Packager heat sealer  | 9  |
| j. | Food processor        | 9  |
| k. | Dishwasher            | 11 |
| l. | Steam kettle          | 7  |
| m. | Other: _____          |    |
|    | stainless steel sink  | 1  |
|    | cutting board         | 1  |
|    | dehydrator            | 1  |
|    | dipping pans          | 1  |
|    | counter space         | 1  |
|    | refrigerated truck    | 1  |
|    | large kettles         | 1  |

6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?

|     |     |
|-----|-----|
| 1   | 2   |
| 1   | 3   |
| 1   | 5   |
| 1   | 6   |
| 1   | 6-8 |
| 1   | 8   |
| 1-2 | 3-5 |
| 2   | 2   |

|     |    |
|-----|----|
| 2   | 4  |
| 2   | 5  |
| 2   | 8  |
| 4   | 8  |
| 4-5 | 6  |
| 5   | 20 |
| 6   |    |

7. What time of the day would you need the facility?
- |                  |   |
|------------------|---|
| a.m. _____       | 8 |
| p.m. _____       | 3 |
| Other Responses: |   |
| flexible         | 2 |
| 9 am - 3 pm      | 1 |
| 9 am - 1 pm      | 1 |
8. What is your target market?
- |                                     |   |
|-------------------------------------|---|
| retail                              | 1 |
| farmers' coop/market                | 3 |
| specialty shops                     | 3 |
| restaurants/caterers                | 3 |
| special events                      | 2 |
| upscale vendors                     | 1 |
| hikers, hunters                     | 1 |
| onvenience markets                  | 1 |
| bars/clubs/taverns                  | 2 |
| organic/healthy                     | 5 |
| CSA/food co-op                      | 1 |
| small grocers in Lancaster/Phil/NYC | 1 |
| bakeries                            | 1 |
| pet owners                          | 1 |
| internet                            | 1 |
| mid to upper class clients          | 1 |
| farm stand                          | 1 |
9. What is your sales goal (both in volume and in dollars)?
- |  |   |
|--|---|
| unsure/unknown/?/blank                     | 8 |
| 500 gallons each of yogurt & ice cream mix | 1 |
| \$10,000/yr                                | 2 |
| \$1,500 - \$2,000/wk                       | 1 |
| 4,000 units - \$20,000                     | 1 |
| small                                      | 1 |
| \$150,000/yr                               | 2 |
| \$15,000/month                             | 1 |
| \$100,000/yr                               | 1 |
| \$2,500 to start                           | 1 |

- |     |  |    |
|-----|--|----|
|     | 10 + cases for a few \$1000  | 1  |
|     | make a profit within 1 yr of opening   | 1  |
| 10. | How do you plan to market your product?  |    |
|     | own retail store   |    |
|     | farmers' coop  |    |
|     | farmers' market, farm stand, local restaurant, phone & e-mail                                    |    |
|     | direct & online  |    |
|     | local outlets, internet  |    |
|     | word of mouth (ha, ha)   |    |
|     | internet, flyers, business cards   |    |
|     | website & sales staff  |    |
|     | direct or wholesale  |    |
|     | internet, telephone direct, bus cards, word of mouth   |    |
|     | word of mouth, advertising   |    |
|     | distributor  |    |
|     | local ad and website   |    |
|     | word of mouth  |    |
|     | sampling & contacts  |    |
|     | roadside stand, special markets  |    |
|     | newspaper & internet   |    |
|     | ad papers, Clipper magazine  |    |
|     | begin w/ current customers   |    |
| 11. | Is a written business plan available for review?   |    |
|     | a. Yes   | 3  |
|     | b. No  | 16 |
|     | No Response  | 2  |
| 12. | Does your company need office space?   |    |
|     | a. Yes   | 0  |
|     | b. No  | 11 |
|     | No Response  | 10 |
|     | If Yes, how many square feet will you need now? _____ sq.ft.                                     |    |
|     |  | 30 |
|     |  | 50 |
| 13. | Will you need more space in the future?  |    |
|     | a. Yes   | 3  |
|     | b. No  | 8  |
|     | Not Sure   | 1  |
|     | No Response  | 9  |
| 14. | What hourly rate would you be willing to pay to use the kitchen and its equipment? \$ _____/hour |    |

5  
 5 – 7 (\$50/day max)  
 5 – 10  
 10 – 15

20 (3 Responses)  
 25 (to start or per job)  
 25 – 75  
 30  
 35  
 Unsure/No Response 3  
 Other Responses: depends on fuel costs

15. Are you interested in any other office services?  
 (e.g., copy machine, telephone answering , etc.)
- |             |    |
|-------------|----|
| a. Yes      | 3  |
| b. No       | 11 |
| No Response | 7  |
- If Yes, which services?  
 procurement credit/debit cards  
 telephone  
 packing & shipping product
16. What other services could the facility provide to make  
 your food products business successful?  
 raw, finished material storage  
 cheese cutter  
 refrigerated/frozen storage  
 shipping dock  
 packaging, packaging storage  
 workshops/open house  
 advertising  
 small business resource information
17. What areas of business have caused you the most trouble?  
 (e.g., accounting, inventory, marketing, etc.)  
 record keeping  
 decision, planning, prep, action  
 inexperience, not sure  
 marketing  
 accounting  
 production  
 facility/equipment design  
 aging cave for cheese  
 not sure, none to date, N/A,...  
 finding a kitchen or co-packer

## financing start-up

18. Would you be interested in consultation in this area?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 11 |
| b. | No          | 3  |
|    | No Response | 7  |
19. Does your business have adequate financing?
- |    |                           |   |
|----|---------------------------|---|
| a. | Yes                       | 7 |
| b. | No                        | 9 |
|    | No Response               | 4 |
|    | Other Responses: studying | 1 |

## Briefly explain:

income plus parental support  
 minimum start-up \$, interested in low cost loan  
 hope for \$ by next November  
 a very small venture  
 product/sales costs only breakeven  
 could use additional \$  
 still planning  
 considering options  
 small scale & \$50,000 line of credit  
 start small & create revenue from profit

20. Would you be interested in attending a meeting to discuss future plans for the shared kitchen incubator?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 18 |
| b. | No          | 2  |
|    | No Response | 1  |

**Business Status:**

- |    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 7 |
| b. | New (first year) | 4 |
| c. | Existing         | 8 |
|    | ?/No Response    | 2 |

## How many employees do you have?

- |             |               |
|-------------|---------------|
| 0           | (8 Responses) |
| 3 part-time | (1 Responses) |
| 1           | (1 Response)  |
| 2           | (3 Responses) |
| Family      | (1 Response)  |
| No Response | 7             |

- |                        |                  |                          |                  |
|------------------------|------------------|--------------------------|------------------|
| <b>Legal Status:</b>   | <b>Response:</b> | <b>Type of Business:</b> | <b>Response:</b> |
| a. Sole Proprietorship | 12               | a. Retail                | 11               |

|    |             |   |    |               |   |
|----|-------------|---|----|---------------|---|
| b. | Corporation | 2 | b. | Service       | 2 |
| c. | Partnership | 1 | c. | Wholesale     | 4 |
|    | Cooperative | 1 | d. | Manufacturing | 6 |
|    | No Response | 5 |    | No Responses  | 5 |

Appendix V. User Survey Results for PDA Region 7

**PA Keystone Kitchens Incubator Feasibility Study**  
**User Survey Results for PDA Region 7**

| <u>Question</u>   | <u>Response</u> |
|---|-----------------|
| 1. What type of group/company are you or do you want to be?   |                 |
| a. Caterer  | 3               |
| b. Church/Civic Group/School  | 0               |
| c. Cart/Street Vendor   | 0               |
| d. Specialty/Gourmet Food Producer<br>(i.e., mustard, barbeque sauce,<br>salsa, jams, sauces, baked goods, etc.)                    | 6               |
| e. Other:   | 6               |
| Farmer/Farmers Market   |                 |
| Cheese  |                 |
| Personal Chef   |                 |
| Consultant  |                 |
| 2. Product(s): (Authors divided into categories by process, identified in <b>bold</b> )   |                 |
| <b>Bakery/Cereal:</b> breads, baked egg breakfast food, cakes, pies   |                 |
| <b>Acid/Acidified Canned Foods/Beverages:</b> sauces, spreads, vinegar, jams, mustards  |                 |
| <b>Fresh-Cut Produce:</b> fruit   |                 |
| <b>Frozen Foods:</b> organic cheese pastries, bakery items  |                 |
| <b>Catering/Meal Prep:</b> customized meals, upscale prep foods delivery  |                 |
| <b>Meat/Poultry (USDA):</b> raw organic poultry, beef, pork, prepared poultry, tuna salad   |                 |
| <b>Confectionery:</b> sugar novelties   |                 |
| <b>Misc.:</b> flowers   |                 |
| 3. Are you currently selling a product?   |                 |
| a. Yes  | 8               |
| b. No   | 3               |
| No Response   | 2               |
| If Yes, where and how is it made?   |                 |
| prepare in client's home  |                 |
| home, bake  | 2               |
| farm market   |                 |
| co-packer   |                 |
| farm/home   |                 |
| licensed kitchen  |                 |
| 4. What food item(s) would you be interested in preparing? (Authors divided into categories by process, identified in <b>bold</b> ) |                 |

**Bakery/Cereal:** pastries, cakes, pies, organic cakes – 6 responses  
**Acid/Acidified Canned Foods/Beverages:** jams/jellies, canned items, mustard, flavored oils and vinegars – 6 responses  
**Dry Mixes/Dried Foods:** condiments – 1 response  
**Frozen Foods:** cookie dough – 1 response  
**Catering/Meal Prep:** entrees, side dishes, salads, soups – 2 responses  
**Meat/Poultry (USDA):** tuna salad, fried chicken, turkey, fish – 1 response  
**Confectionery:** sugar decorations – 1 response

5. What type of equipment would you need to prepare your food product? (Please circle all that apply.)

|    |                                |    |
|----|--------------------------------|----|
| a. | Standard range/oven            | 10 |
| b. | Commercial mixer               | 8  |
| c. | Walk-in cooler                 | 10 |
| d. | Freezer                        | 8  |
| e. | Stainless steel table          | 12 |
| f. | Kitchen utensils               | 8  |
| g. | Forced air oven                | 6  |
| h. | Meat slicer                    | 1  |
| i. | Packager heat sealer           | 5  |
| j. | Food processor                 | 8  |
| k. | Dishwasher                     | 11 |
| l. | Steam kettle                   | 2  |
| m. | Other: _____                   |    |
|    | stainless steel sink           | 2  |
|    | storage                        | 1  |
|    | canner                         | 1  |
|    | convection oven                | 1  |
|    | stainless steel cheese grinder | 1  |
|    | filling machine                | 1  |
|    | capper                         | 1  |
|    | labeler                        | 1  |
|    | pallet jack                    | 1  |
|    | air compressor                 | 1  |
|    | scales (lbs & gms)             | 1  |
|    | vacuum machine                 | 1  |
|    | fryer                          | 1  |
|    | refrigerator                   | 1  |
|    | marble slab                    | 1  |
|    | digital scale                  | 1  |
|    | blast chiller                  | 1  |

6. How many times \_\_\_\_\_ and hours \_\_\_\_\_ per week would you use this facility?

|     |   |
|-----|---|
| 1-2 | 6 |
| 1-2 | 8 |

|     |  |         |   |
|-----|--|---------|---|
|     | 2  | 10+     |   |
|     | 2  | 20      |   |
|     | 2-3  | 10-15   |   |
|     | 3-4  | 6-8     |   |
|     | 4  | 8       |   |
|     | 5  | 8-10    |   |
|     | 5  | 25      |   |
|     | 1  | 8/month |   |
| 7.  | What time of the day would you need the facility?        |         |   |
|     | a.m. _____   |         | 7 |
|     | p.m. _____   |         | 2 |
|     | Other Responses:   |         |   |
|     | flexible   |         | 2 |
| 8.  | What is your target market?                              |         |   |
|     | farmers' coop/market                                     |         | 2 |
|     | professionals  |         | 1 |
|     | specialty shops  |         | 4 |
|     | restaurants/caterers                                     |         | 3 |
|     | organic/healthy  |         | 1 |
|     | bakeries   |         | 1 |
|     | internet   |         | 1 |
|     | special events   |         | 1 |
|     | morning commuters  |         | 1 |
|     | mid to upper class clients                               |         | 1 |
|     | young singles, working families                          |         | 1 |
| 9.  | What is your sales goal (both in volume and in dollars)? |         |   |
|     | unsure/unknown/?/blank                                   |         | 4 |
|     | \$40,000 inc vegetable sales                             |         | 1 |
|     | increase by \$1,000/wk                                   |         | 1 |
|     | \$100,000/yr   |         | 2 |
|     | \$50,000 - \$100,000/yr/company                          |         | 1 |
|     | min. 100 cakes w/ revenue of \$100,000 – \$125,000       |         | 1 |
|     | 5k-7k units, \$400k-\$500k                               |         | 1 |
|     | \$5,000,000/yr in 10 years                               |         | 1 |
|     | \$5-\$10,000 per year                                    |         | 1 |
| 10. | How do you plan to market your product?                  |         |   |
|     | word of mouth, brochures                                 |         |   |
|     | word of mouth, internet                                  |         |   |
|     | advertising  |         |   |
|     | internet   |         |   |
|     | POS flyers, news ads                                     |         |   |
|     | existing distributor                                     |         |   |

direct sales, sales reps,  
 specialty food distributors  
 newspaper, specialty food magazines  
 word of mouth, internet  
 bridal expos, private  
 tasting salons  
 website, business cards, word of mouth, print & radio advertising  
 radio advertising  
 food shows  
 routes and licensed agreements  
 word of mouth by satisfied customers, print media, web, product  
 sampling at fairs and large group meetings  
 Penny Saver, direct mailings

11. Is a written business plan available for review?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 4 |
| b. | No          | 6 |
|    | No Response | 3 |

12. Does your company need office space?
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 1 |
| b. | No          | 4 |
|    | Not sure    | 1 |
|    | No Response | 7 |

If Yes, how many square feet will you need now? \_\_\_\_\_ sq.ft.

30

100

300

13. Will you need more space in the future?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 1  |
| b. | No          | 1  |
|    | Not Sure    | 0  |
|    | No Response | 11 |

14. What hourly rate would you be willing to pay to use the kitchen and its equipment? \$\_\_\_\_\_/hour

0 - 10

10 (2 Responses)

18

20

20+

20 - 30

50 - 100

Unsure/No Response 4

15. Are you interested in any other office services?

- (e.g., copy machine, telephone answering , etc.)
- |    |             |   |
|----|-------------|---|
| a. | Yes         | 4 |
| b. | No          | 6 |
|    | No Response | 4 |
- If Yes, which services?
- copier
  - manufacture, package & ship product
  - fax/scanner
  - message center, receptionist
  - conference room
16. What other services could the facility provide to make your food products business successful?
- place for meetings
  - website development
  - financial planning
  - accounting
  - raw, finished material storage
  - fulfillment, distribution
  - refrigerated/frozen storage
  - shipping dock
  - small business resource information
  - training for various food processes
  - food safety expertise
17. What areas of business have caused you the most trouble?  
(e.g., accounting, inventory, marketing, etc.)
- getting started
  - marketing
  - accounting
  - finance
  - aging cave for cheese
  - facility/equipment design
  - storage, dry, refrigerator, freezer
  - packaging
  - not sure, none to date, N/A,...
  - food safety
18. Would you be interested in consultation in this area?
- |    |             |    |
|----|-------------|----|
| a. | Yes         | 10 |
| b. | No          | 1  |
|    | No Response | 2  |
19. Does your business have adequate financing?
- |    |     |   |
|----|-----|---|
| a. | Yes | 4 |
| b. | No  | 6 |

No Response 3

**Briefly explain:**

as of yet, I have not sought \$, but intend to do so to start in 2007  
 like to have a commercial kitchen in my home but do not have \$ to do  
 looking to expand, would like to learn how to prepare a proposal for \$  
 studying our \$ needs in this time of expansion for our small & growing  
 cheese business  
 a small caterer, but employed full-time in other areas; have started &  
 stopped trying to create a 'buzz'  
 husband makes a dynamite tuna salad & would like to start marketing;  
 perhaps we can impact the market by starting with this one item &  
 move forward; plan to attend Fancy Food Show in NYC & take  
 some educational courses  
 at the moment my specialty cake business pays for itself because of the  
 markup inherent in the unit price of the product (unit price = cost  
 per slice); however, conflicting demands for my time leave me  
 with limited availability to solicit and execute cake orders; which  
 means this is at best, a lucrative hobby; I would like to make it a  
 full-time business  
 this is a very preliminary idea – even getting to the point of testing  
 viability of food product is time consuming & expensive; due to  
 process requirements a facility that provides commercial kitchen  
 facilities would be a huge boost to entrepreneurs & job creation; I  
 tried to restart the business incubator program at Great Valley  
 campus in 2000

20. Would you be interested in attending a meeting to discuss  
 future plans for the shared kitchen incubator?

|    |             |    |
|----|-------------|----|
| a. | Yes         | 11 |
| b. | No          | 1  |
|    | No Response | 1  |

**Business Status:**

|    |                  |   |
|----|------------------|---|
| a. | Pre-Venture      | 4 |
| b. | New (first year) | 2 |
| c. | Existing         | 7 |

How many employees do you have?

|                   |               |
|-------------------|---------------|
| 0                 | (2 Responses) |
| 1 part-time       | (1 Response)  |
| 1                 | (2 Responses) |
| cooperative       | (1 Response)  |
| No Response _____ | 5             |

**Legal Status:**

a. Sole Proprietorship

**Response:**

4

**Type of Business:**

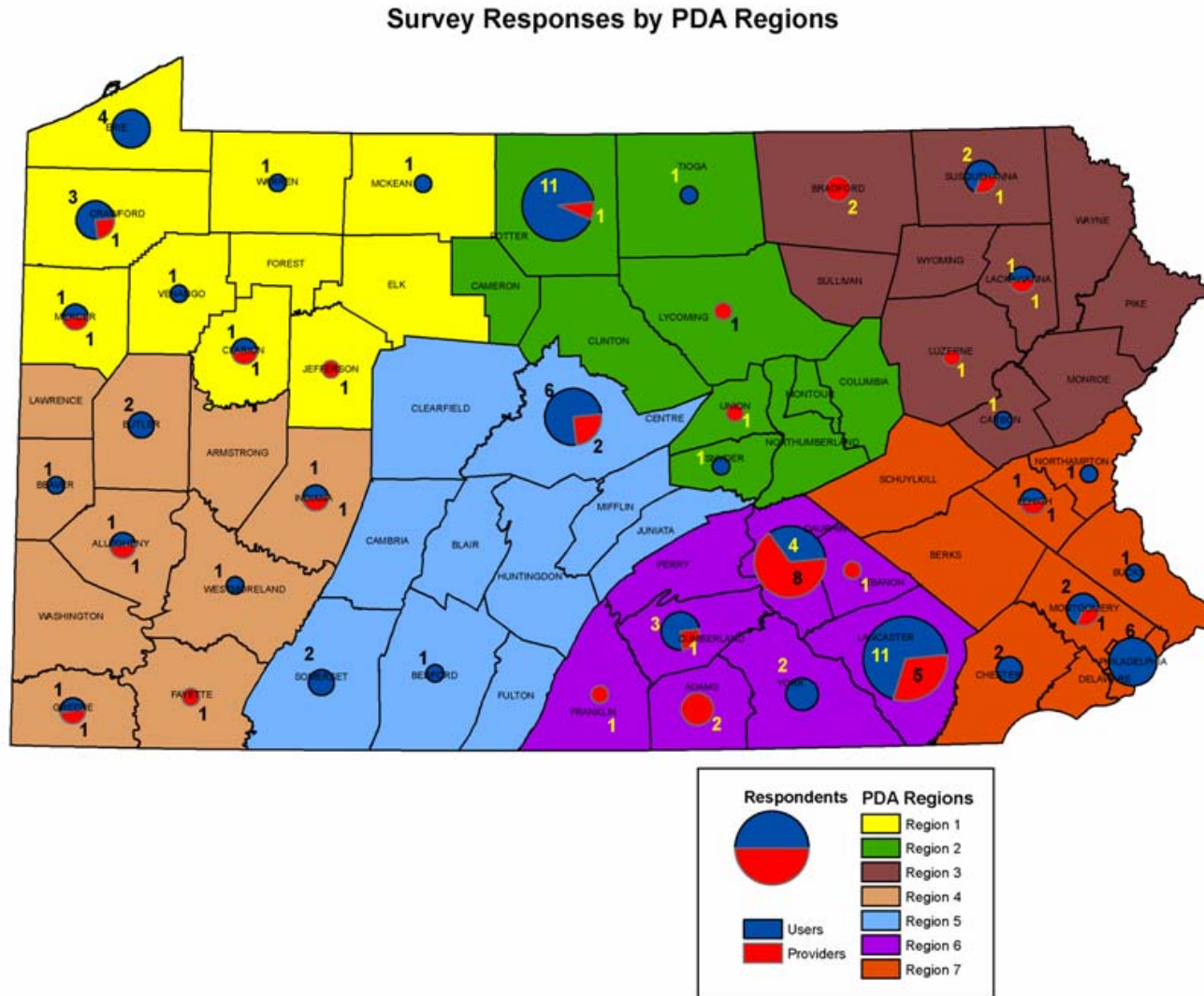
a. Retail

**Response:**

4

|    |             |   |    |               |   |
|----|-------------|---|----|---------------|---|
| b. | Corporation | 4 | b. | Service       | 2 |
| c. | Partnership | 4 | c. | Wholesale     | 1 |
|    | Cooperative | 1 | d. | Manufacturing | 5 |
|    |             |   |    | No Responses  | 2 |

Appendix W. Map of Provider and User Survey Responses by PDA Region



Appendix X.

# Primary Food Interest Groups for a Kitchen Incubator by PA Dept. of Agriculture Regions

