

Boscawen Shared Use Commercial Kitchen Feasibility Study

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Prepared by

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&

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INTRODUCTION

About the Boscawen Agricultural Commission

The Town of Boscawen Agricultural Commission (hereinafter referred to as BAC) was established by vote at the March 9, 2010 Town Meeting. The Agricultural Commission is an independent land use commission; it serves in an advisory capacity to the Town of Boscawen's Zoning Board of Adjustment, Planning Board, and Conservation Commission. By legislation it does not and shall not hold property. BAC's goals are: "recognition, promotion, enhancement, encouragement, use, management, and protection of agriculture and agricultural resources." BAC has prioritized a set of activities in support of these goals: collaborating with other town departments, boards and commissions, educating the public about agricultural topics, offering citizens the opportunity to raise their own food, supporting local agricultural enterprises, and participating in the development of state and national policies related to agriculture.

About the Shared Use Commercial Kitchen Feasibility Study

As one of its activities, BAC has been evaluating the need and demand for a Shared Use Commercial Kitchen. The BAC started by teaming up with Colby Sawyer College to supplement *The Kearsarge Regional Food System Report*, Fall 2011-Spring 2012. After the initial report, BAC continued to work with students and professors on the concept and successfully lobbied to have the definition of a shared use commercial kitchen incorporated into the Town of Boscawen Master Plan. The work with Colby Sawyer formed the basis for BAC to commission this study to make an in-depth analysis on the need and feasibility of supporting a commercial kitchen in the Boscawen region. BAC sought the assistance of Capital Regional Development Council (hereinafter referred to as CRDC), a 501c4, to apply for and manage a Rural Business Enterprise Grant to fund this study.

About the Region

The study is focused on Merrimack County and the Kearsarge Region. Merrimack County is the third largest county in New Hampshire. It includes twenty seven towns encompassing 934 square miles of land area and 21.4 square miles of inland water. The towns within the County include: Allenstown, Andover, Boscawen, Bow, Bradford, Canterbury, Chichester, Concord, Danbury, Dunbarton, Epsom, Franklin, Henniker, Hill, Hooksett, Hopkinton, Loudon, New London, Newbury, Northfield, Pembroke, Pittsfield, Salisbury, Sutton, Warner, Webster, and Wilmot. The Kearsarge Region is a collection of fifteen towns within a 12 mile radius of Mount Kearsarge. All but two of these towns, Springfield and Sunapee, fall within Merrimack County. The towns within Kearsarge Region are: Andover, Boscawen, Bradford, Danbury, Henniker, Hopkinton, New London, Newbury, Salisbury, Springfield, Sunapee, Sutton, Warner, Webster, and Wilmot.

About the Project Team

Charlene Andersen of Kamigo Marketing and Rose Wilson of Rosalie J. Wilson Business Development Services were hired to complete the feasibility study. Charlene Andersen is the owner of Kamigo Marketing LLC, a business and marketing consultancy providing business development services for local food system entrepreneurs. Charlene has developed multiple feasibility studies

investigating the commercial viability of local food system projects. Charlene has over 30 years of business and marketing experience with over 10 years of food and agriculture experience. Prior to this, Charlene was Global Market Manager for the Chomerics Division of Parker Hannafin. Charlene is a graduate of Eastern Nazarene College. Rose Wilson founded Rosalie J Wilson Business Development Services in 2004 to specialize in business planning and development for the farm and food sector. Since this time Rose has consulted with over 157 farms, businesses and organizations. Prior to this, Rose was Business Development Manager for Harpoon Brewery, and a National Sales Manager and Vertical Market Supervisor for Geographic Data Technology. Rose is a graduate of Dartmouth College, and a joint US-Canadian citizen.

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EXECUTIVE SUMMARY

CRDC on behalf of BAC commissioned the Shared Use Commercial Kitchen Feasibility Study to document and quantify the need and interest by regional farmers for a facility to process locally grown foods, and to assess the feasibility of financing and operating such a facility. As part of the feasibility assessment, several sites were explored. The two most feasible sites underwent a detailed analysis of the cost and requirements for fit-up, and the development of a financially and logistically viable operating model. Recommendations for farms and BAC on next steps are included. The study is intended to gauge the level of interest and need for a commercial kitchen in the region, and propose solutions and operating models.

CONCLUSIONS

Interest & Need

The study found low interest in the agricultural community for a shared use commercial kitchen. Of the interest and demand identified, most needs could be met with a commercial kitchen in Hooksett or Warner that enables producers to expand the capabilities of either the volume or type of product currently being produced with their New Hampshire Homestead Food Operations License.¹ Sophisticated equipment for value added production and high capacity automation for wholesale volume were not necessary.

Eight farms were interested in a commercial kitchen to expand the variety of offerings to their direct retail customers in the winter through food preservation (freezing, canning, pickling). Farms were not interested in using value added production to enter wholesale markets or develop new products. Three farms were interested in a commercial kitchen to produce meat products, such as meat pies, soups, stews and chili, and jerky to be sold direct to consumer from the farm stand or at farmers markets.

Some farms expressed concern that while they could benefit from a commercial kitchen they lack the time to use it. If a third party offered processing services from the kitchen were available this would be of interest. The logistics of this type of service were not explored for this study but the interest was noted.

While exploring the feasibility of launching a new venture, the study found several shared use commercial kitchens already catering to the needs of producers in the study region, suggesting that perhaps there may be more need for increased awareness of existing services rather than build out of another facility. Existing kitchens include the Chester Community Kitchen, The

¹ Homestead Food license is required if homestead food products exceeds \$10,000 or one sells non-potentially hazardous products to restaurants, other retail food establishments, over the Internet, by mail order or to wholesalers, brokers or other food distributors. Homestead food products means foods which are not potentially hazardous food and are limited to: baked items, including, but not limited to, breads, rolls, muffins, cookies, brownies, and cakes; double-crust fruit pies; candy and fudge; packaged dry products, which include, but are not limited to spices and herbs; acid foods, including, but not limited to, vinegars and mustards; and jams and jellies (source: "NH He-P2300 Sanitary Productions and Distribution of Food").

Derry Creative Chef Kitchen, the Peterborough Monadnock Fusion Kitchen and the Keene Neighbor Made Kitchen.

Feasibility

The study found the most immediately implementable solution to serving the documented need for a shared use commercial kitchen would be to promote use of the existing commercial kitchens in New Hampshire. Even with promoting these facilities, however, farms expressed concern that travel costs and user fees to access them may be too great. If there was sufficient momentum to build and operate a facility in the Boscawen region, given the limited demand and requirements of the potential users, the most feasible model would be a cost-conscious approach operating a volunteer run program from a kitchen within an existing community building. Using this approach, the shared use kitchen would be exposed to minimal fixed costs and capital investment, making it much more likely to secure funding needed for up-fitting the kitchen to commercial standards, and withstand the long term operational viability even with minimal occupancy. To this end, the study identified two kitchens owned by community organizations that are available and that with minimal investment (less than \$31,000) could be renovated to meet commercial specifications required by the NH Department of Health and Human Services and the local fire departments. The study also found at least one farmer and one non-profit entity interested in volunteering their time to manage the shared use commercial kitchen.

In the proposed model operating expenses are assumed to equal the annual share of the kitchen's utilities based on the kitchen as a percentage of overall building square footage, along with a minimal amount of funding to cover reimbursement to the building owners for anytime they spend assisting the program such as making keys and coordinating with the volunteer management and to fund a security deposit to cover potential cleaning, damages and repairs. The annual expenses would be funded by user fees. At present the two sites in question have annual operating expenses ranging from \$786 per year for Hooksett and \$2,305 per year for Warner. Thus if only one farmer were using the kitchen he/she would be responsible for 100% of the operating expenses. If two farmers were using the kitchen they would split the \$786 or \$2,305, and so on.

Assuming capital expense for up-fitting the kitchen is funded via a mix of grants and a loan financing the difference secured for between \$11,200 to \$26,500 at 10 years, 6% interest, the debt service would increase the total amount of annual income needed for operating expense and debt service by an additional \$1,488 to \$3,528 per year. Assuming a scenario of fairly minimal usage (240 annual hours of kitchen use, 60 annual hours of propane use for the commercial range) coupled with annual servicing of a \$26,500 debt, the hourly rate comes to \$24 per hour in Warner and \$18 per hour in Hooksett. Individuals' use of the propane range and overall annual use of the kitchen will be the key variables influencing the hourly rate. Appendix A provides a sliding scale depicting how hourly rates could fluctuate based on increase in usage of the kitchen or the commercial range. It will be important for interested users to work closely with the site owners to determine the fair value of an hourly rate.

Break Even Analysis

The break-even analysis utilizes uses the following assumptions:

- start-up loan of \$26,500 or \$11,200 borrowed for 10 years at 6% interest
- annual operating expenses of \$786 for Hooksett and \$2,305 for Warner
- 240 hours kitchen usage per year (20 hours per month)
- 60 hours stove usage per year (1/4 of kitchen use includes the stove)
- propane pricing for the stove is estimated at \$1.62/gallon, 1.33 gallons/hr used
- each user is responsible for their own business licensing and regulation costs

	Hooksett	Warner
Annual Operating Expense		
Current Utilities at Base Square Footage	\$267	\$894
Commercial Refrigerator Electricity	\$227	\$227
Commercial Range Propane	\$130	\$130
Kitchen Appliance Water Usage	\$35	\$35
Commercial Freezer Electricity		\$735
Management & Administration	\$60	\$60
General Building Overhead	\$67	\$224
Total Annual Operating Expense	\$786	\$2,305
Loan(\$11,200@10yrs@6%) payment/yr.	\$1,488	\$1,488
Annual Break Even assuming \$11,200 loan	\$2,274	\$3,793
Break Even/Hour assuming 240 hours/yr.	\$9/hr.	\$16/hr.
Loan(\$26500@10yrs@6%) payment/yr.	\$3,528	\$3,528
Annual Break Even assuming \$26,500 loan	\$4,314	\$5,833
Break Even/Hour assuming 240 hours/yr.	\$18/hr.	\$24/hr.

RECOMMENDATIONS

Given most farms and individuals in the region were not aware of existing commercial shared use kitchens and services available and being used by food producers in the region **the first recommendation** is to begin an outreach campaign for these facilities and services. Existing commercial kitchens accessible to farms in the region include the Chester Community Kitchen in Chester, Creative Chef Kitchen in Derry (who is also working on a USDA certification to provide valued added meat processing services), Monadnock Fusion Kitchen in Peterborough, and Neighbor Made Kitchen in Keene.

The second recommendation is to promote access to business planning, commercial production, and safe food handling technical assistance. Many of the interested farms indicated a desire for assistance with scaling up production and recipes, applying for licensing and utilizing commercial grade equipment. We also found that none of the interested producers had written a business plan or completed an enterprise analysis for value added production, and many were unfamiliar with written food safety protocols.

The third recommendation is to adopt a low-frills low-cost commercial kitchen operating within an existing community building, similar to the Chester Commercial Kitchen. Of the prospective sites that were vetted, two passed the feasibility test: the Grange in Hooksett and the Old Graded School in Warner. The recommended operating model involves charging a ten dollar (\$10) administration fee to cover registration and management, a fifty dollar (\$50) security deposit to cover cleaning, damage, and repairs, and a per usage fee sufficient to cover annual utilities and general building overhead and applicable loan payments. In order to proceed, the project would require approximately \$31,000 in capital to retrofit either of these two kitchens to commercial certification.

The fourth recommendation is to continue dialogue with the Kearsarge Food Hub, a recently formed New Hampshire non-profit (not currently 501(c)3) and Brandon Sussman of Webster Ridge Farm. Both parties are interested in volunteering to bring the study to the next phase: implementation, and have offered to be the volunteer coordinators for the shared use kitchen, and are willing to work with BAC and the site owners. The Kearsarge Food Hub has also expressed a desire to fill the need for farms seeking third party value added processing services.

Key Next Steps for a Shared-Use Kitchen

We recommend those interested in proceeding form a working group. The working group should include at a minimum someone from BAC, The Kearsarge Food Hub, Brandon Sussman, an individual representing the site location, and community members with a variety of expertise relevant to the project such as someone with operational logistics experience, and someone who can identify funding sources and perform fund raising and grant writing tasks.

METHODOLOGY

Data gathering

The study began by reviewing literature provided by BAC including *The Kearsarge Regional Food System Report*, Fall 2011-Spring 2012 and speaking with Professor Leon Malan and Assistant Professor Harvey Pine. The study was asked to use this report as the basis for exploring the need for a commercial kitchen in the Boscawen region. Outreach was made to farmers in Merrimack County and the Kearsarge Region. Commercial kitchens in Vermont and New Hampshire, agents from New Hampshire Department of Health and Human Services, building contractors, fire departments, town offices, and food producers were also interviewed. Gail McWilliam-Jellie of the Department of Agriculture and Lynda Brushett of Cooperative Development Institute contributed an overview and lessons learned from “NH Cooks,” a failed effort in the State in 1997 to open and operate community shared use kitchens across New Hampshire.

To conduct outreach, a Press Release was sent to Farmer’s Market managers and Agricultural Commissions in the Merrimack-Kearsarge region, the Department of Agriculture, New Hampshire Made, New Hampshire Farm Bureau, NOFA-NH, Monadnock Farm & Food, New Hampshire Farm to Restaurant Connection, Merrimack County Conservation District, Cooperative Extension and New Hampshire Beginner Farmers.

A list of 49 farms in the region was generated. These farms were contacted via a printed, mailed letter, telephone calls and e-mail. Outreach resulted in twenty-eight farms being interviewed. These interviews were used to determine interest, types of need, frequency of usage, and price sensitivity. During the interview farms were asked if they currently had a homestead license and if they had a business plan for their value added production.

In addition to these 49 farms, four farmers who are known to own and operate a private commercial kitchen on their premises were interviewed to assess the potential for leasing, sub-letting or sharing their kitchens with other farmers.

A focus group meeting was held with interested shared use kitchen farmers at Richardson’s Farm in Boscawen. Richardson’s Farm was one of the farms with a private commercial kitchen who although it was not willing to lease, sub-let or share, was willing to provide a tour and offer lessons learned and considerations for the group on moving forward. The meeting included a presentation of the study’s findings to date, additional input from the interested farm group, and lessons learned from Jim Richardson in building and running a commercial kitchen.

Meetings were held with BAC, along with a walking tour of potential sites in Boscawen. Thirty entities from surrounding communities and towns were contacted regarding potential sites in their communities. These entities represented twenty-one municipalities, four non-profits, two commercial businesses, four farms with private commercial kitchens and one commercial real estate company. Contact was made either via email, phone or in-person. They were informed of the project’s goals and if they expressed interest, a site visit was scheduled.

Secondary data analysis of three shared use kitchens located outside of New Hampshire was conducted specifically evaluating types of equipment available, usage fees and pricing, and liability requirements. Interviews with the four shared use community kitchens in New Hampshire were conducted and two of the sites were visited. The study also participated in a tour of the Vermont Food Venture Center in Hardwick Vermont and a presentation by the Mad River Food Hub.

Site visits were conducted using a site criteria checklist developed for the project. Criteria collected included location and key contact person, current zoning of the site, utilities, accessibility, existing use, and visibility. Measurements and pictures were taken. Key criteria in selecting sites for evaluation included access to municipal water and sewer, and a pre-existing kitchen on site. Details of all seven sites with accompanying pictures of the two proposed sites are listed in the appendices.

On March 14, 2015 Craig J Bonneau Building and Remodel company along with their plumbing contractors visited the Hooksett and Warner locations to compile a list of upgrades required to bring the kitchens to commercial grade code. Bonneau Building and Remodel was selected for their experience with building out the Creative Chef Kitchen, a shared use commercial kitchen in Derry. Tri State Fire Protection LLC was contacted and through communications with the Hooksett Fire Department and an evaluation of the site checklist and pictures, provided a quote for purchase and installation of the necessary fire suppression systems required to meet the specifications of a commercial kitchen.

ANALYSIS

Farm Interviews

Of the twenty-eight farms interviewed, five (18%) expressed actual demand, and three (11%) expressed interest. Of the five in need only three could gauge anticipated usage. One thought their farm might use it six days per year, another twelve days per year, and the third, seven months per year. Four farms (14%) indicated they may become interested once pricing was established. With respect to types of need, three (11%) expressed interest in value added meat processing, one (4%) expressed interest in maple production, and seven (25%) expressed interest in vegetable, berry and fruit processing, flash freezing or canning (including jams and jellies). Regarding price sensitivity, only one farm was specific, noting twenty dollars per hour was the maximum they would consider. Maximum drive time cited was under sixty minutes with the majority saying under thirty minutes was more realistic. None of the farms were seeking commercial processing in order to enter the wholesale marketplace.

Equipment needs

- Sausage maker
- Smoker
- Large scale canning
- Refrigerated storage
- Freezer storage

- Flash freezer*
- Commercial oven
- Large deep sink for ice water baths and blanching equipment
- Wheeled cooling racks
- Large scale dehydrator
- Vacuum packaging equipment
- Food processors
- Pots, Pans
- Food mills
- Strainers

*Merrimack County Conservation District received a grant from USDA Specialty Crop Block Grant to purchase a mobile flash freezer. It is currently installed at Larry Pletcher’s farm, The Vegetable Ranch. Larry has offered to relocate the flash freezer to a shared use commercial kitchen should one be created. The flash freezer is suitable for recently harvested fruits and vegetables along with meat products. For more information and unit availability, contact the Merrimack County Conservation District at info@merrimackccd.org or (603) 223-6023.

Farmers indicated many are new to value-added production and working in a commercial kitchen. Farmers who have gone through the process of securing a homestead license found it time consuming and complicated and suggested any business and technical assistance that could be provided for commercial scale processing and licensing would be beneficial, especially understanding the license requirements, and preparing for inspection.

One farmer (4%) indicated that while their farm could benefit from selling value added product, the farm does not have the time or inclination to create the product. The farm would be interested in hiring this service.

None of the twenty-eight had a business plan that included expenses for value added production.

None of the farms who own a private commercial kitchen were interested in sharing, leasing or sub-letting their kitchens. The primary concern was liability although other issues were also expressed.

Farmer contact information and interview notes are located in the appendices.

Kearsarge Food Hub Interview

The Kearsarge Food Hub (KFH) is a recently formed non-profit organization located in Bradford, NH. This group consists of four acting members: Garrett Bauer, France Hahn, Pierre Hahn and Hannah Koby. The KFH plans to provide value added services to farms including canning, light processing and flash freezing, aggregation and consumer education. They are very interested in a shared use commercial kitchen. The KFH has offered to be the lead organization to assume responsibility for taking the Boscawen shared use commercial kitchen study to the next step. KFH has offered to be the organization that works with the town and building owners to secure financing and make the kitchen upgrades to establish a commercial kitchen, and then becomes

the entity that coordinates the program and use of the facility once it is functional. For 2015 KFH is planning to operate a Farm Stand in downtown Bradford. With this farm stand they intend to learn about the markets they wish to serve (both supply and demand), become established in the community, build relationships and understand the local food system. They are building into their business plan the vision of a shared use commercial kitchen. Their goal is to become a standalone 501(c)3 but in the interim they are forming a Fiscal Sponsorship relationship with Main Street Warner, Inc.. Through this relationship they anticipate using Main Street Warner, Inc.'s 501(3)c status to apply for potential grants that could support financing for the commercial kitchen.

Brandon Sussman Interview

Brandon Sussman and his wife Mary own Webster Ridge Farm in Webster, NH. Brandon is interested in the shared use commercial kitchen for his farm and for catering and volunteered to be the project/program coordinator moving forward. Brandon has operational logistics experience and the farm has a homestead license. Brandon identified key elements for success in a shared use kitchen: scheduling, sanitation, and administration. Scheduling will require someone to handle both scheduling use of the kitchen and overseeing entry, exit and securing of the kitchen when not in use. Cleaning and sanitation will also require oversight to ensure that the level of sanitation is consistent and up to minimum standards. This will require clearly documented standards and training members or hiring a qualified individual for a fee. Administration will be needed to manage members, communication, bookkeeping and outreach and ensure paperwork is being processed such as licensing and renewal, documentation, member applications, and accounts payable and receivable. Brandon would like to participate in designing the organizational model and moving the project forward. He suggested forming a committee as the next step and has offered to lead the committee if needed. He indicated that his skill set does not include fund raising and that an individual with fund raising and grant writing skills would be an asset to the committee.

Existing Shared Use Commercial Kitchens

For farms who require access to a commercial kitchen immediately, or in lieu of starting up a new kitchen, there are several existing shared use commercial kitchens in New Hampshire that producers could access: The Chester Community Kitchen, the Peterborough Monadnock Fusion Kitchen, the Derry Creative Chef Kitchen, and the Keene Neighbor Made Kitchen.²

The Chester Kitchen and Monadnock Fusion Kitchen are no-frills, low-cost commercial kitchens whose spaces has been inspected and approved by the New Hampshire Department of Health and Human Services for commercial production and who have been outfitted with basic commercial scale appliances and equipment (such as a Convection Oven, Gas Range, Refrigerator and Freezer, Commercial Mixer, Automatic Dishwasher, Food Prep Sink, Sanitation Sinks). The Chester Kitchen requires an initial application fee and hourly rate service. Logistics, scheduling, and management are handled by one of the users. The Monadnock Fusion Kitchen is run by the owner who is also the kitchen's core tenant. There is no application fee, or written

² During the writing of the report the project team learned the Town of Peterborough NH received funding to upgrade the kitchen in the Community Center (source: townofpeterborough.com) and The Food Barn in Kensington is underway (source: eastmanscorner.com)

agreement only a per day \$100 rental fee due upon use of the kitchen and paid using an honesty policy. At present Monadnock Fusion Kitchen has two tenants that rent space one or two days per week, one of whom is from the Boscawen region. A brief tour and instruction of the use of equipment and appliances is available but no other assistance is provided by either of these sites.

The Creative Chef Kitchen and Neighbor Made Kitchen are sophisticated commercial kitchens offering a full suite of services and equipment to meet advanced user needs. These kitchens attract users from as far away as Massachusetts and Maine. These kitchens are not only fully equipped with the basic equipment required of small bakers, caterers and food producers, they offer additional equipment and efficiencies such as automated bottling and packaging equipment, vacuum sealing and other automated processes. They also offer technical assistance such as production, business planning, marketing, recipe development, and commercial licensing, and have programs to help with sourcing, bulk buying, packaging and labeling, and brokering. Neelima Gogumalla of Creative Chef Kitchen explains the services are critical to customer success because customers discover it is not as simple as just using the kitchen. Often the customers are not familiar with commercial grade equipment or bringing their production up to commercial scale.

In addition to these offerings, Creative Chef Kitchen is undertaking USDA certification to become a site for commercially certified meat processing and is exploring offering processing services for hire and cold storage rental.



Creative Chef Kitchen. <http://www.creativechefkitchens.com/the-kitchen-view/>



Neighbor Made Kitchen. <http://neighbormade.com/kitchen/>

In addition to the commercial shared use kitchens in state, there are several in nearby states as well. The study also explored the Vermont Food Venture Center in Hardwick, VT, the Mad River Food Hub in Waitsfield, VT and Battenkill in Salem, NY. These kitchens are all on a similar scope to what is offered via Neighbor Made and Creative Chef: offering commercial kitchen prep

space and equipment along with sophisticated, automated equipment for bottling, canning, packing, and vacuum sealing, and a variety of technical assistance and expertise. Standard equipment across these kitchens included a gas 6 burner cook stove, oven(s), stainless steel prep tables, three-bay compartment sinks, hand wash sinks, 30 quart stand/floor mixers, table top blenders, digital scales, bake ware, pots and pans, utensils, commercial grade food processors, cooling racks, day use refrigerator and freezer, and sanitation equipment.

On average for the more sophisticated kitchens, pricing for use of the facilities ranged from \$25-35 per hour. For Chester and Monadnock Fusion Kitchens, the price averaged \$11-13 per hour. Some kitchens offer a membership rate that reduces the hourly rate by approximately ten percent.

Minimum Requirements

All commercial kitchens require users to carry General Liability Insurance. The standard coverage is typically for \$1,000,000 and costs approximately \$600-650/year depending on the carrier and policy. Some kitchens also require proof of motor vehicle insurance.

The contact information and offerings of each kitchen are listed in the appendices. Examples of the Chester Kitchen & Creative Chef Kitchen user agreements and policies are located on their websites.

New Kitchen Site Selection Analysis

While researching what kitchen infrastructure already exists was a key component of the study, the core of our mission was to assess the feasibility of starting a new kitchen within the Boscawen region. To this end, ten sites were identified for consideration. Sites were then evaluated and prioritized. Sites were prioritized based on those that would not require building renovations other than work specific to upgrading usage to commercial kitchen specifications and sites in geographic locations that were deemed of interest, convenient to, or accessible by the interested farmers.

Of the total sites evaluated, the project narrowed its focus to seven prospective sites (see *Site Summary*, page 17). Based on the interest of businesses four sites have been determined to be prohibitive as potential sites. The Boscawen Old Fire House has significant upgrades needed on the building alone; new roof and windows, complete electrical upgrade, new bathroom, and needs a structural assessment. The former laundry-mat site in Boscawen is structurally divided causing limitations in workflow and has many unknowns as to future ownership. Warner Town Hall has minimal parking; no ease of access and the adjacent indoor space holds public meetings. The light commercial industrial site in Pembroke has a minimum requirement of 6,000 sq./ft. for lease and the owner is really interested in selling the building not leasing the building.

From these sites three finalists were selected for detailed review and analysis: the Boscawen Old Town Hall/Church, Hooksett State Grange Hall, and Warner Old Graded School/CAT building. Approvals were obtained via the Town of Warner Board of Selectmen, The Grange Association President and BAC Commission to conduct walk-throughs of each site and develop

detailed construction budgets for renovating the kitchens to commercial use. In the case of the Boscawen Old Town Hall/Church Cobb Construction had conducted an assessment of the kitchen in February 2014. This assessment in addition to input from the study's hired building contractor was used to assess the feasibility of the Boscawen site.

In the end Warner and Hooksett were deemed the most feasible options. The Boscawen Old Town hall/Church was eliminated because farmer interest was least of the three, the cost for necessary plumbing and construction exceeded the quotes needed for the other two sites, and the building is listed on the National Register of Historic Places making alterations to the exterior façade, including windows, entryways and egress more complicated and costly because alterations must meet federal guidelines for historic structures.

Warner and Hooksett presented the most promise as sites for a shared use commercial kitchen because:

- The fit-up needed for commercial use appeared minimal and financially feasible from all compliance angles including input and evaluation from the Department of Health and Human Services, the Fire Department and a professional building contractor. Both sites would require capital investments of \$31,000 or less.
- Interest of the farmers in using these sites was highest
- Building owner's interest and support of a shared use commercial kitchen operating in the building was strong
- Operating costs to be borne by producers would be minimal (utilities, a security deposit for cleaning, and an application fee for access to a key and to cover paperwork/management from the host site)

Hooksett and Warner Site Analysis

Once the feasible sites were identified, a plan for each was developed.

Equipment and Budget

The plans included a capital budget to upgrade the kitchens to meet commercial usage. Due to limited farmer demand and expressed price sensitivity, only absolutely essential equipment and infrastructure expenses were included in the initial budget. Supporting equipment such as pots, pans, utensils, and specialty equipment such as tilt skillets, commercial mixers, and food processors were not considered. Both sites will have limited space for additional equipment, and neither site budget included automated dishwashing equipment or access to refrigerated storage.

Storage

The Warner site has 330 square feet of usable space for storage across the hall from the kitchen. This space could be used to store users' equipment, dry goods, and/or house refrigerators and freezers.

If demand presented itself this space could be fit-up at additional expense as a second commercial kitchen with specific equipment needs. For budgetary and planning purposes, we

designated this additional space as storage, and assumed minimal construction upgrades (paint) and no additional equipment.

The Hooksett site has very limited storage capacity. If storage was needed, users could explore space in the basement, leasing a cold storage unit located outside the building, or utilizing existing meeting space if building owners did not object. These considerations should be explored with the State Grange Association leadership.

Fire Suppression

Each site plan includes a fire suppression system that meets commercial usage specifications by the local fire department. The type of system that is necessary, a Guardian system, requires hoods be installed above the stoves. In the Hooksett location because there are two stoves/ranges two hoods (or systems) would be needed. In Warner one hood would be needed. In addition to the hood, a cabinet needs to be installed above each hood to house the suppression systems, and for each site a K-class fire extinguisher is required. The estimated costs to do this work are in the total build out costs below.

If the project proceeds, the next step would be to contact each community’s building code inspector to verify whether a change of use is needed to proceed. Any change of use requirement should not be a financial impediment but would be a logistical hurdle that would need to be addressed.

Capital Budgets

Warner Old Graded School Building – 49 Main Street

<u>Equipment Costs</u>		\$6,149
6’ Stainless Steel table with wheels	\$437	
Equipment stand with wheels	\$258	
Adjustable wire mobile storage shelf	\$254	
5’ Food prep sink	\$2,200	
Commercial refrigerator	\$3,000	
 <u>Build Out Construction Costs</u>		 \$17,722
Patch loose and broken VCT flooring		
Remove all cabinetry and counters		
Block up pass through on kitchen side only		
Patch drywall where needed		
Install 4 sheets of white FRP		
Remove and replace 20 feet of 4” vinyl base		
Paint walls, ceiling, window and 2 doors (one color)		
Electrical		
Replace fluorescent light covers		
Move GFI close to hand sink		
Supply power to new hot water tank		
Outlet for 2 freezers		
One ceiling outlet over prep table		

Plumbing

- Move the 3 bay sink and reinstall (approx. 3’ away from existing)
- Remove grease trap
- Repipe gas stove per plan
- Remove and reinstall hand sink (approx. 2’ away from existing)
- Install 40-gallon electric water heater with mixing valve in boiler room

Storage Room

- Scrap all loose paint on wall and then paint entire space (31’x11’)

Build Out Range Hood/Fire Suppression Costs \$5,890

- One Guardian fire suppression (materials, labor, permits, puff test) \$2,440
- K-class fire extinguisher \$250
- Range hood installed \$3,200

Total Warner Capital Costs **\$29,761***

*Mop sink, three-bay sink, hand sink, gas range and oven exist on site. Site may require upgrading the hot water tank from its 40-gallon size or installing a separate one for the kitchen. Build-out includes removal of all debris, not permits. Owner supplies all equipment, fixtures and sinks.

Hooksett – State Grange Association – 10 Riverside Street

Equipment \$7,269

- 6’ Stainless Steel table with wheels \$437
- Equipment stand with wheels \$258
- Adjustable wire mobile storage shelf \$254
- 5’ Food prep sink \$2,200
- Commercial refrigerator \$3,000
- Three bay sink \$950
- Hand sink \$170

Build Out Construction Costs \$14,512

- Demo ceiling as needed
- Remove all cabinetry and counter
- Block up pass through on kitchen side
- Patch drywall where needed on kitchen side only
- Drywall entire ceiling with 1 layer of 5/8” (mud and tape)
- Install 7 sheets of white FRP
- Install 4” vinyl base throughout kitchen
- Paint walls, ceiling, window and 1 door (one color)
- Insulate ceiling and exterior wall as needed
- Electrical
 - Remove and reinstall existing lights
 - Outlet for 1 refrigerator and 1 freezer
 - Install power to 1 standard 5” hood vent

One ceiling outlet over prep table
 Plumbing
 Install a 3 bay sink with no grease trap
 Remove kitchen sink
 Install food prep sink per plan
 Install hand sink per plan

Build Out Range Hood/Fire Suppression Costs \$8,330
 Two Guardian fires suppression systems (materials, labor, permits, puff test) \$4,880
 K-class fire extinguisher \$250
 Range hood installed \$3,200

Total Hooksett Capital Costs **\$30,111***

*Mop sink, gas range and oven exist on site. Hooksett’s 9”x9” floor tiles may have asbestos in them and not be allowed in the kitchen. Hooksett’s electric panel may have to be upgraded, currently 100 AMP. There is no grease trap. The gas line looks fine at 0.5-inch diameter. Build-out includes removal of all debris, not permits. Owner supplies all equipment, fixtures and sinks.

Annual Operating Expenses

Direct Expenses

The Town of Warner supplied utility costs for their building since 2008 with the exception of the water/sewer costs which were for the recent year. A request was also made to State Grange Association but their information was not received in time for publication. Therefore for both sites the study used an average of the recent three years from the Warner building to determine a utility cost per square foot for each utility. The analysis used a heating oil price of \$3.29 per gallon and a propane price of \$1.62 per gallon. The study then used the EnergyStar® commercial kitchen calculator as a reference tool to estimate the increased impact the shared use kitchen will have on water, electricity and propane. At a minimum, the electricity will increase by \$227 per year to cover the 1,195 kilowatts required for the commercial grade refrigerator (29 cubic foot). Assuming the kitchen oven is used five hours per month, the additional propane is estimated at 80 gallons per year (\$130). Since a dishwasher will not be in the kitchen it is difficult to estimate additional water use. An assumption of \$35 per year is used for the analysis. The total estimated appliance utility expense is \$392. If the additional space in Warner is used for freezer storage a 29 cubic foot freezer will use 3,869 kilowatts at an annual cost of \$735.

Management

Neither the State Grange Association nor the Town of Warner were interested in being the coordinator for the shared use kitchen. There is interest from Brandon Sussman of Webster Ridge Farm and the management of the Kearsarge Food Hub in taking on some responsibilities on a volunteer basis. The study is anticipating a \$10 administration fee per user application to

defray costs such as printing of keys and communication. We are also anticipating a \$50 security deposit to cover cleaning and damages.

General Building Overhead

While no other expenses were brought up by building owners, the study has included some funds for general building overhead such as property taxes, waste removal, annual maintenance/inspection of infrastructure such as boilers, fire alarms, furnaces, and etc. The shared portion of these costs is likely nominal and would be determined with the specific location owner. For this analysis we are estimating an additional twenty-five percent of the per square foot utility costs taken prior to including the energy star commercial kitchen expenses.

Warner

Warner Kitchen (300 square feet)

Operating Expenses

Current Utilities at Base Square Footage	
Water Sewer	\$ 32
Electric	\$ 86
Heating Oil	\$304
Propane	\$ 4
Commercial Refrigerator Electricity	\$227
Commercial Stove Propane	\$130
Commercial Appliance Water Usage	\$ 35
General Building Overhead	\$106
Security Deposit and Administration Fee	<u>\$ 60</u>
Total Annual Operating Expenses	\$984

Warner Extra Space –Proposed Storage (330 square feet)

Operating Expenses

Current Utilities at Base Square Footage	
Water Sewer	\$ 35
Electric	\$ 95
Heating Oil	\$334
Propane	\$ 4
Commercial Freezer Electricity	\$735
General Building Overhead	<u>\$117</u>
Total Annual Operating Expenses	\$1,320

Warner Annual Operating Expenses **\$2,305**

Hooksett

Hooksett (188 square feet)

Operating Expenses

Current Utilities at Base Square Footage

Water Sewer	\$ 20
Electric	\$ 54
Heating	\$190
Propane	\$ 3
Commercial Refrigerator Electricity	\$227
Commercial Stove Propane	\$130
Commercial Appliance Water Usage	\$ 35
General Building Overhead	\$ 67
Security Deposit and Administration Fee	<u>\$ 60</u>
Total Annual Operating Expenses	\$786

Hooksett Annual Operating Expenses **\$786**

Users Responsibilities

The budget and operating models developed are designed to be as cost conscious as possible. No expenses other than those deemed absolutely essential to create a certified commercial kitchen were included. Thus users will be responsible for bringing their own utensils, equipment, sanitation materials, supplies and ingredients. Users will also be responsible for clean up after each use, and will be expected to leave the kitchen cleaner than they found it.

Users Scheduling

Scheduling of both sites will need to be coordinated with the building owners and current users. The Hooksett building is currently used each Sunday morning, Wednesday evening and a few times each month. The Warner building is used each weekday from 8:00 a.m. to 1:00 p.m. during the school calendar.

SITE SUMMARY

Town	Address	Current Use	Existing Kitchen	Pros	Cons	User interest
Boscawen	73 N. Main St.	Old Fire House/Storage	No	Loading area, potential rental/office space upstairs, loading area	Needs new roof & windows, complete electric rewire, bathroom, structural assessment	Not considered
Boscawen	67 N. Main St.	Former laundry-mat	No	Location, parking,	Structurally divided, owner has property on real estate market	Not considered
Boscawen	12 High St.	Old Town Hall/Church	Yes	Location, parking, building maintained, potential expansion	Extensive plumbing required	Low
Hooksett	10 Riverside St.	State Grange Association	Yes	Access to interstate, ample parking, access to kitchen, building maintained	Requires all proper sinks, commercial refrigerator, floor tiling potentially contains asbestos	Medium
Pembroke	716-718 Riverwood Dr.	Commercial light industrial	No	Location, new building, space available	6,000 sq./ft. minimum rental, owner wants sale of property	Not considered
Warner	49 Main St.	Old Graded School/CAT building	Yes	Location, sprinkler system, building maintained, adjacent empty space, parking	Kitchen currently used until 1p.m., accessibility (stairs), requires food prep sink	High
Warner	5 Main St.	Town Hall	Yes	Location, stove with venting	Minimal parking, adjacent space for public meetings, staff uses kitchen, lack of ease of access & parking	Not considered

LICENSING & REGULATIONS

Business

Each business using the kitchen must be registered with the Secretary of State's Corporation Division. For a Limited Liability Company (LLC) the cost is \$102.00 and can be completed on-line (<http://www.sos.nh.gov/corporate/Forms.html>).

General Liability and Product Liability will be required and can be obtained from an insurance company. Costs will vary depending on the business but for a \$1 million dollar policy, one can estimate a total expenditure of \$600-650 per year.

A ServSafe® certification is recommended and is often offered by Cooperative Extension each year. ServSafe® is a nationally recognized food safety certification program of the National Restaurant Association. Cost for classroom training is \$140 and the certification is good for five years.

Commercial Kitchen Licensing

Each business utilizing the commercial kitchen will be required to obtain a Department of Health and Human Services commercial kitchen license. The annual cost for the commercial license is \$350. A commercial kitchen license requires an inspection of the facilities, the recipes and the food processes of the user and is required for foods whose pH is altered during or as a result of processing, and for blanching and freezing vegetables. While having a shared use commercial kitchen does not eliminate the need for each individual user to obtain a commercial kitchen license, a benefit of the shared use kitchen is that the user can be confident the kitchen itself will pass inspection.³

Type	Cost
Business Registration	\$102
Liability Insurance	\$600
ServSafe Certification	\$140
Commercial Kitchen	\$350

³ Email with Colleen Smith, Administrator, Food Protection Section, Bureau of Health Protection, NH Division of Public Health Services, Department of Health and Human Services

Value Added Meat Production Licensing

If farms are creating value added meat products for direct sale (i.e. to be sold at the farmers market or farm stand) there are no additional meat processing licenses or requirements their commercial license or kitchen must conform to. These farms, will however, need to be sure they have a "retail store with no food prep" license allowing them to transport and store the value added products off site, otherwise their meat products would all need to be sold and stored at the commercial kitchen. If farms want to wholesale their value added meat products these products would need to be produced under USDA certification and inspection.

To become USDA compliant the commercial kitchen would need to have FRP (fiberglass washable walls), floor drains, and knee or foot activated sinks. The kitchen would also have to have an HACCP plan and an office space with lockable cabinet for the USDA inspector to use for onsite inspections. An onsite inspector is not required during production nor does the kitchen need to pay for the inspector. Given the Creative Chef Kitchen in Derry is in the process of becoming USDA certified for meat processing, and considering the additional expense and limited interest, we are recommending any farms in the Boscawen region wanting to do processed meat for wholesale to use the Derry kitchen.⁴

⁴ Discussion with RoyAnn Bossidy NH Health Department of Health & Human Services December 14, 2014.

FUNDING SOURCES

To finance the capital outlay required for either Warner or Hooksett we have compiled a list of potential funding sources. These include examples and contacts for Corporate Charitable Giving, Alternative Financing, Governmental Grants, Investor Groups, and Private Foundations.

The table below runs three types of funding scenarios considering a grant, private fundraising and a loan. This table is to provide context to on-going cost considerations. The total amount to be raised for the analysis is \$37,000 that assumes approximately 20% for cost over runs. The loan payment will need to be built into the overall expense of maintaining the kitchen and has been incorporated into the study's break even and hourly rate analyses.

Scenerio A		Scenerio B		Scenerio C	
Total Needed	37,000	Total Needed	37,000	Total Needed	37,000
Grant -15%	5,500	Grant -35%	12,900	Grant -35%	12,900
Sponsorship	5,000	Sponsorship	0	Sponsorship	12,900
Loan Amount	26,500	Loan Amount	24,100	Loan Amount	11,200
Monthly Payments		Monthly Payments		Monthly Payments	
5 years @ 2%	465	5 years @ 2%	422	5 years @ 2%	196
5 years @4%	488	5 years @4%	444	5 years @4%	206
5 years @6%	512	5 years @6%	466	5 years @6%	216
10 years @ 2%	244	10 years @ 2%	222	10 years @ 2%	103
10 years @4%	268	10 years @4%	244	10 years @4%	113
10 years @6%	294	10 years @6%	268	10 years @6%	124

Corporate Charitable Giving

C & S Wholesale Grocers (<http://community.cswg.com>) - Provides mini grants designed to Strengthen communities by supporting the small changes that unite people and bring results.

Eversource (<http://eversource.com>) - Supports economic and community development, the environment and initiatives that address local, high-priority concerns and needs.

Crowdfunding

Barnraiser (<https://www.barnraiser.us/>) - Mission based crowdfunding website focused on supporting the sustainable food movement.

Indiegogo (<https://www.indiegogo.com/>) - A global crowdfunding website.

Grants

AFRI USDA - (<http://www.csres.usda.gov>) - Several grants available for efforts relating to obesity prevention, food safety, food security, etc.

Community Development Finance Authority – (www.nhcdfa.org) - Provides grants to communities including nonprofits, municipalities, counties, community development organizations and for-profit businesses.

Corporation for National and Community Service – (<http://www.nationalservice.gov>) - Provides grants to non-profits, schools, government agencies and other community organizations and groups that utilize volunteers.

Sustainable Agriculture Research & Education – (<http://www.sare.org>) - Sustainable Community Innovation Grants award up to \$15,000 for activities that connect or make links between the farm and non-farm parts of a community for the purpose of economic development.

USDA Beginning Farmers and Rancher - (<http://www.nifa.usda.gov>) - Provides grants to collaborative efforts or partnerships for a variety of technical assistance.

USDA Community Facilities Direct Loan and Grant Program (<http://rd.usda.gov>) - Provides funding to purchase, construct, and/or improve essential community facilities, purchase equipment and pay related project expenses.

USDA Community Food Projects Competitive Grants Program (<http://www.nifa.usda.gov>) - Provides grants to public, tribal and non-profit organizations for work related to meeting food needs of low-income individuals and increasing self-reliance of communities.

USDA Farmers Market Promotion Program (<http://www.ams.usda.gov>) - Provides funding to efforts that work towards increasing domestic consumption of, an access to, locally and regionally produced agriculture products.

USDA Rural Business Enterprise Grant (<http://www.usda.gov>) – Provides funding to projects that facilitate the development of small and emerging rural businesses.

USDA Small Business Innovation Research (<http://www.nifa.usda.gov/fo/sbir.cfm>) - Provides funding for projects dealing with agriculturally related manufacturing and alternative and renewable energy technologies.

Lending Organizations

ACCION USA (<http://www.accionusa.org>)- A microfinance organization that provides business owners with access to working capital and financial education.

Capital Regional Development Council (<http://www.crdc-nh.com>) - A regional development non-profit corporation specializing in providing small business lending and consulting programs.

KivaZip – (<https://zip.kiva.org>) - Provides 0% interest loans to socially impactful entrepreneurs in the United States and Kenya.

New Hampshire Community Loan Fund (<http://www.communityloanfund.org>) - A Community Development Financial Institution providing lending and investments to businesses in operation greater than one year.

RSF Social Finance - (<http://www.rsfoicalfinance.org>) -Makes investments, provides loans and donates funds to help for-profit and nonprofit ventures cover mortgage, construction and working capital.

USDA Farm Service Agency (<http://www.fsa.usda.gov/nh>) – Provides direct and guaranteed loans for farm ownership and operating including storage and packing facilities.

New Hampshire Angel Investor Groups

eCoast Angel Network (<http://www.ecoastangels.com>) - Focuses on early-stage companies primarily in the seacoast region involved with advanced technology, e-commerce, healthcare, and industrial products.

First Run Angel Group Conway (<http://www.firstrunangelgroup.com>) - Focuses on businesses primarily in the Mount Washing Valley region.

Granite State Angels (<http://www.granitestateangels.com>) - Focuses on early-stage and seed investments for business enterprises with the potential for rapid growth.

Private Foundations

Ben & Jerry's Foundation (<http://benandjerrysfoundation.org>) - Provides grants to organizations with 501(c)3 status for projects the support sustainable and food systems, social and environmental justice.

Farm Aid (<http://www.farmaid.org>) - Provides grants to organizations with 501(c)3 status for projects the support sustainable practices, access new markets and other tools and resources.

Surdna Foundation (<http://www.surdna.org>) - Provides grants to organizations with 501(c)3 status for projects the support sustainable communities guided by principles of social justice, healthy environments, local economies and thriving cultures.

The Henry P. Kendall Foundation (<http://www.kendall.org>) - Provides grants to invited proposals for work conducted to increase consumption and production of local sustainably produced food.

The John Merck Fund (<http://www.jmfund.org>) - Provides funding to organizations that are building a regional food system in New England.

BUSINESS SUPPORT SOURCES

The need for assistance with production scaling, recipe development, license application, commercial grade equipment use, food safety standards and business planning was found. We have compiled a list of sources that can offer such education and services.

Cooperatives

USDA Rural Development (http://www.rurdev.usda.gov/LP_CoopPrograms.html) professional staff carries out research and providing educational trainings, technical assistance, and grant support to co-ops across the country.

Library of Co-op Publications (http://www.rurdev.usda.gov/BCP_Coop_LibraryOfPubs.htm) - Extensive library of over 150 publications.

Cooperative Development Institute (<http://www.cdi.coop>) Provides education, training and technical assistance to cooperatively structured enterprises in all business sectors.

NH Small Business Development Center (<http://www.nhsbdc.org>) Offers education programs around the state and free e-learning courses.

SCORE (<http://www.sba.gov>) Provides free and confidential business mentoring through local Chapters or Online Counseling to small businesses.

Food Safety Information and Resources

Chester Kitchen, Chester, NH <http://www.chesternh.org/points-of-interest/chester-kitchen>

Creative Chef Kitchens, Derry, NH <http://www.creativechefkitchens.com/#thekitchen>

Monadnock Fusion Kitchen, Peterborough, NH
http://monadnockfusionkitchen.com/the_kitchen.html

Neighbor Made, Keene, NH <http://neighbormade.com/>

National Center for Home Food Preservation - nchfp.uga.edu

New Hampshire Department of Health and Human Services

- Application – <http://dhhs.nh.gov/fp/sanitation/index.htm>
- food processors - <http://www.dhhs.nh.gov/dphs/fp/sanitation/processingplant.htm>
- other process authorities can be found at <http://www.dhhs.nh.gov/dphs/fp/sanitation/documents/fpauthorities.pdf>

Processing meat products contact USDA for facility requirements and look under Grant of Inspection

<http://www.fsis.usda.gov/wps/portal/fsis/home>

Recipe and Production Process Review

Dr. Beth Calder

University of Maine

207-581-2791

beth.calder@maine.edu

Clemson Extension Services

Nutrition labeling fact sheet:

http://www.clemson.edu/extension/food_nutrition/food2market/factsheets/nutrition_labeling_fs.html

Food safety testing fact sheet:

http://www.clemson.edu/extension/food_nutrition/food2market/factsheets/product_testing_fs.html

Federal Drug Administration - Common food pH listing

<http://www.fda.gov/Food/FoodborneIllnessContaminants/CausesOfIllnessBadBugBook/ucm122561.htm>

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On behalf of the project team we would like to thank all of the people for their expertise and support.

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APPENDIX A. HOURLY RATE ANALYSIS

Individuals' use of the propane stove and overall annual use of the kitchen will be the key variables influencing the hourly rate. The commercial stove is projected to consume 1.33 gallons of propane per hour when it is turned on, at a projected rate of \$1.62 per gallon of propane. Any amount of propane use above the 5 hours already projected per month will increase the hourly rate. Any amount of kitchen usage above the projected 240 hours per year would decrease the hourly rate.

Warner Hourly Rate Analysis							
		Stove Hours Per Year					
		60	120	240	480	960	1920
Kitchen Hours Per Year	240	\$24	\$25	\$26			
	480	\$12	\$12	\$13	\$14		
	960	\$6	\$6	\$6	\$7	\$8	
	1920	\$3	\$3	\$3	\$4	\$4	\$5

Hooksett							
		Stove Hours Per Year					
		60	120	240	480	960	1920
Kitchen Hours Per Year	240	\$18	\$19	\$20			
	480	\$9	\$9	\$10	\$11		
	960	\$4	\$5	\$5	\$5	\$7	
	1920	\$2	\$2	\$2	\$3	\$3	\$4

Site Selection Checklist

Contact: Jim Bingham – Town Administrator	Phone: 456-2298 ext. 1
Address: 49 Main St. Warner - Old Graded School/CAT bldg..	
Land Ownership - <i>Private/Municipal/State/Other</i> Municipal	
Access - <i>Public/Private/Restricted/Public Transportation</i> Public Road. Parking on site	
Zoning District - <i>Agriculture/Residential/Commercial/Industrial/Mix/Other</i> Municipal	
Road Classification & Access - <i>Town/State/Private</i> <i>If Private who maintains (plowing/repairs):</i> State road & state maintained	

General Services on Site	Yes/No & Comments
Fuel Type & Supplier: Heating, exhaust or air conditioning vents	Propane Vent system run from cook stove to outside
Electricity & Supplier: #outlets, schematics available?	
Water Source - <i>Well/Municipal/Surface</i> Water Treatment - <i>Chlorinated/Fluoride/Softener</i> Plumbing Lines/Schematics Floor drains Size & capacity of hot water tanks	Municipal water No floor drains unknown
Waste Disposal Existing sinks, waste and disposal drains	Existing sink in CAT kitchen
Safety & Accessibility (bathrooms, access to & within) Fire suppression equipment installed?	Yes, sprinkler system, lift
Lunchroom/Office/Storage Space	Adjacent empty space could be used as kitchen prep, storage,

Sept. 4, 2014

Site Selection Checklist

	office, or as the kitchen
Historic Review of Site: Pollution/Land Ownership Issues	None. Pollution would need to be determined (possible asbestos wrapping around plumbing & heating system)

<p>Current Use of Site, Estimated Available Square feed & Possible Future Expansion on Site. Include measurements, window, door locations Kitchen currently used by Head Start from Sept-June from 9-12:30. Some limited summer time use may also occur from a summer program.</p>
<p>Existing window, doors, flooring, wall, ceiling (size, type, location)- are they already HACCP approved materials (ie white wall/washboard, washable, sanitary) or would they need to be redone?</p> <p>Head start kitchen has no windows. No HACCP. Brick wall on one side. Floor tiles on floor.</p>
<p>Sketch of space Rectangular shape 25 feet x 12 feet</p> <p>Any available plans (space, plumbing, electrical)</p>
<p>Adjacent Site Uses</p> <p>Head Start, Empty space. Upstairs is food pantry and senior center</p>
<p>Tax Implications</p>
<p>Visibility & Marketability On state road 103</p>
<p>Potential Donated or Sponsored Site - <i>Yes/No</i> Will need further exploration with BOS and Town</p> <p><i>If No, what are the costs & considerations</i></p>

Pictures taken

Image of Google/Mapquest site location

Sept. 4, 2014

Site Selection Checklist

Note any considerations, restrictions or other comments (ex. Existing kitchen equipment, upgrades, water quality tests results if available, setbacks, internal building, architectural/engineering concerns etc.)

Building is used for Head Start, Senior Center and Food Pantry

Pros:

Location on state road

Stove on site with venting

Sprinkler system

Town open to exploring option

Ease of access to Rte. 89

Adjacent empty space (~30x11 feet, with two structural beams, windows and a drop down door/lift, cement floor)

Several door access

Parking

Empty space allows for custom design

Cons

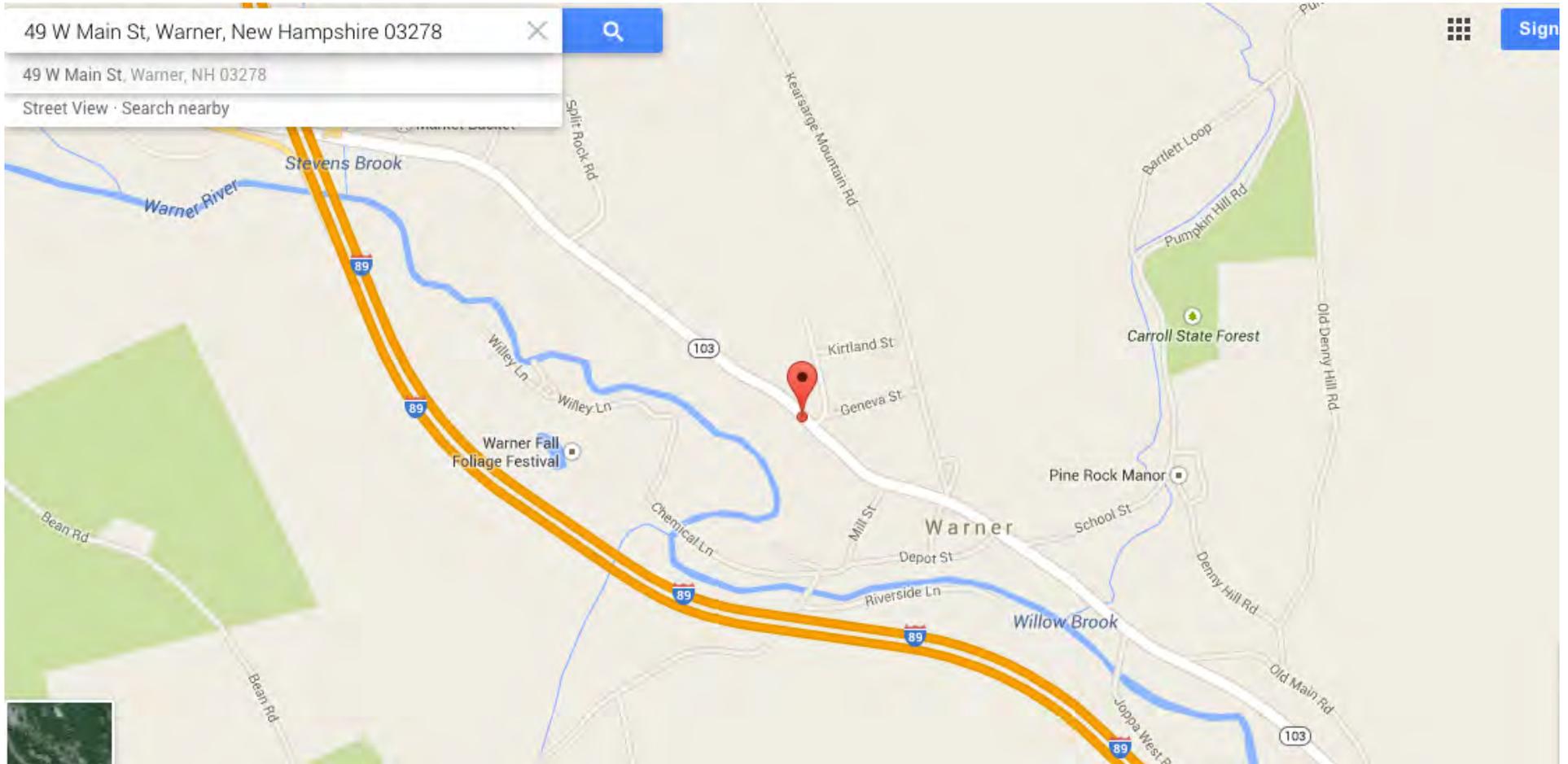
Kitchen will require upgrade

No loading dock or ease of access with two-wheeler

Will require BOS and Town approval

Floor tiling potentially contains asbestos

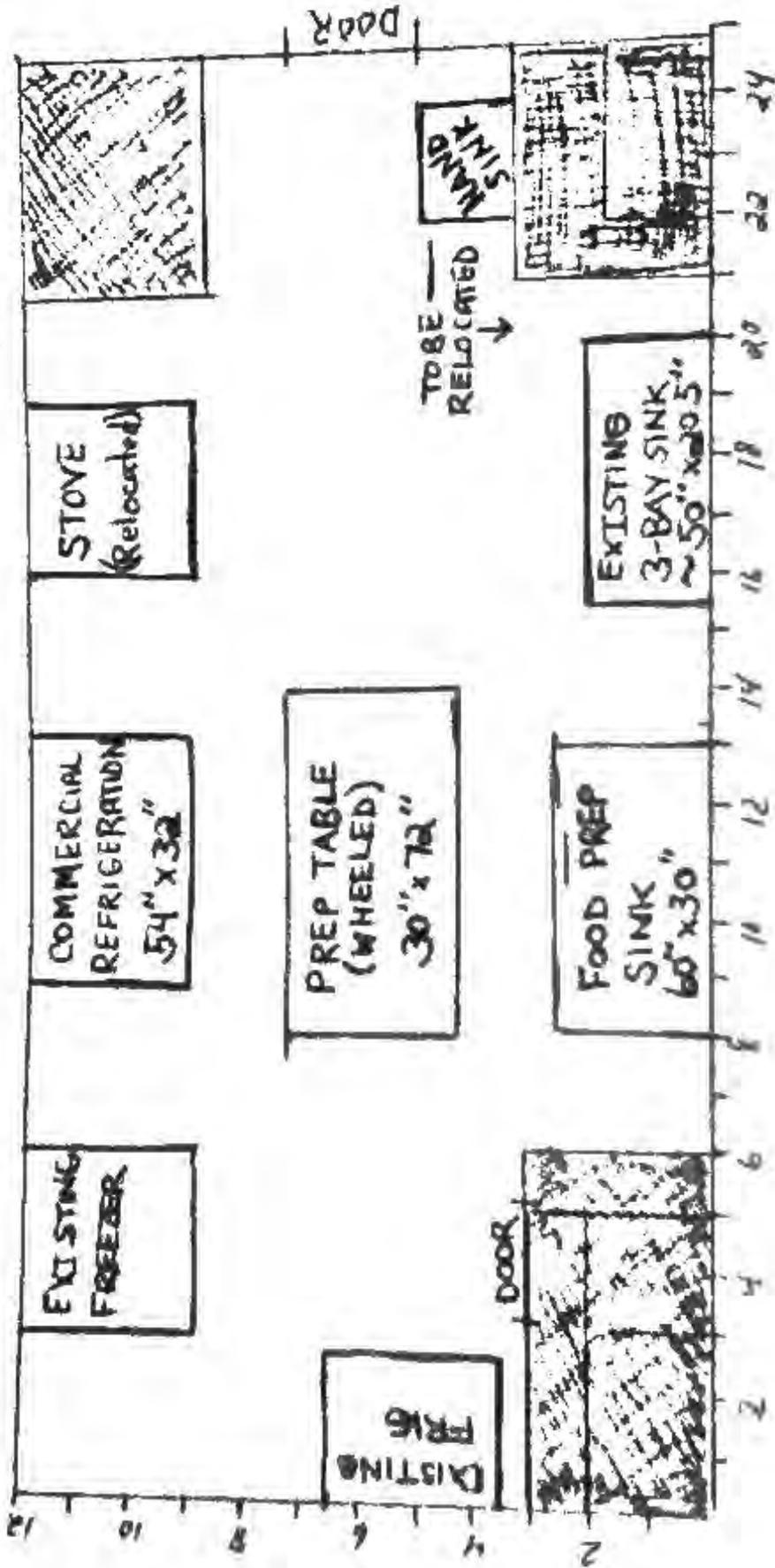
Community Building, 49 W. Main St., Warner







COMMUNITY BLDG. (WARNER)



Site Selection Checklist

Contact: Chris Heath & Hannah West	Phone: 798-5783 E: gowest@tds.net
Address: 10 Riverside St., Hooksett	
Land Ownership - <i>Private/Municipal/State/Other</i> State	
Access - <i>Public/Private/Restricted/Public Transportation</i> Public/Private	
Zoning District - <i>Agriculture/Residential/Commercial/Industrial/Mix/Other</i> ? SUGGESTED COMMERCIAL KITCHEN LAY OUT FOR WARNER Designed by <i>Bonneau Building and Remodel</i>	
Road Classification & Access - <i>Town/State/Private</i> <i>If Private who maintains (plowing/repairs):</i> Town	

General Services on Site	Yes/No & Comments
Fuel Type & Supplier: Heating, exhaust or air conditioning vents	Propane for stove, Oil for heat
Electricity & Supplier: #outlets, schematics available?	TBD
Water Source - <i>Well/Municipal/Surface</i> Water Treatment - <i>Chlorinated/Fluoride/Softener</i> Plumbing Lines/Schematics Floor drains Size & capacity of hot water tanks	Municipal Municipal No floor drains ~200 gallons
Waste Disposal Existing sinks, waste and disposal drains	Municipal Sewer Double home kitchen style sink –needs replacement
Safety & Accessibility (bathrooms, access to & within) Fire suppression equipment installed?	Mens & Women separate toilets, stalls modified to fit wheelchair. Bathrooms dated. No sprinkler system. Smoke alarms and fire extinguishers
Lunchroom/Office/Storage Space	Need to determine with Grange about additional use of open

Site Selection Checklist

	spacee
Historic Review of Site: Pollution/Land Ownership Issues	No

<p>Current Use of Site, Estimated Available Square feed & Possible Future Expansion on Site. Include measurements, window, door locations Hooksett Grange meets once a month on a Tuesday mid-day. Church rents space for use on Wed. night & Sun. morning & evening (pays \$300/month). Note: typical rental costs is \$150/day.</p>	
<p>Existing window, doors, flooring, wall, ceiling (size, type, location)- are they already HACCP approved materials (ie white wall/washboard, washable, sanitary) or would they need to be redone?</p>	
<p>Sketch of space</p> <p>Door to outside with ramp is directly next to kitchen</p> <p style="text-align: right;">window</p> <p>Kitchen has 2 doors & a serving window</p>	<p>12.5'</p>  <p>15'</p>
<p>Adjacent Site Uses</p> <p>Inside in meeting room. Outside is residential and fire station around the corner. River across the road</p>	
<p>Tax Implications</p> <p>Grange is tax exempt. Owned by the State</p>	
<p>Visibility & Marketability</p> <p>Close to Route 3 & 93. Toll to get on/off Route 93</p>	
<p>Potential Donated or Sponsored Site - <i>Yes/No</i></p> <p><i>If No, what are the costs & considerations</i></p>	

Pictures taken

Image of Google/Mapquest site location

Sept. 4, 2014

Site Selection Checklist

Note any considerations, restrictions or other comments (ex. Existing kitchen equipment, upgrades, water quality tests results if available, setbacks, internal building, architectural/engineering concerns etc.)

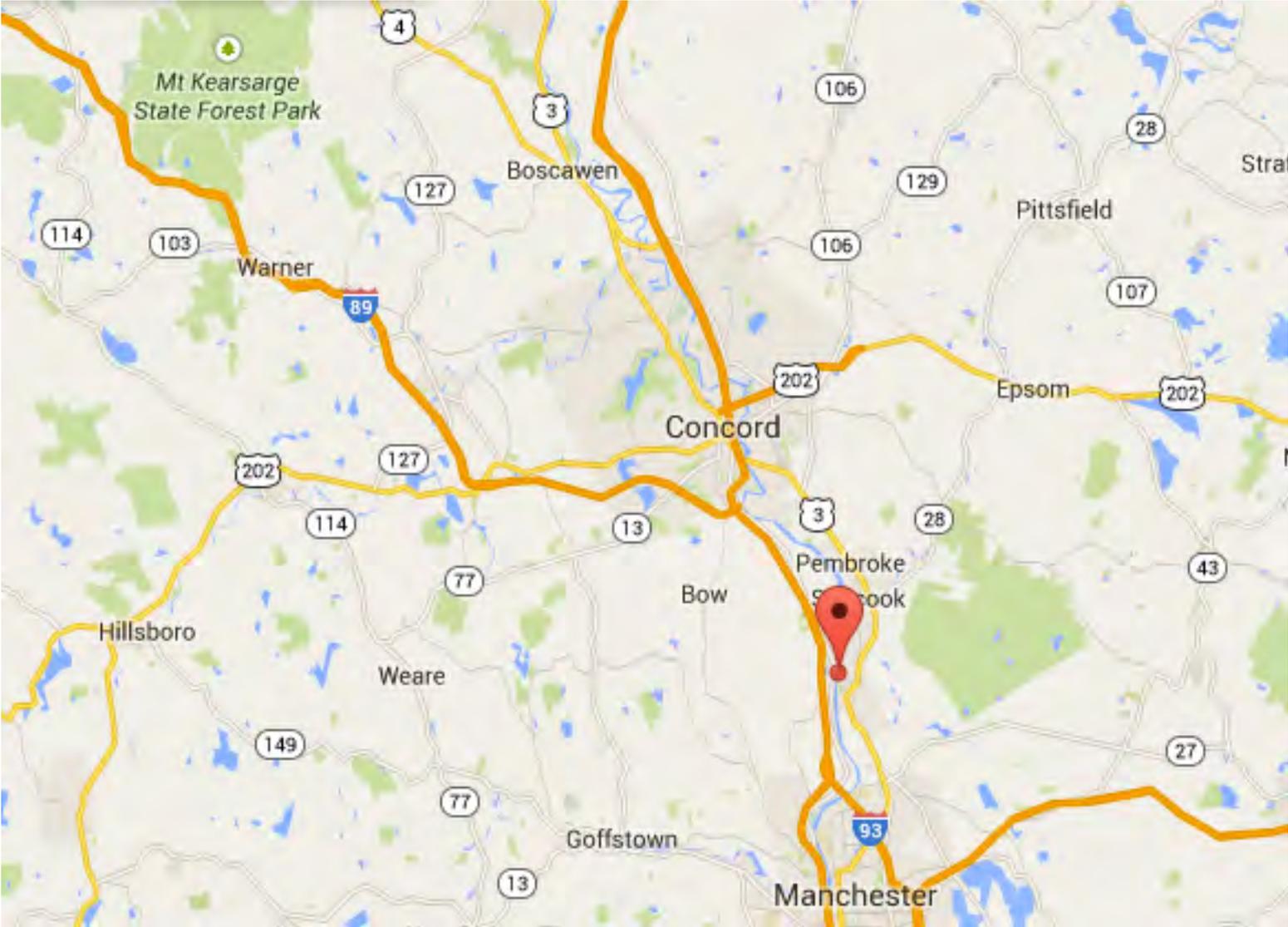
Pros

Ample parking on site
Easy access to major state/interstate roadways
State owned building, tax exempt
Ramp
Municipal water/sewer
Nearby resident accustomed to usage
Grange association maintains building (cleaning, maintenance)
Stove on site with venting

Cons

State owned building, may have restrictions
No floor drains
Location is between 30-60 minute drive from interested farms
Kitchen will require new sink, an additional sink, new countertops and possibly new cabinets.
Current refrigerator is standard home frig.
Hood may need upgrade
Grange Executive Committee approval needed
Needs dishwasher

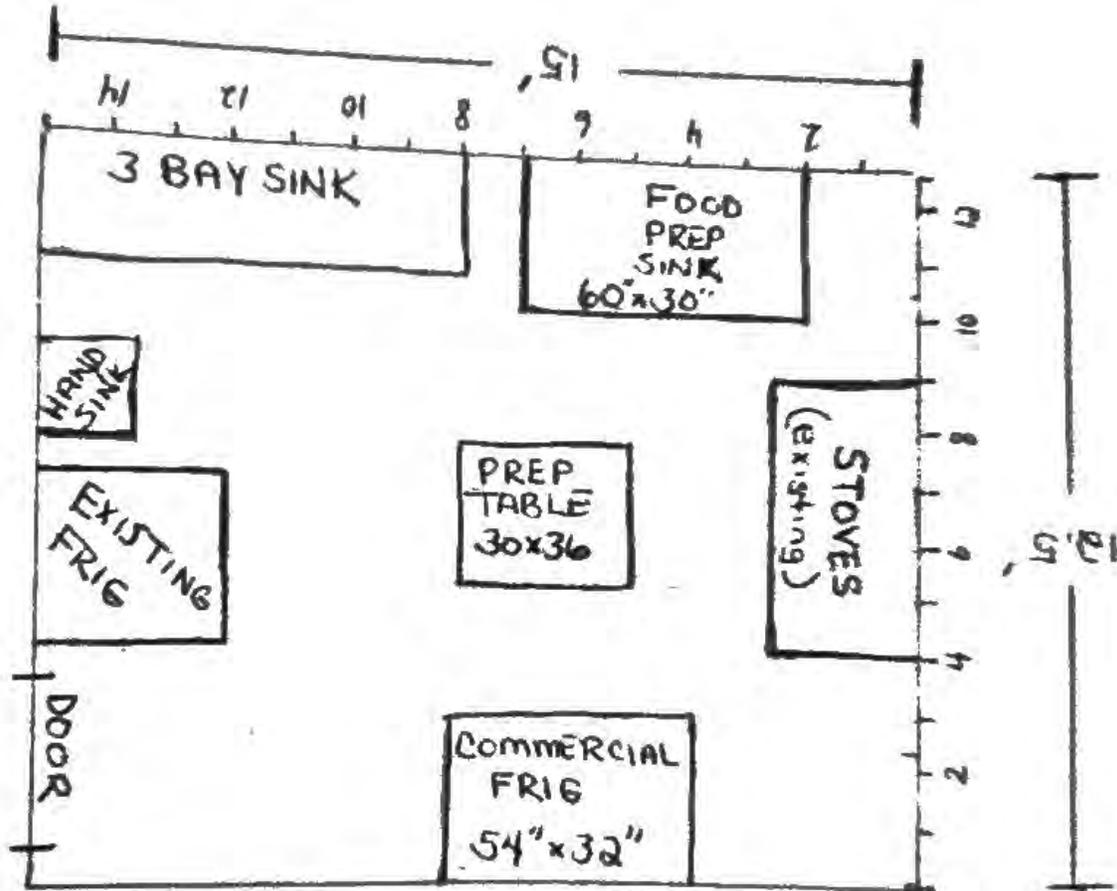
NH State Grange Association Building
10 Riverside St. Hooksett







SUGGESTED COMMERCIAL KITCHEN LAY OUT FOR HOOKSETT



APPENDIX D. FARMER CONTACTS & INTERVIEW NOTES

Interested Farmers

First name	Last name	Farm	Address	Town	Phone	Equipment needs	Maximum Drive Time & Frequency of use	Comments
Denise	Renk	Elior Acres	2871 State Route 114	Bradford	938-2771	commercial oven, flash freezer, meat smoker	45 minutes, don't know how often	Has homestead license. Would like to produce commercially baked goat chili, meat pot pies and cheesecake
Cheryl	Frey	Cornucopia Farm	53 Woodview Heights	Bradford	848-2630	processing pork & poultry. -sausage maker, smoker, large-scale canning, meat hanging storage, refrigerated storage & possibly freezer	20 minutes, 7 months per year, unknown how many days/month	She processes about 6-8 animals per year
Dave	Richards	Grant Family Pond View Farm	224 Mt. Dearborn Rd.	Weare	396-2800	Maple cream & other value added maple products. commercial gas stove, large deep sink for ice water baths, counter/prep space, wheeled-cooling racks	30 minutes, 12 days/year (1/month)	would bring own molds, pots, pans
Ben	Dobrowski	Greenhill Collective Farm	PO Box 382	Warner	540-1156	large scale dehydrator, flash-freeze equipment, vacuum packaging equipment, freezer space & retail shelf space	30 minutes, 6 days/year (June, July, Nov once/mo., Aug-Oct 2x/mo.)	Products-pesto, hot sauces, dried mushrooms & herbs, willing to buy from other farmers
Sue	Cutting	Cutting Farm	PO Box 303, 266 Sanborn Hill	Springfield	763-3239	Canning-can bring pots	60 minutes, no idea how often	Would can vegetables & fruits. Produces own jams/jellies under exemption
Barbara	Comtois	Sticks & Stones Farm	107 White Oak Road	Center Barnstead	776-8989	oven, stove, dehydrator, sinks, blanching equipment, flash freezer. Needs USDA certification for meat products-beef jerky & fruit leathers & flash freeze vegetables	30 minutes, no idea how often	
Larry	Pletcher	Vegetable Rand LLC	443 Kearsarge Mountain Rd	Warner	456-3628	blanching and flash freezing,	20 minutes, no idea how often, but likely summer & fall	
Dan & Abby	Kilrain	Work Song Farm	124 Beech Hill Rd.	Hopkinton	219-0297	stoves, ovens, food processors, pots & pans, food mills/strainers. flash freezer would be handy	1 day/month	lightly process or preserve vegetables, pesto, tomato sauce, dried herbs, blanched & frozen foods, pickled or lacto-fermented items.
Stacey	Cooper	Yankee Farmers Market	360 Route 103 East	Warner	456-2833	oven, stove, flash freezer- meat soups & stews prepared to be served on site at YFM & packed in frozen single serve containers for resale. Need to be USDA certified meat products.	45 minutes, 12 to 52 days per year @ 8 hrs./day	
Mary	Sussman	Webster Ridge Farm	1482 Pleasant St.	Webster	648-2595	oven, stove, pots for canning, freezer storage space. Wants stainless steel equipment.	30 minutes, no idea how often	Needs help on scaling up recipes & getting recipes accepted for commercial production & a master canner certification course
Trish	Carrew	Laromay Lavender		Hollis	921-5032			herbal teas & other value-added products.
Bob Bower & Jennifer Ohler	Bower	Kearsarge Gore Farm	173 Gore Road	Warner	456-2319	freezer space, cold storage		Wants to supply vegetables & syrup to folks to process. may want to have a farmer cooperative & not a stand alone. Wants to offer pickled & frozen vegetables

Farmers Contacts Interviews

First name	Last name	Farm	Address	Town	Phone	Interest
Melissa	Blindow	Benedikt Dairy	97 Shirley Hill Rd.	Goffstown	801-6839	not currently interested
Bob	Perkins	Autumn View Farm				interested, if on own farm
Luke	Mahoney	Brookford Farm	250 West Road	Canterbury	742-4084	interested, if on own farm
Naomi	Scanlon	Two Sisters Garlic		Canterbury	731-5574	interested, if on own farm
Donna	Abair	Hazzard Acres Farm	PO Box 162	Springfield	763-9105	not interested
David	Brown	Highland Hill Farm	47 Highland Hill Drive	Sunapee	863-4842	not interested
Barbie	Tilton	Someday Farm	65 Pickard Rd.	Canterbury	783-4311	not interested
Nancy	Joy	Living Well Farm	241 Oak Hill Road	Northfield	344-5974	not interested
Brenda	Butterfield	Butterfield Organics	1429 Upper City Road	Pittsfield	808-346-7551	not interested
Carole	Soule	Miles Smith Farm	56 Whitehouse Road	Loudon	783-5159	not interested
Scott	Bowlan	Organic Tobacco Grower	247 Edgemont Rd.	Sunapee	763-8929	no reply
James	Batchelder	Our Place Farm	290 Route 129	Loudon	798-3183	no reply
Ruth	Owen	Owen Farm	580 Brockway Road	Hopkinton	225-2252	no reply
Earl	Tuson	Red Manse Farm	5 Pittsfield Rd.	Loudon	435-9943	no reply
Greg	Berger	Spring Ledge Farm	37 Main St.	New London	526-6253	no reply
Doug	Troy	Stoneridge Farm	330 Cressy Rd.	Bradford	938-6186	no reply
Lisa	Beaucher	The Slow Food Farm	490 Fowler Rd.	Springfield	491-5513	no reply
Katherine	Darling	Two Mountain Farm	76 Shaw Hill Road	Andover	724-4983	no reply
Jane	Presby	Dimond Hill Farm	314 Hopkinton Road	Concord	496-8218	no reply
David	Trumble	Good Earth Farm	52 Poor Farm Road	Weare	529-2170	no reply
Tim	Bassett	Gould Hill Farm	656 Gould Hill Farm	Contoocook	746-3811	no reply
Nita	Battles			Bradford	938-2411	no reply
Jim	Ramanek	Warner River Organic	119 Dustin Road	Webster	491-4203	no reply
Erin	Carr	River Round Heirlooms	20 Peaslee Road	Weare	547-9606	no reply
Joe	deAlmeida	Corn Hill Farm	130 Corn Hill Rd.	Boscawen	796-2492	no reply
Karen	Goldthwaite	Barkin Biscuits			471-0755	no reply
Patti	MacMillan	Breakwind Farm	1584 Maple St.	W. Hopkinton	746-1144	no reply
Monica	Rico	Terra Organics	PO Box 442	Henniker	568-1562	no reply
Julie	Patterson	Kelly Corner Farm	3 Pleasant St.	Chichester	435-6419	no reply
Gerald	Courser	Courser Farm	319 Schoodac Road	Warner	456-3521	no reply
Jim	Richardson	Richardson's Ice Cream	Water St	Boscawen	603-796-2788	has own kitchen
Diane	Souther	Apple Hill Farm	580 Mountain Road	Concord	224-8862	has own kitchen
David	Boudrias	Ledge top Sugarhouse				has own kitchen
Donna	Sprague	Huntoon Farm	PO Box 77	Danbury	768-5579	has own kitchen
Stephen	Polizzi	Aqua Tree Farm	77 Brad Chase Rd	Danbury	336-3929	building their own

APPENDIX E. EXISTING COMMERCIAL KITCHENS DATABASE (NH)

New Hampshire
Shared Use Commercial Kitchens

Kitchen	Neighbor Made	Creative Chef Kitchens	Chester Kitchen	Mondanock Fusion Kitchen
City	Keene	Derry	Chester	Peterborough
State	NH	NH	NH	NH
Contact person	Matt DeGrosky	Neelima Gogumalla	Patricia Martin	Roy Gandhi-Schwatlo
phone	603-338-9121	888-625-2111	887-4979	603-313-9768
Business Model	for profit	for profit	municipality	for profit
office space	yes	no	no	free Wi-Fi
conference room	yes	yes	no	no
dry storage	yes	yes	small, yes	limited
loading area	yes	yes	yes	yes
Equipment				
oven	yes	yes	gas	2' x 2' garland oven
convection oven	yes	yes	gas	blodgett
range	yes	4 & 6 burner	gas	6 burner garland
prep sink	yes	yes	yes	yes
3 compartment sink	yes	yes	yes	yes
stainless steel prep table	yes	multiple	yes	yes
digital scales	unknown	yes	no	unknown
bakeware	unknown	yes	no	unknown
pots and pans	unknown	yes	no	unknown
utensils	no	yes	no	unknown
kettles	unknown	10 gal.	no	unknown
food processors	yes	yes	no	unknown
flash freezing	no	9.2 cu ft. blast chiller	no	no
mixers	unknown	30 qt. floor	hobart	unknown
blenders	unknown	yes	no	unknown
griddles	unknown	no	no	unknown
allergen-free	unknown	yes	no	unknown
tilt skillets	unknown	40 gal.	no	unknown
microwave	unknown	3	yes	unknown
vacuum sealer	unknown	out of chamber	no	unknown
sanitation equipment	unknown	yes	yes	unknown
kitchen towels	unknown	multiple	no	unknown
refrigerator/freezer	yes	yes	yes	yes
Services				
classes	unknown	yes	no	no
storage rental	unknown	yes	no	no
events	unknown	yes	no	no
consulting	yes	yes	no	no
technical assistance (TA)	packaging, marketing, prep	plans, marketing, packaging	no	no
cost of TA	extra	included in rental		
dedicated stations	unknown	8	0	0
# of employees	2	1	0	0
hours of operation	24/7	24/7	5a.m.-8p.m.daily	call
rental rates	unknown	25/hr.	\$13/hr.	\$100/day (8-9 hrs)
insurance required	unknown	\$1,000,000+	\$1,000,000+	\$1-2 million blanket
other		ServSafe & business license & allergen test		

NOTE: Additional kitchens underway in NH: Town of Peterborough -Community Kitchen & Food Barn -Kensington