



La Cocina

2017 Year in Review

Dear La Cocina Supporter,

I began working at La Cocina 10 years ago. As the daughter of immigrants from Mexico who established themselves in this country by starting a business, I know from personal experience how powerful business ownership can be.

La Cocina’s incubator program provides resources to talented entrepreneurs (mostly women, immigrants and people of color) who defy what the industry thinks of as “normal” and, from our kitchen, create businesses that demonstrate the kind of world in which we wish

we lived. When I put together our first annual report it was 2012, La Cocina had been open for 7 years, and we had supported the opening of two brick-and-mortar restaurants: *El Huarache Loco* in Larkspur and *Onigilly’s* first location on Kearny Street in San Francisco.

The photo pages featured Alicia Villanueva and her three employees making tamales in La Cocina’s kitchen, and the report opened with the invocation to: “Imagine a supportive, diverse, inclusive (and delicious) community.”

Five years have passed and despite the political climate and national discourse disparaging immigrants, that community we imagined has grown. I can still have a delicious meal at *El Huarache Loco*, or at one of *Onigilly’s* five locations.

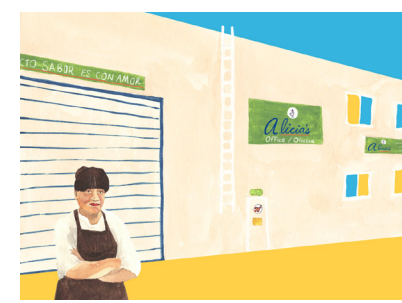
I can now also eat at *Reem’s* or *Nyum Bai* in Fruitvale, at *Los Cilantros* or *Endless Summer Sweets* in Berkeley, at *Hella*



Alicia & her 3 employees in the La Cocina kitchen space



Fast-forward 5 years: Alicia has her own 6,000 square foot tamale factory and 17 employees



All illustrations in 2017 Report by Sophie Morro

Vegan Eats or *Zella’s Soulful Kitchen* in Oakland, at *Sabores del Sur* in Walnut Creek, at *Delicioso Creperie*, *Azalina’s*, *El Buen Comer*, *D’Maize*, or *La Luna Cupcakes* in San Francisco. Alicia now has 17 employees and they make tamales in a factory in Hayward. *Bini’s Kitchen* and *El v*, two businesses that joined us in 2012, are currently building out restaurant spaces that will open in 2018.

La Cocina has opened more restaurants in the Bay Area, one of the toughest food economies, than any for-profit restaurant group.

By working side by side with talented entrepreneurs through every step of their business launch and growth through to lease negotiations, referrals to capital and ongoing support after they’ve moved into their own spaces, we decrease the cost and risks associated with starting a business and increase the chances of reaching economic self sufficiency and continuing to thrive.

These, and so many other examples, prove that women, immigrants, and people of color are powerful leaders.

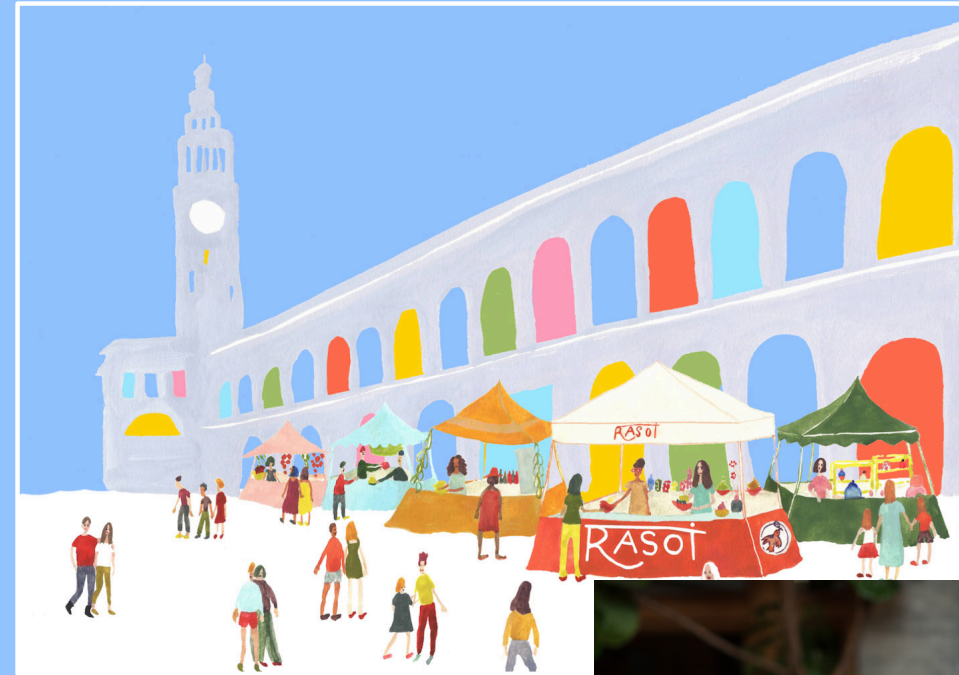
The forces we are up against are strong and the resources required to reimagine what “normal” looks like are significant.

Women, immigrants, and people of color are still the most often harassed, abused, underpaid, undervalued, and underrepresented, particularly within our food system. Supporting La Cocina is a way to support changing that, a way to prove that a supportive, diverse, inclusive (and delicious) community is worth investing in, now more than ever.

*Thank you,
Leticia Landa
La Cocina Deputy Director*

Our Mission

The mission of La Cocina is to cultivate talented low-income food entrepreneurs as they formalize and grow their businesses by providing affordable commercial kitchen space, industry-specific technical assistance, and access to market opportunities. We focus primarily on women from communities of color and immigrant communities.



Rasoi at the Ferry Building



Heena Patel from Rasoi serving dinner at her event for La Cocina's Week of Women in Food

Our vision is that entrepreneurs gain financial security by doing what they love to do, creating an innovative, vibrant and inclusive economic landscape.

Our Vision



Chef Shani Jones at Peaches Patties, her kiosk at 331 Cortland Avenue

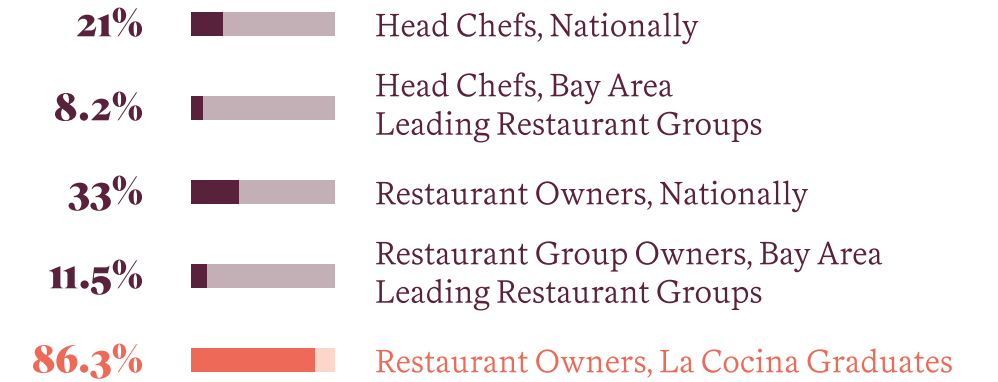
A New Leadership

Women only hold 21% of head chef roles across the country.

At La Cocina, 91% of businesses are woman-owned.

Women In Charge

Women Account For:



Representation of Women In Food



2017 Timeline

January

February

March

April

May

June

July

Nyum Bai opens Cambodian kiosk at the **Emeryville Public Market**

Fernay McPherson + Reem Assil are named **2017 Rising Star Chefs** by San Francisco Chronicle

La Cocina hosts story-telling event **F&B: Voices from the Kitchen Race**

&
La Cocina welcomes **its first 2017 business** to the program

La Cocina group marches for **A Day Without Immigrants**

La Cocina brings **5 new businesses** on board

August

September

October

November

December

La Cocina signs a cookbook deal with **Chronicle Books**

La Cocina caters **Jardiniere's 20th Anniversary Party**

La Cocina hosts **8,000 guests** and **30+ vendors** at its 8th Annual **San Francisco Street Food Festival**

&
La Cocina hosts story-telling event **F&B: Voices from the Kitchen Refuge**

&
4 new businesses join La Cocina

La Cocina hosts its first **"A Seat at the Table"** dinner series as a prelude to our 2018 conference

El Pípila, Bini's Kitchen, and **Nyum Bai** sign leases for restaurant spaces

&
La Cocina secured **3 new sales opportunities** for our businesses: a takeover of **UC Berkeley Student Union**, a donation of a **food truck** from the Shell Foundation, and a location at the new **Chase Center (Warriors Stadium)**

&
1127 gift boxes are delivered around the country

The Incubator Program

In 2017, we supported 38 businesses in meeting milestones related to marketing, production, operations, finances and sales.

Recruitment

In 2017 we reached 415 aspiring entrepreneurs through our orientations and outreach.

19 people
Application Reviews

27 people
Drop in Markets

50 people
Office Hours

150 people
Orientations at Partner Organizations

169 people
How to Start Your Food Business Workshops

10 of those entrepreneurs joined the La Cocina incubator.

Pre-Incubation

A business in pre-incubation is just beginning the formalization process. Entrepreneurs are in a mini food-MBA learning everything from how to brand their business to understanding operational costs.

Incubation Exit

Businesses that are exiting have proven their business model and are looking to move out of La Cocina's kitchen and into their own spaces.

Alumni/Graduates

Businesses continue to grow and thrive, sometimes opening second locations. They also contribute back to the La Cocina community.



Application

Incubation Growth

A business in the growth stage is beginning to sell through opportunities brokered by La Cocina – this could be at a farmer's market, local grocery stores, events or catering. They are testing their business model.

Graduation

With La Cocina's support, businesses begin in new spaces (restaurants, cafes, and specialty food factories) across the Bay Area.

2017 New Businesses

La Cocina is happy to welcome the following businesses into our incubator program.

Maize Warrior, Bovino, The Uncreamery, Queen Pickle, Katletki, Pass the Sauced, The Healing Kitchen, Kathy's Gourmet Soul Food Kitchen, The Comfort Kitchen Cafe



Work in progress versions of crisps & crackles' logo with studio1500.

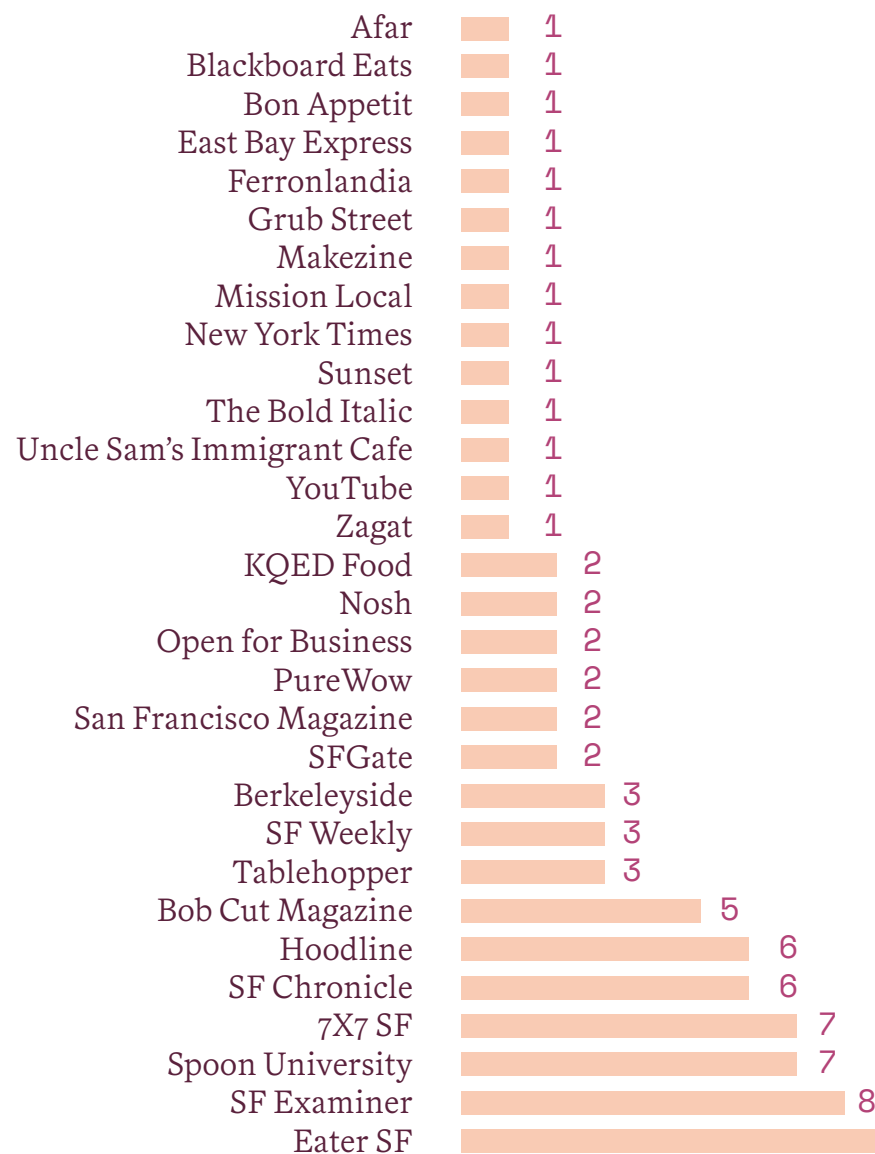
Crisps & Crackles Rubelet Domingo

Rubelet originally applied to La Cocina with a healthy chip concept she'd dubbed "Nutridense that she developed in an effort to support a friend navigating diabetes."

In partnership with studio1500, we worked with Rubelet to rebrand her product as "Crisps & Crackle" as well as developing and refining her product line.

With her new branding and product line, she showcased her business at the Fancy Food Show (through a partnership La Cocina has built with the Speciality Food Association) and her chips were one of the must-have products!

2017 Press Coverage of La Cocina Businesses



2017 Impact

Last year, La Cocina served **43 entrepreneurs** across **39 businesses**, providing **1,876 ½ hours** of technical assistance valued at **\$183,752.50**.

La Cocina brokered **\$552,500.69** worth of catering opportunities for **33 businesses** in our program.

Total Sales: \$3,039,890

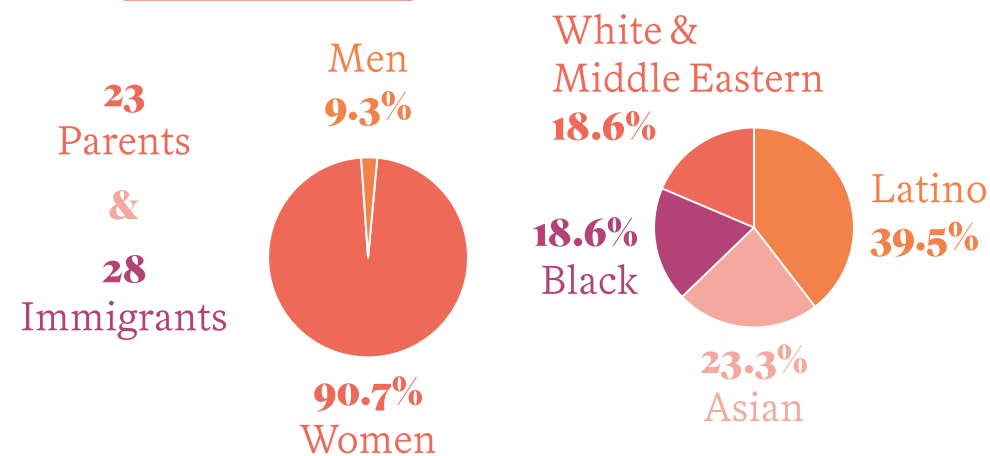
Total Jobs Created: 95

Total Wages Paid: \$600,000

Excluding sales, jobs created, and wages paid from La Cocina's 31 active graduates

Demographics

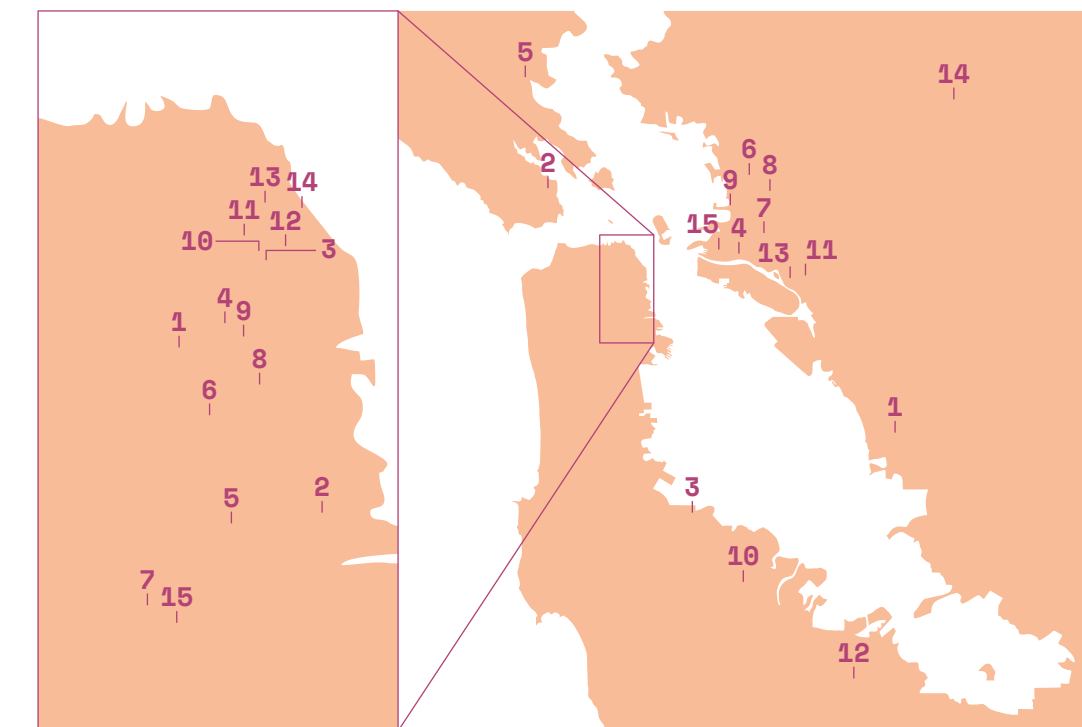
La Cocina Owners



Languages Spoken at La Cocina

Khas-kurā Tagalog Español Nihongo
Tiêng Viêt Al-'arabiyyah Khmer Gujarātī
Fārsi English Français Rússkiy Yazyk

Brick & Mortar Locations



In San Francisco

- 1 Azalina's
- 2 Besharam *
- 3 Bini's Kitchen (Kiosk)
- 4 Bini's Kitchen *
- 5 D'Maize Restaurant
- 6 Delicioso Creperie
- 7 El Buen Comer
- 8 El Pipila *
- 9 Inticing Creations
- 10 La Luna Cupcakes
- 11 Onigilly (Kearny)
- 12 Onigilly (Sansome)
- 13 Onigilly (Market)
- 14 Onigilly Express
- 15 Peaches Patties

* - Coming Soon

Around the Bay Area

- 1 Alicia's Tamales Los Mayas **
- 2 Clairesquares **
- 3 Don Bugito **
- 4 Dyafa (Recently Opened!)
- 5 El Huarache Loco
- 6 Endless Summer Sweets
- 7 Hella Vegan Eats
- 8 Los Cilantros
- 9 Minnie Bell's Soul Movement
- 10 Neococoa **
- 11 Nyum Bai
- 12 Onigilly (Palo Alto)
- 13 Reem's
- 14 Sabores del Sur
- 15 Zella's Soulful Kitchen

** - Space not open to the public

2017 Graduates

Rosa Rodriguez Sweets Gourmet

“ My business has given me financial security and self-confidence, and after La Cocina, I feel like I can go into the big leagues because I know I have a good foundation. ”

www.sweetscollections.com

Established 2010



Adriana Lahl Sal de Vida

“ Looking back in time it is hard to visualize the person I used to be prior to joining La Cocina. ”

La Cocina has been a life changer, a dream catcher, a career developer, a network space, a home, and a place where I met my best friends, my comrades, my support system. ”

www.saldevidagourmet.com

Established 2011



Alexandra Hudson Kaleidoscope Foods

“ I started working with La Cocina four years ago when my kale chip business was in its infancy. I felt immediately taken in and supported by the staff and community of La Cocina in a deeply nurturing and supportive kind of way. ”

Over the last few years, I have grown to be business savvy and feel a really deep sense of connection with my food community in the Bay Area. ”

kaleidoscope-foods.myshopify.com

Established 2014



Reem Assil Reem's California



reemscalifornia.com

Established 2017



Reem Assil grew up near Boston, Massachusetts as the daughter of two immigrants – a Palestinian mother and a Syrian father. She learned to cook from her mother, cooking Arabic and American food from a young age.

After spending time as a community and labor organizer, Reem enrolled in culinary school in 2010 and spent time working at Arizmendi Bakery & Pizzeria, a cooperative bakery in the Bay Area. She eventually connected to La Cocina through a class at the Women's Initiative.

Reem's is a food business, and so much more – Reem sees her business as a way to build “strong and resilient community” where people are “nourished with good jobs and good food.”

Combining her love of cooking and her conviction that the community needs spaces to come together that serve as a “model of the world that we want to see,” Reem's business is an intersection of her many talents and passions. She currently has 12 full-time employees, and another 5 part-time employees.

Reem opened a second location, Dyafa, at Jack London Square in April 2018.

Press

James Beard Award Semifinalist

Food & Wine Best Restaurant 2018

SF Chronicle Rising Star Chef 2017



A La Cocina Business Profile

El Pípila is led by a trio of women: mother Guadalupe Guerrero and her two daughters Brenda and Alejandra. Guadalupe was born in Acámbaro, a small city in the Mexican state of Guanajuato.

She immigrated to the United States in 1998 and found work in a Berkeley taqueria.

She worked long 12 to 14 hours shifts, six days a week to save up enough money to bring her daughters to the United States.

“That’s how it went for fourteen years,” she recalls. She found a second job cooking for Tamales Los Mayas, a successful tamale business that also launched through La Cocina’s incubator program. Alicia, the owner of Tamales Los Mayas, and Guadalupe became close friends. One day, Alicia asked Guadalupe,

“Why make someone else’s dream come true when you can make your own?”

With Alicia’s encouragement, Guadalupe applied to La Cocina in 2012 with the dream of opening her own restaurant. “At first you think you can’t start a business. First, because of the language barrier. Also, because it’s difficult to fill out all the applications. Then La Cocina arrives.”

Six years later, Guadalupe’s dream is coming true. Next year, she’ll open a restaurant at 855 Brannan Street. She employs 4 people and will hire an additional 5 staff members once she’s open. As a business owner, Guadalupe is able to take control of her economic life and move beyond hourly wage-labor with a finite cap.



Guadalupe holds the plans for her restaurant, **El Pípila**



Yield: 8 servings
(1 1/2 cups per serving)

- 10 tomatillos, peeled (about 1 pound)
- 4 serrano chiles, stemmed (seeded if you don't want it too spicy)
- 4 cloves garlic, peeled
- 8 cups chicken stock
- ½ pound bacon, cut into small pieces
- 1 medium yellow onion, diced (1 cup)
- 1 30-ounce can of hominy, rinsed and drained (14-ounces after drained)
- 1 rotisserie chicken, picked off the bone, about 6 cups (started with a 2.5 lb chicken, yielded 1.25 pounds meat off the bone)
- 1 cup cilantro, chopped
- ½ green cabbage, shredded
- 4 radishes, sliced thin
- Mexican oregano, to serve
- 2 limes, cut into quarters

Place the tomatillos and the serranos in a medium pot and cover with water and a good pinch of salt. Bring to a boil and continue boiling until the tomatillos have lightened in color and softened, about 7 minutes. Remove from the heat and drain.

Place the softened tomatillos, serranos, peeled garlic and 1/2 cup of the chicken stock in a blender. Blend until smooth. Set aside.

Meanwhile, cook the bacon in a Dutch oven over medium heat until brown and crispy, 8-10 minutes. Remove the bacon and set aside. Remove all but 2 tablespoons of the bacon fat. Cook the onion over medium heat in the fat until softened, about 8 minutes. Add in the drained hominy and stir to coat. Add in the blended tomatillo mix and stir to coat. Add in the remaining 7 1/2 cups of stock and bring to a boil over medium-high heat. Once at a boil, turn to a simmer and cook for 30 minutes.

After the soup has simmered for 30 minutes, add in the chicken and the bacon bits. Cook until warmed through, about 10 minutes. Taste for seasoning and add more salt if necessary.

Serve the finished pozole in bowls and garnish with the cilantro, cabbage, radishes, Mexican oregano and a squeeze of lime.

Isabel Pazos’s journey from a home restaurant to 3435 Mission Street

Recently featured as one of Zagat “9 Under-the-Radar Chefs to Know in the SF Bay Area,” Chef Isabel Pazos introduces diners to rustic stews called guisados; a staple of Mexico City. She’s been serving guisados to San Franciscans for the past 15 years, first out of her Tenderloin apartment and then at the Noe Valley Farmers’ market. In 2016, Isabel opened her restaurant El Buen Comer in Bernal Heights.

Isabel Caudillo immigrated from Mexico City to San Francisco in the late 1990s. Upon arriving, she began operating an informal restaurant out of her apartment in the Tenderloin.

She served her comida corrida primarily to other expats from the Ramos Millan community who had also settled in the Tenderloin. La Cocina caught wind of the infamous cook and three staff members visited her in her home to try her food. Isabel officially

joined La Cocina in 2007 and in 2008, La Cocina secured her a spot in the Noe Valley Farmers’ Market. That same year, Pizzeria Delfina contracted Isabel to make their breadsticks.

In 2014, the owner of a building near Mission and 30th approached La Cocina and asked if one of the organization’s participants would consider operating a restaurant on her newly renovated property. In response, Leticia Landa, La Cocina’s Deputy Director, brought the building’s owner to Isabel’s stand at the farmers’ market and her chilaquiles sealed the deal. In June 2016, Isabel opened her full-service, sit down restaurant in the Bernal Heights neighborhood. Isabel’s husband and three sons all work with her at the restaurant. She’s built an asset that one day she can pass down to her sons. She says, “This has been their professional training, too. Now they’ll be working at a restaurant that’s theirs.”

El Buen Comer



The restaurant at 3435 Mission Street



Isabel Pazos behind the scenes during La Cocina’s Week of Women in Food

Resources Provided to El Buen Comer

Service	Value
Technical Assistance in Product, Finance, Marketing and Operations (1,061 Hours)	\$99,700
Financial Education in partnership with Mission Asset Fund	
Pro Bono Legal Advice on Entity Formation in partnership with Legal Services for Entrepreneurs	\$11,090
Pro Bono Branding from Graphic Design Volunteer	\$5,000
Launch/Scale Opportunities (Street Food Festival, Noe Valley Market)	10
Introduction to Breadstick Production Opportunity for Delfina Restaurant Group	\$450,000
Catering Opportunities Brokered by La Cocina	\$125,127
Subsidized Kitchen Hours (7,729)	\$99,938
Pro Bono Video Production for Kickstarter Video	\$2,500
Access to Capital: MEDA’s Adelante Fund, Kickstarter, Kiva	\$70,000
Bridge Financing for Build Out of Restaurant Available through Investor	\$1,000,000
Legal Service for Restaurant Opening	\$40,000
Consultant	\$8,000
Pro Bono Menu and Beverage Development	\$5,250
Pro Bono Press Relations	
Pro Bono Service Training by La Cocina Board Member & Restaurant Consultant Alison Arth	\$15,000
Pro Brono Rebrand from Graphic Design Volunteer	\$5,000
Mural	\$1,500
Pro Bono Food Photography from Sarah Peet Photography	\$3,000
Pro Bono Website Development	\$1,500
Donated Dining Room Chairs from Williams-Sonoma	\$3,600
Total Value Provided	\$1,946,205

Bold items are free services provided directly by La Cocina
All others are free or low-cost services delivered through partnerships built by La Cocina

It's with deep gratitude that we acknowledge the following donors

2017 Financials

Income	
Program Sales	275,205
Corporate Donations	152,721
Foundation Donations	468,840
Government Donations	100,517
Individual Donations	223,018
Event Donations	29,606
Release of Restricted Funds	59,950
Retail Sales	574,175
Event Sales	297,327
In Kind Donation	930
Total Income	2,183,673

Net Ordinary Income	
Other Income/Expense	
Other Income	
New Temp Restricted Awards	575,000
Passthrough Income	279
Other Income	13
Interest Income	1,216
Total Other Income	576,508

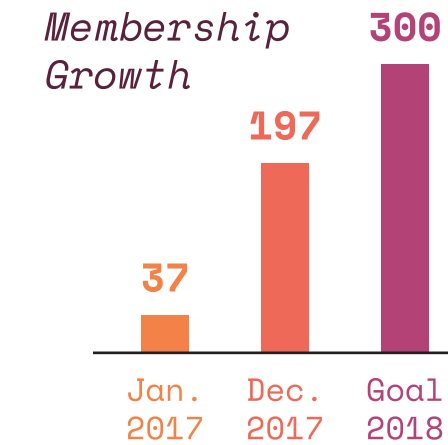
Expense	
Program Cost of Sales	259,529
Retail Cost of Sales	436,864
Event Cost of Sales	24,230
Cart Cost of Sales	1,860
Salaries & Wages	847,356
Employee Benefits	77,015
Employer Payroll Taxes	74,265
Professional Fees	94,852
Event Contract Services	53,949
Event & Program Expenses	137,870
Office expense	31,908
Information Technology	31,532
Meetings & Travel	21,943
Facility	112,379
Insurance	13,125
Employee Goodwill	1,846
Miscellaneous Expense	43,447
Total Expense	2,263,971
	(80,298)

Other Expense	
Ask My Accountant	6,636
Passthrough Expense	123
Sales Tax Expense	(822)
Release from Restriction	59,950
Total Other Expense	65,887
Net Other Income	510,621
Net Surplus (Deficit)	430,324

Individuals & Foundations

Amir Massih	James Irvine Foundation
Nick Pihakis	Walter & Elise Haas Fund
Enrique & Dara Landa	JPMorgan Chase & Co. Foundation
Ken & Judith Joy	Levi's Strauss Foundation
Frank Ostini	Mayor's Office of Housing and Community Development
Adolfo Patron	Economic Justice Fund
Melissa Clarke	Wells Fargo Foundation
Katie Colendich	New Belgium Family Foundation
Bonnie Ross & Jordan Eth	Flora Family Foundation
Jen Hamilton & Seth Boro	Capital One Foundation
Ipek & Christopher Burnett	Union Bank Foundation
Sarah Wigglesworth & Asiff Hirji	Isabel Allende Foundation
	11th Hour Project
	Silvia Watson Moonwalk Fund

Membership Update



In December 2016, we launched our Membership program for monthly donors who want to make an impact year round.

Our members are individuals who want to take a firm stance against gender, racial and economic inequality, and their monthly donations sustain our work.

“La Cocina is an enterprise that gives you hope for San Francisco’s future as a city where culinary and economic diversity might yet thrive hand-in-hand.”

SF WEEKLY



*Zella's Soulful Kitchen
in Oakland*



Los Cilantros in Berkeley

“Not only has La Cocina been the most important food organization in San Francisco, but amid a changing landscape, it might also prove to be the key for San Francisco to remain San Francisco.”

SF Chronicle

Board Members

Thank you to the following individuals for their service on La Cocina’s Board

Laura Ambroseno
Business Consultant

Alison Arth
Restaurant Consultant,
Salt & Roe

Suzanne Cutts
Senior Vice President, Brand and
Advertising at Wells Fargo

Surina Khan
CEO, Women’s Foundation of
California

Amir Massih
President, Northern CA 4Terra
Investments

Seema Patel
Senior Director of Consumer Debit
Products, VISA

Marty Sanchez
Owner - Washington State Division,
Casa Sanchez

Jagadha Sivan
Principal, Sivan Consulting

Katie Truitt Sharafi
Small Business Consultant

Sarah Wigglesworth
Board Chair

Dara Zandanel
Litigation Counsel, Guide One

Daniel Lee
Executive Director,
Levi’s Strauss Foundation

2018 Calendar



Week of Women in Food

MARCH 5-11

A week of interactive, multi-course meals, intersecting with International Women's Day, in celebration of the voices, talent & food of women chefs from across the Bay Area.



La Cocina Conference

APRIL 16-18

The La Cocina Conference invites chefs, placemakers, and policy activists to gather around our table for conversations about the role of food in inclusivity, equity, and economic justice.



La Cocina Gala

MAY 21

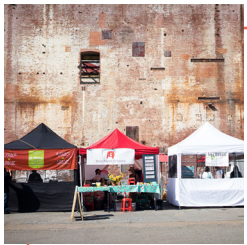
A week of interactive, multi-course meals, intersecting with International Women's Day, in celebration of the voices, talent & food of women chefs from across the Bay Area.



F&B: Voices from the Kitchen

SUMMER & FALL

F&B is a storytelling project from La Cocina that seeks to share the voices and stories from the cooks and kitchens that are less often heard.



San Francisco Street Food Festival

OCTOBER 13

The San Francisco Street Food Festival is a vibrant celebration of community, culture, and entrepreneurial spirit featuring 30+ chefs including San Francisco's most well-loved restaurants, food trucks, home cooks and carts.



Tamalada

DECEMBER

La Cocina's annual tamale cooking class. Learn the secrets of tamale making and bring some home for family for the holidays.

For more info about events, visit us online at lacocina.org, or in person at 2948 Folsom Street

#lacocinasf

follow along @lacocinasf

