There is nothing easy about launching a food business. Even for the most accomplished restaurateurs and product specialists, the capital costs can be overwhelming, the permitting can be daunting and the chances of success are slim. Yet, for nearly ever, new immigrants and low-income entrepreneurs have invested their time, families and talents into the business of selling the foods they know and love. These businesses are both a lifestyle and a way of sharing, and when those entrepreneurs are given a chance at success they build community, raise families and create economic opportunity in abundance.

Over the last seven years, La Cocina, along with its donors and supporters, has advanced the belief that when given access to the resources they need, low income and immigrant entrepreneurs can find a way to overcome the barriers to entry and make a living doing something that they love to do. When those businesses are successful, they build community, create jobs, grow our economy and make our country a more delicious place to live.

And they have! You can see the proof in the pudding (or flan) at a restaurant in Marin, a cake shop in SOMA or a food stand at a farmers market; you can also see it the minute you step into La Cocina. Because we can’t fit you all into our wonderful kitchen, we hope that these pages will get you close enough to believe. You may not be able to smell the spices from all across the world, or see the faces of the women as they cost recipes and grow their businesses, but you can, perhaps, get a sense of what that means.

You may not be able to hear the 19 languages spoken in our kitchen, but we hope you can see why such diversity matters and why it is important to invest resources in creating a more economically just world where every person’s hard work can lead to success.

This annual report is a testament to a staff that believes in economic opportunity for everyone and of entrepreneurs who are willing to take great risks in pursuit of economic self-sufficiency for themselves and their families. And that, we all believe, is something worth tasting.

We could not do this work without you. We hope that in reading this report and learning more about this organization and these businesses that we can count on you to invest in our organization through your donations, your advocacy and your time. And that when you get hungry, you remember how much better it tastes to eat in the kind of world we’re trying to create.
Our mission is to cultivate low-income entrepreneurs and grow their businesses by providing affordable commercial kitchen space, industry specific technical assistance, and access to market and capital opportunities.

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

In 2012 we supported 39 businesses that generated $3.35M in revenue and created 110 jobs.

We subsidized 7,548 hours of kitchen rental, a $155,210 value, and provided 1,658 hours of technical assistance, a $494,676 value.

La Cocina created 270 access to market opportunities for our businesses and connected entrepreneurs to over $1M in capital.

Our participants are mainly women from immigrant communities and communities of color.

- 100% Low Income
- 97% Women
- 72% Immigrants from 12 Countries
- 64% English as a 2nd (or 3rd or 4th) Language Speakers

Donations and support help us achieve our vision.
culinary entrepreneurs face many barriers

- $750K average cost to start a restaurant
- 3 years average wait time to sell at the ferry market
- 70% of food business owners are male
- 24% amount male chefs earn more than females
- $35/hr average cost to rent a commercial kitchen
- $13/hr la cocina’s kitchen
- 5-8 permits needed for a food business in sf (depending on type)
- 100% of contracts are in english
- 1,658 hours of technical assistance

Our program

We bring down costs, create high-value sales and market opportunities, provide top-notch food business consulting and training and provide access to capital.

La cocina enables entrepreneurs to overcome those barriers

- We connect businesses to sales opportunities at stores, in farmers markets, through pop ups, at events and online. We also create our own sales opportunities to benefit both the businesses and ourselves.
- Over 140 volunteers (graphic designers, accountants, lawyers, chefs, etc.) work directly with entrepreneurs to develop their businesses at low to no cost.
- $285K loans received by participants
- $910K in investor capital
- < $5,000 average amount la cocina businesses begin with
- $22/hr savings per hour on kitchen rental
- $25 monthly fee
- $25
- 100% of contracts are in english
- 270 access to market opportunities in 2012

Savings

By subsidizing kitchen rental and relying on industry volunteers to deliver services, we keep costs at a bare minimum.

Capital

We partner with Community Development Financial Institutions that provide loans and look for investors who will be interested in the businesses we incubate.

Market access

We connect businesses to sales opportunities at stores, in farmers markets, through pop ups, at events and online. We also create our own sales opportunities to benefit both the businesses and ourselves.

Training

Over 140 volunteers (graphic designers, accountants, lawyers, chefs, etc.) work directly with entrepreneurs to develop their businesses at low to no cost.

Language

Permits

Kitchen access

Money

Sexism
Our Program

Build Plan
We select qualified applicants via active recruiting through partner organizations and among informal vendors. We also host 6 yearly orientations, read applications, interview and taste.

Low Capital Market Test
A 6-month period where program participants receive technical assistance to establish the foundations of their business in the areas of Product, Marketing, Finances, and Operations.

Operate & Scale
Program participants whose first 6 months have been successful launch their businesses. They continue to receive technical assistance in all areas and have access to affordable commercial kitchen space to grow their businesses’ sales.

Access to Markets
We use our social capital and resources to connect entrepreneurs to opportunities so they can grow sales and build their brands. We also leverage our own brand to create sales channels and events for our businesses.

Continued Growth
Program participants reach all established incubation benchmarks and expand their businesses out of La Cocina’s kitchen, while remaining part of an alumni community that provides ongoing mentorship and keeps them connected to industry trends and opportunities.

Application & Enrollment

Our Entrepreneurs
We recruit talented people who have moved from all over the world to the Bay Area that have innate business sense, entrepreneurial spirit, high quality products and a viable market.
so they can sell at outstanding locations and reach a broad audience

**STORES**

Andronicos
Bi-Rite Market
Dean & Deluca
Mollie Stone’s
Rainbow Grocery
Village Market
Whole Foods

*La Cocina businesses and graduates sell products in 100+ locations all over the US. These are just a few.

**FARMERS MARKETS**

Alemany Sa & Su
Berkeley Flea Sa
Civic Center W & Su
Marin Country Mart Sa
Mission Community Market Th
Noe Valley Sa
Off the Grid Th & F
San Ramon Th
SFSU Farmers’ Market Th
SOMA StrEat Food Park M - F

**POP UPS**

Azalina @ Jardinière & Wise Sons
Don Bugito @ Mosto
Hella Vegan Eats @ Dear Mom
Maite Catering @ El Rio
Maite Catering @ The Window

**EVENTS**

Eat Real Festival
Hecho en SF
Outside Lands
Taste at Root Division
Taste of Microfinance

**ONLINE**

Cater2.me
Delicious Karma
Good Eggs
Hungry Globetrotter
Seamless
Zero Cater
EL HUARACHE LOCO
Veronica Salazar, who started in 2005 by selling Mexico City foods informally in her living room, exponentially grew her business and opened the first full sit-down brick and mortar restaurant by a La Cocina Graduate in Larkspur. Veronica now has 22 employees.

LOVE & HUMMUS
Donna Sky placed her line of delicious organic hummus on the shelves of every Whole Foods Market in the Northern California Region. She also moved her production from La Cocina’s kitchen to a co-packing facility, a vital step toward further distribution and growth.

EJI’S
In November, Eji Atlaw took her vegan cuisine to new heights. She opened a small Ethiopian Food shop in Bernal Heights at 331 Cortland Street in San Francisco. She joins fellow La Cocina participant, Anna Tevlova, owner of Anda Piroshki, in the shared-used space.

CLAIRE SQUARES
Claire Keane launched a new product, Shortbread Squares, which won Silver at the NASFT Food Show. She also moved her production out of La Cocina to a co-packer and now has bandwidth to keep expanding her distribution.

INTICING CREATIONS
Kelly Zubal, previously featured on TLC’s Fabulous Cakes and winner of Brides Magazine Most Beautiful Wedding Cakes of 2011, opened her very own cake studio and bakery in San Francisco (it has pink floors!).

ALICIA’S TAMALE LOS MAYAS
Alicia Villanueva took her tamales to the streets launching sales from her tamale cart at Justin Herman Plaza and SOMA Street Eat Park in San Francisco. Alicia has 3 full-time employees.

DELICIOSO CREPERIE AND DON BUGITO
Gabriella Guerrero, crepe-maker extraordinaire, and Monica Martinez, purveyor of pre-hispanic specialties, joined off the grid Fort Mason and achieved their first regular sales alongside other La Cocina and local businesses.

PEAS OF MIND
La Cocina graduate Jill Litwin expanded her product line and gained distribution through Walmart and Super Target around the country and as far as the Caribbean.

INVESTING IN LA COCINA MEANS INVESTING IN YOUR COMMUNITY

ONIGILLLY
Onigiri are sold everywhere in Japan (even 7-11). Koji Kanematsu expanded his business from a cart and catering and opened San Francisco’s first sit-down brick-and-mortar onigiri restaurant in the Financial District. Koji has 12 employees and already has offers to franchise his model.

JARRED SF BRINE
Owner Emiliana Puyana went up against a record of 1,366 entries and her Pickled Oven Roasted Golden Beets & Shaved Shallots were chosen as a Top Pickle by the Good Food Awards.

ENDLESS SUMMER SWEETS
Antoinette Sanchez, graduate of La Cocina, grew her corporate catering business and brought her funnel cakes and kettle corn to over 100,000 people. Antoinette continues to search for the perfect place to open a brick-and-mortar sweets shop.

NEOCOCOA
La Cocina graduate Christine Doerr was named one of the Top Chocolatiers in America by Dessert Professional Magazine. Her hearts of chocolate truffles are sold in Whole Foods Markets throughout the Bay Area.

BUSINESSES THAT JOINED LA COCINA
- AEDEN FERMENTED FOODS
- BAY AREA NATIVE PRIDE
- BINI’S KITCHEN
- ELEGANZA CATERING
- EL PIPILA
- LALI’S
- MERLIN’S CATERING
- SAINT AND OLIVE
- TAINO’S PUERTO RICAN

2012 HIGHLIGHTS
**MARIA DEL CARMEN FLORES**  
**ESTRELLITA’S SNACKS**

Maria’s dream of becoming a star came true when she was approached by Woody Allen to appear in his next film.

At four years old Maria del Carmen began helping her mother sell tostadas and frutas con sal y limon at a bus stop in San Salvador, El Salvador. Married at 17, she raised seven children and always looked for the best opportunities for herself and her family. Like so many Central Americans in the 80s, Maria del Carmen headed North, selling food and eventually opening a restaurant in Oaxaca, and ultimately, arriving in San Francisco’s Mission District with no more than $20 to her name.

Luckily, San Francisco has bus stops too, and people who miss the tastes of home. So Maria del Carmen turned $20 of plantains into $300 of tostadas and an American business was born. Maria, who lives across the street from La Cocina, watched the building get built and came by to ask what it was. She was referred to ALAS to write a business plan, applied to La Cocina, and Estrellita’s Snacks (little star snacks) became a formal reality. “Thanks to La Cocina, we’ve grown so much, we’re in more stores, in farmers markets, and making a living.”

“I feel so proud to be a part of La Cocina,” says Maria del Carmen, “It is my family, a future and a home.” With regular tostada sales at over 100 stores across the Bay Area, 3 farmer’s market days, and an upcoming cameo in a Woody Allen film, Maria’s little star continues to shine.

**VERONICA SALAZAR**  
**EL HUARACHE LOCO**

Brings the DF to SF and now to Larkspur too!

On a cold November morning in 2006, Veronica Salazar rushed around San Francisco in a rented U-Haul with La Cocina staff to find equipment she could use to serve food at her first day of sales at Alemany Market. She was the first of La Cocina’s entrepreneurs to launch at a farmers market, and we were learning with her.

Veronica grew up in a restaurant family in Mexico City then moved to San Francisco to find new opportunities for herself and her kids. With limited English proficiency, she found her talents squandered in low-wage work at salad stations in large restaurants. Sensing demand, she began cooking the foods of Mexico City, or the Distrito Federal (DF), from her one-bedroom home in the Tendernob before starting at La Cocina.

Customers flocked to Alemany for her moles, mixiotes, huaraches and alhambre—the flavors that they couldn’t find anywhere else in this city. Alongside La Cocina, Veronica grew her business intelligently, adding new market days, catering, large events like Outside Lands and working with volunteers on everything from large-scale production to brand management and marketing. “What I learned about business,” she explains, “well, I learned everything at La Cocina. And I’m still learning.”

It was that entrepreneurial spirit that attracted an investor, connected by La Cocina, to partner with Veronica and build out a restaurant space where she could open her own restaurant.
Kelly made a USS Decatur battleship cake for Commander Shanti Sethi, the first Indian American commander in the US Navy.

“La Cocina has changed my life. Truly and honestly. It’s a rare gift.” Gifts are rarely given to those who don’t deserve them, and there are few entrepreneurs that work harder than Kelly.

As a high school graduate in Hawaii, Kelly dreamed of an artist’s life, but it wasn’t until she stumbled across a book on cake decorating that she began to see what that dream might look like, and how hard it might be to achieve it. Nine years later, with a business plan from Women’s Initiative in hand, Kelly arrived at La Cocina, ready to bring her baked goods to the wedded world.

With La Cocina, she externed at a successful bakery, refined her product list with food industry experts and began to approach wedding and event planners as she grew her business. “Without [these] tools from La Cocina I wouldn’t have been able to grow sustainably and I wouldn’t have been able to get my own space,” she explains. Kelly’s established sales, connections with micro-lenders and three years of sales experience meant that she could access capital and build the dream space that she needed.

Now that she’s in that space, her sales have doubled and the cakes that Martha Stewart, Brides Magazine and Dwayne Wade all know and love are making Kelly the living that she dreamed of so long ago. How’s that for eating it, too?

Women’s Initiative for Self Employment, TMC Working Solutions

Kelly ZUBAL
INTICING CREATIONS

MEET Our ENTREPRENEURS

MEET Our STAFF

OUR STAFF

We remember our friend and former Kitchen and Facilities Manager, Matt Skov, who passed away from cancer, 1.21.2013.

Caleb Zigas
Executive Director

Annemarie Brown
Operations Director

Leticia Landa
Programs Director

Geetika Agrawal
Business Development Manager

Marcella Lew
Interim Kitchen and Facilities Manager

Angela McKee
Catering and Retail Manager

Daniella Sawaya
Program Coordinator

Carola Mulero
Marketing and Events Coordinator

*current as of March 2013

PART TIME
Miguel Castro
Janitor
Alfonso Gonzales
Janitor
Erin Robb
Retail Associate
Atessa Shakhar
Retail Associate
Alexandra Noe
Retail Associate

INTERNS
Jackie Ho
Graphic Design
Michelle Fernandez
Social Media

VOLUNTEERS
143 active industry specific volunteers. 600+ general/event volunteers 20,000+ volunteer hours

Our staff backgrounds include 5 countries of origin and we have worked in a total of 25 restaurants and catering companies.
our own sales opportunities open doors for our entrepreneurs

We create our own sales opportunities for incubator businesses. In the process, we make money to support our mission.

FERRY PLAZA MARKET
Since 2007, every Saturday, rain or shine, La Cocina has operated a booth at “The Best Farmers Market in America” (U.S. News and World Report).
In April 2012, we began renting the space to program participants. This unique opportunity (there's a 3+ year waiting list) allows incubator businesses unparalleled access to the thousands of people who visit the market every weekend.

Sal de Vida, Sweets Collection and Kika’s Treats all operated the booth at low cost and new businesses will continue to cycle through the space.

FERRY BUILDING KIOSK
In June 2011 we opened a retail kiosk in the heart of the San Francisco food scene. In 2012, DraftFCB redesigned the space so it would tell the story of La Cocina and our mission.

The kiosk provides:
• A space for us to sell products made by 19 businesses*
• 7 days a week of retail sales
• Publicity for La Cocina’s Gift Boxes, Catering and Events
• A demo space for businesses (average 8 businesses demo/week)

GIFT BASKETS
We sell gift boxes stuffed with products made by incubator businesses and ship them around the country. Our online sales provide businesses with significant revenue and national exposure. All profits are reinvested into the program.

CATERING
We assist our participants in booking catering jobs to foster exposure, growth and opportunity. Incubator businesses catered everything from intimate dinner parties to weddings for 200.

Wall Street Journal
Best Gifts to Give a Gourmand in 2012

“IT’S ALL (FOR THE GREATER) GOOD”

*We create our own sales opportunities open doors for our entrepreneurs
Our signature event, the San Francisco Street Food Festival is a celebration of the taste, heart and commitment of our program participants, as well as other small food businesses that represent the vibrant food culture of San Francisco.
More than 80,000 individuals from all over the Bay Area, of all ages, and with a wide range of backgrounds attended our free event.
La Cocina has a unique financial model. We are a 501(c)3 nonprofit but we focus on creating self-generated income to support our growing organization.

**2012 Revenue Breakdown**
- **Blues**: Contributed Income
  - 25.7% Foundations
  - 8.2% Individual
  - 6.7% Corporate
  - 5.7% Government
  - 24.5% Events
  - 13.9% Retail Sales
  - 13.7% Incubator Program
  - 1.7% Carts Program

**2012 Expenses Breakdown**
- 77% Program
- 16% Administrative
- 7% Fundraising
- 44% Incubator Program
- 18% Retail
- 15% Events

**Total Self-Generated Income**
- 2005: $0
- 2006: $0.6M
- 2007: $1.2M
- 2008: $1.6M
- 2009: $54%
- 2010: 54%
- 2011: 54%
- 2012: 54%

**Total Budget to Self-Generated Income**
- 2005: 7%
- 2006: 16%
- 2007: 7%
- 2008: 44%
- 2009: 18%
- 2010: 15%
- 2011: 7%
- 2012: 44%

**Statement of Position**

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>2011-2012</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$638,350</td>
<td>$450,467</td>
</tr>
<tr>
<td>Receivables and Other Assets</td>
<td>$136,738</td>
<td>$90,513</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$656,837</td>
<td>$607,252</td>
</tr>
<tr>
<td>Restricted Cash</td>
<td>$185,113</td>
<td>$152,122</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$1,617,038</td>
<td>$1,300,354</td>
</tr>
</tbody>
</table>

**Liabilities and Net Assets**
- Current Liabilities: $130,840 - $62,997
- Net Assets: $1,486,198 - $1,235,357
- **Total Liabilities and Net Assets**: $1,617,038 - $1,300,354

**Condensed Statement of Activities**

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>2011-2012</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Income</td>
<td>$251,419</td>
<td>$176,912</td>
</tr>
<tr>
<td>Retail Income</td>
<td>$229,457</td>
<td>$93,947</td>
</tr>
<tr>
<td>Event Income</td>
<td>$399,584</td>
<td>$294,618</td>
</tr>
<tr>
<td>Contributed Income</td>
<td>$755,145</td>
<td>$579,287</td>
</tr>
<tr>
<td><strong>Total Unrestricted Revenues</strong></td>
<td>$1,636,005</td>
<td>$1,144,765</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>2011-2012</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expenses</td>
<td>$529,119</td>
<td>$323,472</td>
</tr>
<tr>
<td>Retail Expenses</td>
<td>$250,685</td>
<td>$151,707</td>
</tr>
<tr>
<td>Event Expenses</td>
<td>$308,449</td>
<td>$204,384</td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>$21,621</td>
<td>$39,705</td>
</tr>
<tr>
<td>Non-Program Expenses</td>
<td>$275,290</td>
<td>$241,595</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,385,164</td>
<td>$906,863</td>
</tr>
<tr>
<td>Increase in Unrestricted Net Assets</td>
<td>$250,840</td>
<td>$183,902</td>
</tr>
</tbody>
</table>

Investing resources in creating a more economically just world.
we nurture sustainable business growth

INSTITUTIONAL DONORS

Over $50K
Levi Strauss Foundation
San Francisco’s Mayor’s Office of Economic & Workforce Development
The Tides Foundation Economic Justice Fund
The Zellerbach Family Foundation

$25K - $50K
Chevron Foundation
May & Stanley Smith Charitable Trust
The San Francisco Foundation
The Thomson Family Foundation
The Walter & Elise Haas Sr. Fund
Wells Fargo Foundation
The Y&H Soda Foundation

$10K - $25K
Bank of America Foundation
FHL Bank San Francisco
Global Social Venture Fund
The Junior League of San Francisco
The Mitchell Kapor Foundation
Union Bank Foundation
The Tin Man Fund
Winrock/Wallace Center (HUFED Funding)

$5K - $10K
The Asiff Hirji and Sarah Wiggleworth Family Foundation
Hyatt Community Programs
Moonwalk Fund
Richard and Rhoda Goldman Fund

$1K - $5K
Isabel Allende Foundation

BOARD OF DIRECTORS

Monica Morse (Chair)
Head of Social SMB, Google

Krystin Rubin (Vice Chair)
Co-Owner, Mission Pie

Michelle Branch (Secretary)
Attorney at Law

Alec Hughes (Treasurer)
Senior VP, Wells Fargo

Kristen Borsetti
Principal, Borsetti Consulting

Patti Chang
CEO,
Feed the Hunger Foundation

Malea Chavez
Director of Special Projects, Mission Economic Development Agency

Traci Des Jardins
Chef & Restaurateur, Jardinière

Joel Lacayo
Mortgage Banker,
Chase Bank

Tannis Reinhardt
Culinary Arts & Hospitality Department Chair,
City College of San Francisco

Jaclyn Shull-Gonzalez
Immigration Attorney,
Dolores Street Community Services

YOUR RESOURCES CREATE A SUPPORTIVE, DIVERSE, (AND DELICIOUS) COMMUNITY

DONATE

We need your resources to create a more economically just world where every person’s hard work can lead to success. It tastes better to eat in the kind of world we’re trying to create. Join us.

La Cocina’s self-generated revenue covers administrative costs allowing 100% of donations to support the incubator program.
SUPPORT INCUBATOR BUSINESSES
Their food, quite simply, tastes amazing. Buy their products and spread the word about who they are and how their businesses have grown. Visit us in the Ferry Building or online so that your purchases support both the businesses and La Cocina’s mission at the same time. Learn more about each business and their products at www.lacocinasf.org/directory

COME COOK WITH US
We host cooking classes throughout the year. For more information and to buy tickets www.lacocinasf.org/events

CATER YOUR NEXT EVENT
Let us connect you to incubator businesses that cater. Learn more at www.lacocinasf.org/catering

VOLUNTEER YOUR TIME & SERVICES
There are plenty of opportunities to give your time and expertise at events or through technical assistance and mentorships. To get started visit www.lacocinasf.org/volunteer

PHOTO CREDITS
DOUGLAS GAYETON  30
JASON ROSE  4 (bottom)
ERIC MILLETTE PHOTOGRAPHY  2, 7, 10, 11, 16, 17, 18, 19 (top), 21 (right), 22, 30
INSTAGRAM (#SFSFF)
levis  4
streetfoods  4
rswsf  4
rustymusty  25
LA COCINA VOLUNTEERS  cover, 14, 14, 15, 19, 21, 23, 29

GRAPHIC DESIGN
JACKIE HO
www.hellojackdesign.com