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 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 J; 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.

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

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.
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.

Our Vision

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

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

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

Chef Shani Jones at Peaches Patties, her kiosk at 331 Cortland Avenue
2017 Timeline

January
- Nyum Bai opens Cambodian kiosk at the Emeryville Public Market

February
- Fernyet McPherson + Reem Assil are named 2017 Rising Star Chefs by San Francisco Chronicle
- Reem Assil opens Arab street food bakery Reem’s in Fruitvale

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

April
- La Cocina group marches for A Day Without Immigrants

May
- La Cocina hosts its first 2017 business to the program

June
- Fernay McPherson + Reem Assil are named 2017 Rising Star Chefs by San Francisco Chronicle
- La Cocina welcomes 1127 gift boxes are delivered around the country

July
- Nyum Bai opens Cambodian kiosk at the Emeryville Public Market
- La Cocina signs a cookbook deal with Chronicle Books

August
- La Cocina caters Jardiniere’s 20th Anniversary Party

September
- 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

October
- La Cocina hosts its first “A Seat at the Table” dinner series as a prelude to our 2018 conference

November
- El Pipila, 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)

December
- La Cocina brings 5 new businesses on board

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.

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.

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

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.

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

19 people Application Reviews
27 people Drop in Markets
56 people Office Hours
150 people Orientations at Partner Organizations
160 people How to Start Your Food Business Workshops

10 of those entrepreneurs joined the La Cocina incubator.

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

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

- Maize Warrior
- Bovino
- The Uncreamery
- Queen Pickle
- Katletki
- Pass the Sanced
- The Healing Kitchen
- Kathy’s Gourmet Soul Food Kitchen
- The Comfort Kitchen Cafe

Rubelet Domingo, Crisps & Crackles

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 & Crackles” 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 Specialty Food Association) and her chips were one of the must-have products!
2017 Impact

Last year, La Cocina served 43 entrepreneurs across 39 businesses, providing 1,876 ¼ 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.

2017 Impact

Demographics

La Cocina Owners

White &
Middle Eastern
18.6%

Latino
39.5%

Men
9.3%

Women
90.7%

23 Parents

&

28 Immigrants

Languages Spoken at La Cocina

Khas-kurā Tagalog Español Nihongo

Tiếng Việt Al-ʿarabiyyah Khmer Gujarāṭī

Fārsī English Français Rusškiy Yazyk

Brick & Mortar Locations

Around the Bay Area

In San Francisco

1 Aamir's
2 Aseetous
3 Bini's Kitchen (Kiosk)
4 Bini's Kitchen
5 El Moque Restaurant
6 Delicioso Creperie
7 El Buen Comer
8 El Pipila
9 Inticing Creations
10 La Luna Cupcakes
11 Onigilly (Kerry)
12 Onigilly (Somemade)
13 Onigilly (Munster)
14 Onigilly Express
15 Panache Patties

In Brick & Mortar Locations

1 Alicia's Tamales Los Mayas
2 Clairesquares
3 Don Regito
4 Duyna (Recently Opened)
5 El Huarache Loco
6 Endless Summer Sweets
7 Hella Vegan Eats
8 Los Cilantros
9 Mimos Ball's Soul Movement
10 Nococo
11 Nye Boi
12 Onigilly (Palo Alto)
13 Reem's
14 Sabores del Sur
15 Zella's Soulful Kitchen

** - Space not open to the public

* - Coming Soon

La Cocina Businesses

2017 Press Coverage of La Cocina Businesses

Afar
Blackboard Eats
Bon Appetit
East Bay Express
Ferronlania
Grub Street
Makeme
Mission Local
New York Times
The Bold Italic
Uncle Sam's Immigrant Cafe
YouTube
Zagat
KQED Food
Noah
Open for Business
PureWow
San Francisco Magazine
SFGate
Berkeleyside
SF Weekly
Tablehopper
Bob Cut Magazine
Hoodline
SF Chronicle
7X7 SF
Spoon University
Eater SF

Last excluding sales, jobs created, and wages paid from La Cocina's 31 active graduates.
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 “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.

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."

www.kaleidoscopefoods.myshopify.com
Established 2014

Rosa Rodriguez
Sweet’s 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 were I met my best friends, my comrades, my support system."

www.saldevidagourmet.com
Established 2011

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

**Pozole Verde**

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

- 10 tomatillos, peeled (about 1 pound)
- 4 serrano chilies, stemmed (seeded if you don’t want it too spicy)
- 4 cloves garlic, peeled
- 8 cups chicken stock
- 1/2 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
- 1 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 71/2 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.
Resources Provided to El Buen Comer

<table>
<thead>
<tr>
<th>Service</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Assistance in Product, Finance, Marketing and Operations (1,061 Hours)</td>
<td>$99,709</td>
</tr>
<tr>
<td>Financial Education in partnership with Mission Asset Fund</td>
<td>$11,090</td>
</tr>
<tr>
<td>Pro Bono Legal Advice on Entity Formation in partnership with</td>
<td>$5,000</td>
</tr>
<tr>
<td>Legal Services for Entrepreneurs</td>
<td></td>
</tr>
<tr>
<td>Pro Bono Branding from Graphic Design Volunteer</td>
<td></td>
</tr>
<tr>
<td>Launch/Scale Opportunities (Street Food Festival, Noe Valley Market)</td>
<td>$10</td>
</tr>
<tr>
<td>Introduction to Breadstick Production Opportunity for Delfina Restaurant Group</td>
<td>$450,000</td>
</tr>
<tr>
<td>Catering Opportunities Brokered by La Cocina</td>
<td>$125,127</td>
</tr>
<tr>
<td>Subsidized Kitchen Hours (258)</td>
<td>$99,118</td>
</tr>
<tr>
<td>Pro Bono Video Production for Kickstarter Video</td>
<td>$2,500</td>
</tr>
<tr>
<td>Access to Capital: MEDA’s Adelante Fund, Kickstarter, Kiva</td>
<td>$70,000</td>
</tr>
<tr>
<td>Bridge Financing for Build Out of Restaurant Available through Investor</td>
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<tr>
<td>Legal Service for Restaurant Opening</td>
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<tr>
<td>Consultant</td>
<td>$8,000</td>
</tr>
<tr>
<td>Pro Bono Menu and Beverage Development</td>
<td>$5,250</td>
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<tr>
<td>Pro Bono Press Relations</td>
<td></td>
</tr>
<tr>
<td>Pro Bono Service Training by La Cocina Board Member &amp; Restaurant Consultant Alison Arch</td>
<td>$15,000</td>
</tr>
<tr>
<td>Mural</td>
<td>$5,000</td>
</tr>
<tr>
<td>Pro Bono Food Photography from Sarah Peel Photography</td>
<td>$3,000</td>
</tr>
<tr>
<td>Pro Bono Website Development</td>
<td>$1,000</td>
</tr>
<tr>
<td>Donated Dining Room Chairs from Williams-Sonoma</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

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

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

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 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

La Cocina

2017 Year in Review

Technical Assistance in Product, Finance, Marketing and Operations (1,061 Hours)
Financial Education in partnership with Mission Asset Fund
Pro Bono Legal Advice on Entity Formation in partnership with Legal Services for Entrepreneurs
Pro Bono Branding from Graphic Design Volunteer
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Total Value Provided: $1,946,205

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

### Individuals & Foundations

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

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### 2017 Financials

#### Income

- Program Sales $275,095
- Corporate Donations $162,721
- Foundation Donations $468,940
- Government Donations $100,617
- Individual Donations $203,018
- Event Donations $60,888
- Release of Restricted Funds $50,056
- Retail Sales $174,175
- Event Sales $207,307
- In Kind Donations $336
- **Total Income** $2,183,673

#### Expense

- Program Cost of Sales $260,520
- 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 $94,862
- Event Contract Services $93,040
- Event & Program Expenses $137,879
- Office expense $31,508
- Information Technology $31,532
- Meetings & Travel $25,043
- Facility $112,015
- Insurance $13,125
- Employee Goodwill $3,232
- Miscellaneous Expense $43,447
- **Total Expense** $1,292,876 ($80,298)

#### Net Income

- **Net Ordinary Income** $152,721
- **Other Income/Expense** $468,840
- **Net Income** $100,517
- **New Temp Restricted Awards** $223,018
- **Passthrough Income** $29,606
- **Net Surplus (Deficit)** $59,950
- **New Temp Restricted Awards** $574,175
- **Passthrough Income** $207,307
- **Net Income** $336
- **Total Income** $2,183,673

#### Membership Update

- **Membership Growth**
  - Jan. 2017: 37
  - Dec. 2017: 197
  - Goal 2018: 369

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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

“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

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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 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.

**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.

**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.

**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.

**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](http://lacocina.org), or in person at 2948 Folsom Street

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