

**DETERMINE THE FEASIBILITY OF ENHANCING
STATE AND COUNTY OWNED FACILITIES AS SHARED-USE
VALUE ADDED FOOD PROCESSING CENTERS
FY 2008**

Wyoming is one of the most rural states in the nation and lacks much of the infrastructure found in more urban environments. Nevertheless, food preparation facilities exist at state and county fairs, and through this project the Wyoming Department of Agriculture, in collaboration with the Wyoming Rural Development Council and the Wyoming Technology Business Center, explored the potential for using those facilities for value added food production.

The research team first visited shared kitchen/food incubators in surrounding states to gain insights into successful operations, and then completed site evaluations of Wyoming's county and state fair kitchens. Although not all Wyoming fairgrounds were found to have the capacity or the commitment needed, this study confirmed there is an interest in developing shared-use value-added food processing facilities at some county fairs. As a result of this project, two of the 23 fairgrounds used the information contained in the study and committed to developing a shared-use facility on their fairgrounds. Both were awarded Specialty Crop Block grants to purchase kitchen supplies and appliances, and will be working with local economic development agencies, the Wyoming Department of Agriculture and the University of Wyoming to provide support services to interested entrepreneurs. In addition, five other county fair sites are considering the creation of a shared-use kitchen facility, and others will use the report to help review options for their individual county fairs.

FINAL REPORT

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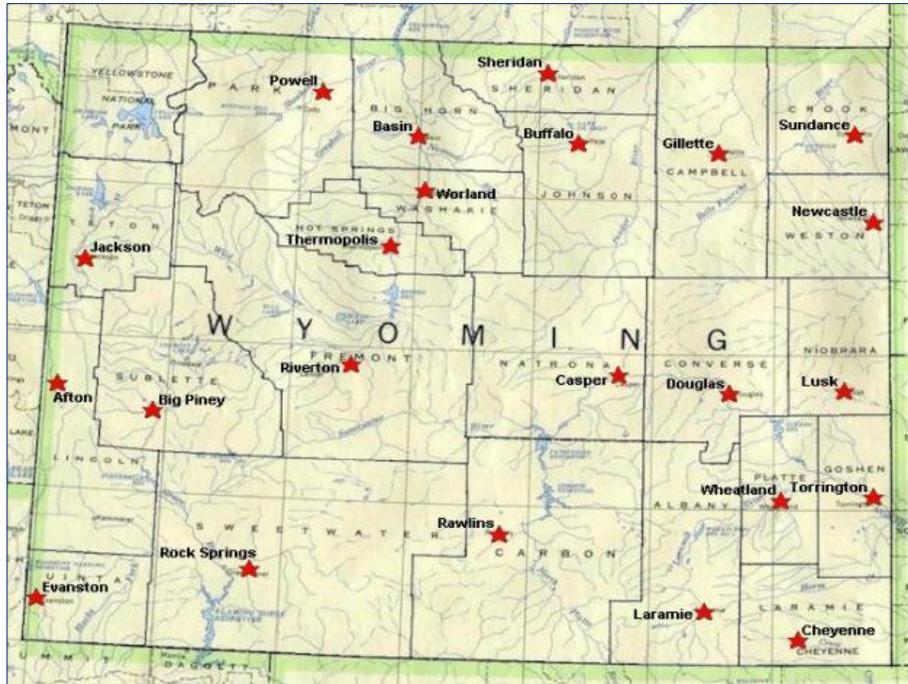
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Feasibility Study

Determining the Feasibility of Enhancing State and County Owned Facilities as Shared-Use Value-Added Food Processing Centers



A Collaborative Project of:
Wyoming Department of Agriculture
Wyoming Rural Development Council
Wyoming Technology Business Center

Prepared By:
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&
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Acknowledgements

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RESEARCH ABSTRACT:

GOALS AND OBJECTIVES:

GOAL: The overall goal for this project is: determine the feasibility of enhancing existing state and county facilities for use as collaborative processing sites to provide opportunities for agricultural producers in the State of Wyoming to manufacture value-added food products.

OBJECTIVES:

- (1) *Gauge local and county support at various sites for expanding use of state and county agricultural facilities as shared-use food processing centers.*** This will include surveyed input from county officials, local economic development agencies and local agricultural producers. Local Community Assessments will be reviewed and resource teams will be interviewed for additional information.
- (2) *Assess the practicality of each site for enhancement into a collaborative value-added facility.*** We will determine the best sites and assess the facility and equipment needed to enhance selected sites into shared-use value-added facilities.
- (3) *Prepare a cost analysis of equipment needs.*** The top ranked sites determined by area needs, local support and suitable existing facilities will be targeted for a cost analysis of equipment and facility upgrade needs.

A core result of study is to provide state, county and local officials with the best information on utilization of existing facilities to increase opportunities for local production of value-added products.

- Based on this information, decisions can be made as to whether to move ahead with enhancement of selected facilities to provide shared-use value-added food processing opportunities.

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EXECUTIVE SUMMARY:

The 2008 Grant from the USDA/Federal State Market Improvement Grant (FSMIP) is a collaborative effort of the Wyoming Department of Agriculture, the Wyoming Rural Development Council and the Wyoming Technology Business Center to provide state, county and local officials with the best information on utilization of existing facilities to increase opportunities for local production of value-added products. Based on the information from this study, a decision can be made as to whether to move ahead with enhancement of selected facilities to provide shared-use value-added food processing opportunities. The core element of the study involved a comprehensive review of the facilities at all county fair sites as well as the state fair site to determine current facilities, management structure and the organization's interest in utilizing the existing facilities to create shared-use kitchen incubator facilities for use by local entrepreneurs.

Gauge local and county support at various sites for expanding use of state and county agricultural facilities as shared-use food processing centers.

The project conducted two surveys. A mail survey sent out to 350 statewide industry representatives, including economic development groups, agricultural agencies, non-regulatory and regulatory government representatives, technical assistance groups, private sector representatives and educational institution representatives determined the broad industry responses to the concept. In addition, a survey of the 23 county fair managers was conducted to determine their specific location's interest in use of their facility for a shared-use food processing center.

The responses of the fair managers were initially 14 positive responses, 1 "MAYBE" and 8 showed "NO INTEREST" at this time in developing a shared facility on their site. The development of this initiative has had an impact on the fair managers. Since the initial survey, four of the eight 'NO INTEREST' responses have changed to "YES". The "MAYBE" response was based on lack of funding for this initiative. At this time, 78 percent of the county fairgrounds are interested in pursuing the feasibility of creating a shared-use food processing center within their facility.

The industry-wide survey responses indicated 86 percent of respondents indicated "YES" to whether there is general interest in a shared kitchen facility in their area. A second survey question indicated 74 percent felt a shared kitchen would be viable. Furthermore, 78 percent indicated their organizations would provide assistance to establish a shared kitchen. This support included: Marketing (55%), Technical Assistance (42%), Business Planning and Management (40%), Site Location (38%) as well as financial, sales, legal, logistics and human resources.

The survey revealed core shared kitchen users would be: Specialty Food Entrepreneur (72%), Small Food Processors (64%), Caterers (51%) and Farmers (34%). Primary products made in these facilities would be: Baked Goods (83%), Jams and Jellies (79%), Acidified products such as sauces, salsas and pickled foods (78%) and Poultry and Meat products (56%). A summary of all responses is available in Appendix A.

Assess the practicality of each site for enhancement into a collaborative value-added facility.

The second phase of this initiative was to conduct site evaluations to create an inventory of each fairgrounds facilities and evaluate potential for use as a commercial shared facility. This phase also conducted a review of the existing shared kitchen/food incubators in surrounding states to establish an understanding of what is needed for a successful operation based on the shared experiences of the existing sites. Eight facilities, located in New Mexico, Colorado, Montana and Nebraska, were reviewed. Some are affiliated with state universities, others are local economic development initiatives and some are private (for profit) operations. A review of these operations and industry input is the basis for the Management Plan section of this report. This review also resulted in the “Keys to Success” section which provides recommendations for optimizing the success of a new facility.

Each of the 23 county fair facilities was reviewed based on a standard evaluation form. Each report provides a summary of the county’s population and agricultural base as well as a review of the current facilities and equipment on site for use within a shared kitchen facility. One study objective was to identify the best current sites and assess the facility and equipment needed to enhance selected sites into shared-use value-added facilities.

Some sites have facilities and equipment that could quickly be used for a commercial facility while others do not. Some fairs have indicated their fair is currently under review for renovations or new buildings, in which case, they are interested in incorporating the recommendations for a commercial kitchen in their plans. The Site Analysis section shows information gathered from site visits.

Prepare a cost analysis of equipment needs.

The “Facility Design Best Practices” chapter provides insights for costs to upgrade existing facilities, new build designs and equipment. This section provides estimates for equipment based on the current assessment and best design suggestions, as well as including options to develop mobile food processing and preparation units to fulfill some or all processing requirements.

Based on this information, a decision can be made as to whether to move ahead with enhancement of selected facilities to provide shared-use value-added food processing opportunities.

The review and discussion of utilizing county fairground facilities for shared-use kitchen incubator facilities has already created action from participating groups. Two (of 23) county fairgrounds have committed to develop shared-use facilities within their kitchens. The first, Goshen County, anticipates being operational in November of 2011. The second is Converse County home to the State Fairgrounds. Both have been awarded a Specialty Crop grant to purchase kitchen supplies and appliances to support a kitchen incubator project. In addition to the two sites soon to open, five other county fair sites are actively considering the creation of a shared-use value-added food processing facility within their site.

The interest in developing shared-use value-added food processing facilities within the county fairs of Wyoming is confirmed by this review. The development of this study has also been a catalyst for some to begin this process, while others will use the report to help them further review this option for their individual community.

BACKGROUND:

Wyoming is one of the most rural states in the nation. It is not unusual to travel fifty to one-hundred miles in search of needed facilities or services as we lack much of the infrastructure found in more urban environments. Isolation and lack of facilities provided the motivation for Wyoming to pursue the idea of enhancing state/county facilities for value-added food production.

Motivators include: limited facility options for food processing in Wyoming, under-utilized state and county facilities which remain empty for a majority of the year, growing concerns over food born illness, demand by consumers for locally produced food products and the need to develop diversification strategies to keep farm and ranch operations viable now and for the next generations.

- 1) Limited processing facilities: Initial results of a statewide inventory of potential sites for production of value-added food products in a 2007 Federal State Marketing Improvement Grant indicate a clear frustration by producers in the lack of facilities capable of producing consumer ready value-added food products. Most new food processors are forced to utilize church kitchens, senior centers or restaurants during off-hours to develop and produce value-added products. These facilities lack adequate processing and packaging equipment for even a small or medium scale production.
- 2) State and county agricultural facilities remain under-utilized: With the exception of state and county fair time most of the agricultural facilities remain unused. These facilities have certified kitchen facilities that often include commercial grade cooking equipment. Their use has largely been limited to food preparation for immediate consumption during fair times. The size and complexity of equipment varies with each location. Not all locations will be suitable for consumer ready, value-processed food manufacturing due to location, potential usage or cost associated with upgrading the facility. Those sites best suited are identified by the study.
- 3) Increasing demand for locally grown and value-added food products: The Centers for Disease Control and Prevention has estimated about one-third of inhabitants of the United States acquire a food-borne infection annually. As many as 9,000 deaths annually are food-related in the United States. There are many reasons consumers choose to buy locally produced goods. In recent years, the world has seen a growing awareness of health and environmental issues – causing consumers to be more concerned over quality/safety of food they purchase. Because of this, the “Buy Fresh, Buy Local” movement has grown dramatically. Use of existing certified local facilities to produce value-added food meets the standards many consumers are setting for themselves.
- 4) Alternative strategies to help develop and produce local value-added products: Commodity production is not profitable over the long-term for agriculture producers to meet the goals of their operations and to keep operations viable for the next generations. Wyoming has been responding to these concerns by working to find alternative strategies to keep these operations viable and educating agricultural producers about other available options proven successful in other areas of the country. The state has been instrumental in development of a Wyoming Farmers Market Association, supporting expansion

of Farmers Markets, providing opportunities at regional and national trade events, exploring the concept of community supported agriculture and researching options for agriculture producers developing their own niche markets.

The above-mentioned factors have led Wyoming to pursue the idea of utilizing existing facilities for value-added food production. It is the intent of this report to identify solutions that provide value-added food production opportunities for diversification in rural communities.

AREA FACILITIES:

Summary of Regional Shared-use Kitchen Incubator Facilities Studied:

Research of existing shared-use kitchen incubators/value-added food processing centers/kitchen incubators has shown that while many share similar characteristics they are all unique. Visits to existing incubators in New Mexico, Colorado, Nebraska and Montana were completed. Facilities ranged in size from small to large with a variety of services provided. None were a perfect model for developing a shared-use kitchen incubator at the county fair sites in Wyoming. Most incubators reviewed were affiliated with nonprofit organizations. These included a university, a community college, three economic development groups, a food bank, a religious organization and a state agency. Two were “for profit” operations.

Facilities visited included the Food Processing Center in Lincoln, Nebraska, The Montana Harvest Kitchen in Billings, Montana, Taos Food Center in Taos, New Mexico, Northern New Mexico Community College Commercial Kitchen Incubator in Espanola, New Mexico, the Business Incubator Center in Grand Junction, Colorado, the Rocky Mountain Commissary in Denver, Colorado, the LDS Cannery in Denver, Colorado and the Rocky Mountain Salsa Co/Incubator in Fort Collins, Colorado. A meeting was also held with Hill Grimmett, founder and coordinator of the Northern Colorado Food Incubator, a virtual food and kitchen incubator located in Fort Collins, and phone interviews were conducted with representatives of the Glendive Food and Ag Development Center in Glendive, Montana and the North Dakota Department of Agriculture Mobile Kitchen Unit. There were many reasons given as to the value of business incubators. Nonprofit kitchen incubator facilities serve to promote economic growth while helping sustain local agricultural producers. The benefits of a kitchen incubator include: lower startup costs for new food businesses, less overall risk to the entrepreneur, a more efficient method of production, the ability to produce and package in a certified kitchen, access to food safety training, business development services and the ability to market without restrictions. Use of local area production, although ideal, is not always possible. Many ingredients are needed in food processing and the types of food businesses developed in various areas will often be reflective of the local market. In every incubator visited jams, jellies, condiments and baking goods were common products. They are easy to make with most areas having some access to local fruit or berry production. Some areas generate more specialized products due to local agricultural production and the ethnic background of the population. New Mexico incubators had many spicy products influenced by the Hispanic culture. The Grand Junction incubator is in a fruit growing area, so has a propensity to see more fruit preservation.

Costs associated with construction and equipping of the various facilities ranged from \$50,000 to \$5,000,000. Those incubators able to utilize existing facilities were much less expensive. In the case of the Denver

Enterprise Center, it required extensive renovation which increased the cost of the facility. The 3600 square foot, Montana Harvest Kitchen was built for \$350,000 as it utilized existing empty space in the Billings Food Bank. The Taos Business Incubator was built for \$2.3 million dollars but is part of a multi-use incubator. The Glendive Value-Added Food Processing Center was able to take over an old 1700 square foot manufacturing plant and equip it for \$50,000.

In talking with facility managers, initial community support was often hard to gauge. Even with surveys it is not easy to accurately predict the final usage. There will always be economic impacts affecting the number of clients using the facility at any given time. Sheryl Shandy, of Montana Harvest Kitchen, indicated fewer entrepreneurs rented time in the facility during the recession in 2009. This was not totally unexpected as going into business during that time was much riskier. Another manager stated they knew there was a need for the incubator, surveyed potential interest but in the end could only roughly estimate the actual usage and proceeded with the project.

Aside from the Nebraska Food Processing Center which has equipment to handle almost all food processing needs, there was a core group of equipment all incubators had acquired. These included steam kettles, braising tilt skillets, convection ovens, floor mixers, stainless prep tables, ranges, fryers, walk-in coolers, walk-in freezers and various packaging equipment. Some equipment was more specific to the area. Fruit producing areas tend to include juicers, chili areas chili roasters and dehydrators and grain producing areas a small flour grinding mill.

There was a wide variety of services offered by the individual incubators. Nebraska Food Processing Center offers the widest variety of services including product development, analytical (Chemical & Functionality) services, microbiological services, sensory evaluation services, acidified foods program and services, entrepreneurial assistance, custom processing network and international product marketing. Most other incubators offer entrepreneurial assistance which includes labeling assistance, HACCP training, business training and marketing whether in-house or in partnership with other economic development agencies.

There is a wide variety of public and private grants that have been utilized to fund incubator projects. Some of the Federal and State grants are listed in Appendix C.

In order to provide the services needed, the various incubators visited have partnered with State and Federal Economic Development Agencies, USDA, State Departments of Agriculture and universities and colleges.

Research also indicated two incubators in the region were found to have closed their doors: the Denver Enterprise Center in Colorado and the Bear River Incubator in Utah. The Denver Enterprise Center was a large initially well-funded urban based incubator. The kitchen was built in 1996 at a cost of \$1.4 million and was funded primarily through government and foundation grants. They were initially set up with two boards, one for the incubator and one for a business-loan program. Due to dispute between staff operating the two areas and a struggle for control of the Denver Enterprise Center, the facility closed in 2008. The Bear River Incubator was a small rural incubator that had opened in an old cannery for \$56,000 and 0 rent. According to the Utah Dept of Agriculture the Sustainable Agriculture Association had received a grant to start up the kitchen incubator but when the funding ran out, it was closed and the equipment put in storage. Research has shown that most incubators run by non-profits tend to be highly dependent on government grants and/or on private

foundation funding. An analysis of one of the incubators showed that two-thirds of the money to operate the incubator and outreach services was from grant funds. Managers of several of the nonprofit incubators stated that it is unrealistic to expect to recoup start up building and equipment costs from renting out the facility. As the nonprofit incubators were started as economic development tools, they did not expect to make a profit and were more focused on helping the entrepreneurs be successful while covering operating costs though rent. “For profit” incubators operate on tight margins and cannot rely on grant funding. In order to make a profit, operators must be very aggressive in searching for the best equipment deals, constantly market for new tenants and analyze rental fees.

Kitchen Incubator Program at the Business Incubator Center:

Grand Junction, Mesa County, Colorado

Background history – The Kitchen Incubator Program (KIP) was started in 2002 as an expansion project of the existing Business Incubator Center (BIC) in Grand Junction, CO. It was created as a tool to support the local agricultural community in developing value-added food production from local produce such as peaches, cherries and wineries.

Host Agency – The Kitchen Incubator Program is a division of the Business Incubator Center, a non-profit organization founded in 1987 to diversify the Mesa County economy and create jobs. The BIC manages all aspects of the KIP including administration and operations as part of its mission.



Local Agricultural Production as related to incubator clients – The facility is available to specialty or gourmet food producers, caterers, street vendors and community groups who need to prepare and/or package food products in a licensed commercial kitchen facility. Annalisa Pearson, Program Manager, indicated some clients use local produce to create specialty food products, but the majority of these clients use recipes that do not necessarily call for locally grown foods.

Community Support – The Business Incubator Center has received a great deal of community support during its 22 years of operation. Periodic capital campaigns have received funds from the City of Grand Junction and Mesa County, as well as a number of foundations and private donors. The local business community supports the project through board participation and client referrals.

Services Provided – The Kitchen Incubator Project provides information and technical assistance to food production clients on product development, ingredient sourcing, packaging and labeling, shelf-life, nutrition analysis and marketing strategies. All clients in the Business Incubator Center have access to resources such as: copy and fax machines, resource library, computer labs, secretarial services and conference rooms.

Funding – In 2002, the Business Incubator Center raised \$400,000 for building and site improvements from DOLA and the City of Grand Junction. Most of this capital went to starting the KIP. Continuing operational funding is raised through rents charged to clients for use of the kitchen. Annalisa Pearson indicated a break-even status by using rents to cover operational costs, but this doesn't cover the cost of new equipment. Any funds for new equipment are raised through grant funding or donations.

Facility and Equipment – The commercial kitchen has enough space for three clients to work comfortably at one time. Space is arranged around a central vent-hood with preparation space located around three sides. Annalisa Pearson told us that she wished there was more space available for dry storage. The kitchen has a commercial range and ovens, mixers, preparation tables, a dishwasher and adequate sink space and a jacketed steam kettle.

Sources: <http://www.gjincubator.org/>

Annalisa Pearson, Program Manager with the Business Incubator Center

Northern Colorado Food Incubator (NCFI):

Fort Collins, Colorado

A meeting with Hill Grimmett, of the Northern Colorado Food Incubator was arranged. He is the Co-Director of Be Local Northern Colorado, and founder of the Northern Colorado Food Incubator. It was established about seven years ago to help food related business get off the ground and find kitchen space. They currently use three to four private kitchens around the county that rent space to entrepreneurs. Since 2004, they have been offering consultation services for start-up food businesses. The NCFI is also trying to develop a year-round market place and have been working with other organizations interested in the project. They include CSU, City of Fort Collins, University Connections, County's Rural Land Use Program, ranchers and farmers, downtown business people, etc. The Northern Colorado Food Incubator also represents the interests of local food producers in planning for a year-round Community Marketplace. The NCFI is dedicated to fostering local food-related businesses.

Rocky Mountain Salsa Co:

Fort Collins, Colorado

This shared-use kitchen provided a wealth of information on how to utilize smaller spaces to their maximum potential. Amy and Gregg Lasley started their business in 1991 utilizing the 4-H kitchen at the Larimer County Fairgrounds. When the fairgrounds were moved, the building was bulldozed and they had to find another kitchen. For two years they traveled to Denver to use a shared-use kitchen there. In 2004, they rented the old Volunteers of America kitchen in north Fort Collins. After adding the right equipment, they were able to produce their salsa but did not require full time use of the facility. They began to rent it out to other food entrepreneurs at an hourly rate which varies depending on the equipment used.

ROCKY MOUNTAIN SALSА COMPANY

Location 905 N College Ave. Fort Collins, CO 80524

Contact Amy or Gregg Lasley: 970-217-8017 or
970-282-0033

Website www.rockymountainsalsa.com

Main kitchen: is 316 square foot and set up for semi thick to thin Liquids. A 60 gal kettle, Simplex filler, label machine, stock pot stove, baking/convection oven, stainless prep tables and a walk-In refrigerator and freezer are available for rent. A second area is a 294 square foot prep kitchen. Amy and Greg Lasley also provide business and marketing counseling to new entrepreneurs.



Rocky Mountain Commissary (RMC):

Arvada, Jefferson County, Colorado

A site visit to Rocky Mountain Commissary provided a wealth of information on privately run kitchen incubators. They indicated that they were profitable. Used commercial kitchen equipment is, by nature, able to be refurbished. RMC indicated they have been able to find used equipment in good condition which has helped to keep costs down. RMC began in 2004 as a 4,000 square foot manufacturing facility for pizza products. Today, it is a 12,000 square foot multi-kitchen facility, featuring world class foods from many different caterers and manufacturers. Foods produced range from fine soups, bakery products and candies, to granola and gluten-free products. RMC is a Jefferson County Colorado Health Department inspected commissary.



Equipment available at RMC

18 convection ovens

Re-vent bakery oven

Baxter bakery oven

10/20/30/60/80/120 qt. mixers

Stove tops with ovens

40, 60 and 85 gallon steam kettles

Bakery dough sheeter

4 walk-in refrigerators

3 walk-in freezers

1 pallet cooler

Rocky Mountain Commissary

5604 Kendall Court

Arvada, CO 80002

ph: 720-690-3045

alt: 720-371-2394

rmtncommissary@yahoo.com

Source: <http://rmcommissary.com/>

Montana Harvest Kitchen:

Billings, Yellowstone County, Montana

Background History – Sheryl Shandy, Executive Director of the Billings Food Bank, learned of food business incubators in other states. The food bank had unused space and the Montana Harvest Kitchen Incubator was created. She knew agriculture-related jobs in the area were shrinking, so a food business incubator could help retain and create agricultural jobs. Montana Harvest Kitchen is the first business incubator system in the State of Montana. Such facilities have proven successful in the neighboring states of Oregon, Idaho and

Washington. The kitchens were designed to provide classroom space for expanded food and nutrition education programs and commercial space and equipment for entrepreneurs wishing to enter the specialty food industry. The kitchens primarily serve the 11 county areas surrounding Billings but are open to anyone in Montana. The facilities will accommodate groups but are also available for single time users.

Source:http://www.billingsfoodbank.com/OnePage/commercial_kitchen.htm



Host Agency – The Montana Food Bank is the host agency. The Billings Food Bank was started in 1982 with four, area churches designating the first Sunday of every month as Food Bank Sunday. The program has since grown with ownership of a 27,000 square foot warehouse. Currently, they are providing over \$5 million in food and other essentials to over 40 agencies within Montana, and offering support to other states and countries when the need arises and resources are available. They also provide food and nutrition classes in their Montana Harvest Kitchen, and developed Montana's first certified commercial kitchen and food processing center to be used by entrepreneurs wanting to develop their own food related business. **Source:**http://www.billingsfoodbank.com/OnePage/commercial_kitchen.htm

Local Agricultural Production as related to incubator clients – They encourage all their clients to use locally grown products where possible.

Community Support – Sheryl indicated the community has been very supportive of the Montana Harvest Kitchen. She also noted that since the recession, use by entrepreneurs has been down.

Services Provided – According to Sheryl, “The kitchen is available on a fee-per-hour basis to business owners with a food product. Novice business owners can rent space at the kitchen to develop and produce their food products until they outgrow the facility or can buy their own equipment. The Montana Harvest kitchen also gives hands-on classroom nutrition education, basic knowledge of cooking essentials, budgeting education and other classes to families seeking to stretch their resources. The commercial kitchen helps reach people looking for help to learn about cooking and nutrition. Classes are conducted by the Expanded Food and Nutrition Education trainers. After some basic instruction, participants receive a sack of groceries to prepare in their own homes. Brokerages also use the kitchen to train new employees and test new products. Catering services use the kitchen to make their own products.” Sheryl also has past business experience and is able to help new businesses with many start-up issues.

Partnerships – The Billings Food Bank is the Partner Agency for the Montana Harvest Kitchen

Funding – Initial funding was \$350,000

Facility and Equipment – “Montana Harvest Kitchens is a 3600 square foot commercial kitchen and food processing center that also houses a domestic (home-style) kitchen and classroom/training site. The kitchen is utilized by home-based entrepreneurs and provides an affordable alternative to develop, refine and produce their Montana Made food products. The kitchen is available on a fee-per-hour basis to business owners with a food product according to Ms. Shandy.

Commercial Kitchen Equipment			
True Reach Freezer	True Reach Cooler	12' SS Counter w/ 2 sinks	10 gal Tilt Kettle
80 gal Tri Leg Tilt Kettle	40 gal Tilt Skillet w/ cover	Steam Generator	6' Bakers Table
3' SS Prep Table	5' SS Prep Table	Proofer Holding Cabinet	60" Clean Table
115" Pot Sink w/ Sanitizing Heater	Dishwasher w/ Booster Heater	2-Roll Handwrap Station	Vac Pac Machine
6 Burner Jade Range w/ oven and warming plate	Double Stack Convection Oven	60 qt Mixer w/ 20 gal Adapter & attachments	96" Soiled Dish Table w/ Pre Rinse & Disposer

Sources: Site visit and interview with Sheryl Shandy

http://www.billingsfoodbank.com/OnePage/commercial_kitchen.htm

<http://www.charitynavigator.org/index.cfm?bay=search.summary&orgid=7963>

http://billingsgazette.com/business/article_3434013f-37a4-5216-a15c-c67019b35c09.html#ixzz1c2TkNNgD

Taos Food Center:

Taos County Economic Development Corporation (TCEDC)

Taos, Taos County, New Mexico

Terrie Bad Hand – Co-Director

Pati Martinson – Co-Director

Marlene Torres—Project Manager

Elena Arguello—Food Center Manager

A site visit was arranged to tour the kitchen incubator. The facility is one of the best examples of the value a kitchen incubators can have on the local community.



According to the directors “Our successes are a result of hard work, the inspiration we receive from our community and determination to succeed. As a 501(c)3 CDC, social justice issues are at the core of all activities, programs and projects. In our mission to “support the food, land, water and cultures of the people of Northern New Mexico,” TCEDC has focused on: maintaining equity and ownership for land-based people, overcoming poverty, and providing access to education, business and other sector opportunities. In this historically agrarian region, the Food Center represents an appropriate, relevant and viable economic opportunity, as well as a means to hold on to tradition, culture and quality of life. The marginalization of this rural community and its ties to agriculture has fueled TCEDC’s efforts to demonstrate that sustainable “livelihoods in agricultural and food-related enterprises are vital and successful strategies for limited resource food producers, particularly women and people of color.”

TCEDC’s accomplishments illuminate the possibilities that exist for communities that engage in relationships that support the values of the people and provide an environment for encouragement and assistance. Some of TCEDC’s accomplishments are: the development, construction and operation of a 24,000 square foot business park and community center, which includes a 5,000 square foot commercial food processing facility (the Taos Food Center); the creation and operation of a community garden and greenhouse linking numerous community groups and individuals to opportunities within the agricultural value-added sector; the operation of a small business direct services program serving over 200 individual clients each year; the development and

operation of a 14,000 square foot small business incubator; the creation and implementation of the Food Sector Opportunities Program and "Oso Good Foods" marketing campaign and numerous other projects. The Taos Food Center is at the heart of TCEDC's activities in supporting the people, cultures and food of Northern New Mexico. The Taos Food Center is a 5,000 square foot commercial kitchen with the equipment, services and support you need to get your food business started! Over 40 local food businesses currently work out of the Taos Food Center, making everything from fresh traditional salsas to delicious organic scones. Equipment available in the facility includes: dry storage, a large walk-in cooler, walk-in freezer space, convection ovens, fryers, steam kettles, a vacuum sealer, two commercial fruit presses, a flash-pasteurizer for juice and a semi-automatic canning line that includes a filler and capper.

Support services for the food businesses include specialized training, product development, pH testing, regulatory assistance with NMED and FDA requirements, business development and cooperative marketing assistance. Over 85 community members have graduated from TCEDC's specialty foods course, "The Food Sector Opportunity" program. This course offers participants the basics of the history and culture of food in Northern New Mexico, food safety, packaging, labeling, government food regulations and specialty foods product development and marketing.

"The Food Sector Opportunity" Project began in February 2000 and provides access to the Taos Food Center, food processing technical training and support from the TCEDC staff to develop a food business or job in the food sector. The core of the project is a week long, 30-hour class covering all the basics of food processing; from the history and culture of food in Northern New Mexico, to microbiology and food safety. The course also covers basic small business and computer skills for food entrepreneurs. Guest instructors and partners in the project include: the food technologist from New Mexico State, New Mexico Environment Department, La Plaza Telecommunity and FDA regional staff.

Cooperation also describes the other elements of "The Food Sector Opportunity" Project and the cause-marketing campaign. Existing business and new graduates of the program got together and created a logo, slogan, and marketing plan for a cooperative marketing campaign that highlighted the causes the Taos Food Center and its tenants exemplify.

Out of this effort came the beautiful "Oso Good Foods" logo with labels and marketing material that tell the "Oso Good Foods" story. The "Oso Good" phrase was chosen to reflect the delicious and all-natural nature of Northern New Mexico foods and "Oso" (Spanish for bear) for the bears that roam the mountains around Taos. The marketing campaign includes "Oso Good" stickers for all products of participating businesses and special "Oso Good" display shelves at local retailers.

Source: <http://www.tcedc.org/TFC.html>

Northern New Mexico College Johnson Controls Business Park Kitchen Incubator:

Espanola, New Mexico

A tour of this Northern New Mexico kitchen incubator demonstrated how community colleges can serve students interested in the food industry, and also provide a safe, affordable facility for the local community to develop and produce value-added food products.

The \$2.6 million Johnson Controls Northern New Mexico Business Park, located across from the college's Eagle Memorial Gym off of Railroad Avenue, houses a commercial food kitchen and Northern New Mexico College's new Food Science and Technology Program. More than 20 businesses will be located in the building, as well as

Northern's Small Business Development Center. Community commercial kitchens serve as a platform for small food production businesses to succeed in their entrepreneurial efforts. Any processed food such as salsa or tamales must be produced in a commercial kitchen. Kitchens may be rented by any member of the general public and are fully equipped and approved for commercial production. As part of the Food Science program at Northern New Mexico Community College in Espanola, the Johnson Controls Business Park Commercial Kitchen also offers comprehensive services in food safety and food product development

Northern New Mexico College

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Source: http://www.ed2go.com/nnmc/about_us.html

Glendive Food and Agriculture Development Center (FADC):

Glendive, Dawson County, Montana

Background History – Bruce Smith, Glendive Food and Agriculture Development Center, indicated the 1700 square foot kitchen incubator facility is ready to open pending Fire Marshall approval. A feasibility study had been conducted to determine the need for and cost of the facility. The Glendive Center will help food entrepreneurs statewide with the development of their food business ideas. The Glendive Food & Ag Development Center is operated by Community GATE (Giving Assistance Towards Employment) and emphasizes development and processing of local food products. Community GATE is working on a shared-use commercial kitchen that can assist local entrepreneurs in



developing new food items and provide a place for start-up businesses to develop and expand specialty food and catering businesses. Partners include Farm-to-Table, a cooperative working on a restaurant and microbrewery and Dawson Community College, which is planning a culinary school program that would use the restaurant for hands-on experience. The Glendive Center will help food entrepreneurs statewide with the development of their food business ideas. There are currently no services available in the state to help food entrepreneurs cultivate their businesses from a food science perspective. The FADC program will need to be reauthorized by the state legislature every two years. It is anticipated the Glendive Center will continue to expand its services within the region to increase the knowledge base of food entrepreneurs and consumers. By increasing the stability of agriculturally-based communities throughout the region, the sustainability of rural eastern Montana will be improved.

Host Agency – Community GATE is a 501(c)3 nonprofit organization formed in 1996 by a community advisory council made up of community leaders to address welfare reform in Dawson County, Montana. They started a recycling center with a twofold mission of giving a second life to resources and providing a worksite to learn job skills. Over the years, Community GATE has adapted to fill needs with four main ventures: Prairie Development Center, Yellowstone Recycling, Farm-to-Table and Western Trails Food.

Local Agricultural Production as related to incubator clients – Mr. Smith indicated there is a waiting list of clients ready to use the facility. When asked about the breakdown of client type, he indicated approximately

50% were caterers with the rest a mixture of specialty food and baked goods manufacturers. It is the Center's intent to encourage the use of as many local foods as possible and facilitate networking between local producers and processors. It is also realized that not all raw commodities needed by clients will be available locally.

Community Support –The desire by the community to be able to add value to local agricultural production has been growing since 1995. The facility is a result of the popularity of the local foods movement.

Services Provided – Garth Clingsmith, FADC Food Technologist, will be available to help food entrepreneurs with any problems they might encounter in developing or processing their products as well as acting as a liaison between entrepreneurs and appropriate government agencies who license/regulate that segment of the food industry. Marketing help for foods produced will be available through a local co-op store, farmers market and proposed restaurant. Marketing and business planning help will be handled by partner agencies.

Partnerships – The Glendive Center will partner with local economic development organizations, such as the Eastern Plains Resource Conservation and Development organization in Sidney, the Southeastern Montana Development Corporation in Colstrip, Great Northern Development in Wolf Point and the Five-County Eastern Plains Economic Development Corporation. Through a strong collaborative network of service providers better service will be provided to our clientele.

Funding – The facility received a grant of \$50,000 from the Montana Department of Agriculture as a result of House Bill 583 and a resulting proposal developed through the Dawson County Extension Office to purchase equipment. An additional \$70,000 grant was obtained to hire a manager for the facility. Additional grant funding is being pursued. As with other incubators, Mr. Smith indicated this project is meant to stimulate local food sustainability and promote economic development. The revenue generated from the facility is not expected to recoup initial capital investment in the incubator but cover overhead and management costs.

Facility and Equipment – The Center took over an old caviar facility that was part of an old Safeway food store and was turned into the Eastern Plains Event Center. The 1700 square foot incubator has been furnished with mostly used equipment purchased when a restaurant and bakery closed down and includes some donated equipment.

Sources: <http://www.farmtotablecoop.com/foodagdevelopment.htm>

Bruce Smith Glendive Value-Added Development Center

Nebraska Food Processing Center:

University of Nebraska, Lincoln, Nebraska

Background History – The Food Processing center was opened in 1983 to address the decline in the number of value-added products produced in Nebraska. The Center was created by the Nebraska Legislature to address the problem.

Host Agency – The Food Processing Center is a stand-alone organization

Partnerships – University of Nebraska

Funding – Nebraska Legislature as well as other grant opportunities such as USDA Rural Development RBEG

Facility – FPC is housed in the 114,000 square foot Food Industry Complex, a new, modern and well equipped facility.



Equipment – Twin Screw Extrusion in the cereal foods pilot plant offers product and process development services for extruded food products. Spray Drying and Other Dehydration Technologies in the wet pilot plant provides assistance with almost any wet material such as dairy products, egg materials, sugar solutions or other wet materials. Fruit & Vegetable Processing provides processing assistance in a wide range of processing technology for further processing of fresh fruits and vegetables.

Dairy Production & Research provide assistance in developing products and processes related to ice cream and frozen desserts, cheeses, yogurts, fluid milk products and other types of dairy based food and beverage products. Meat Processing assistance is provided for meat processing techniques such as grinding, mixing, emulsification, forming, smoking, fermentation and curing. Bakery Processing in the grain processing pilot plant provides assistance in milling, mixing, sheeting, rounding, proofing and baking processes utilized in the baking industry. Tortilla Processing Line provides assistance with complete processing for corn (nixtamalization process to finished product) or flour tortillas and tortilla chips and also provides corn hybrid/quality assessment, ingredient/additive assessment and product development.

Through a willingness to conduct timely, cost effective and high quality, research and economic development activities, value-added food processing for the food industry and assistance in economic and market/business development are enhanced.

Capabilities – The Food Processing Center has the ability to process many types of food products utilizing current pilot plant facilities. Opportunities also exist to bring in rental equipment or client owned equipment to complement existing equipment for many projects involving process/product development. The packaging pilot plant provides assistance in modified atmosphere and vacuum packaging that may be used in conjunction with any of the processing equipment in the other pilot plants.

Fee – Although some of the processing lines have daily fees, most fees for projects are determined on an individual basis depending on client's actual needs and usage.

Complete processing systems – Twin Screw Extrusion in the cereal foods pilot plant offers product and process development services for extruded food products.

TECHNICAL ASSISTANCE LABORATORIES – Product Development Laboratory provides services for bench top trials alone, or prior to scale-up in the pilot plants, assisting clients in developing new ideas and improvement of existing products. Analytical and Microbiological Laboratories provide analysis including routine and specialized analyses, nutritional labeling and shelf-life research. Sensory Evaluation Services offer assistance with acceptance and preference testing, consumer panels and descriptive analysis. Informal evaluation of product prototypes is also offered by center personnel. The Acidified Foods Program offers evaluations of food products and processes to assist companies in determining compliance with FDA regulations. The combination and coordination of pilot plants and laboratory resources provides food manufacturers with a full spectrum of technological assistance within the same facility.

SERVICES

Product Development Services

Analytical (Chemical & Functionality) Services

Microbiological Services

Sensory Evaluation Services

Acidified Foods Program and Services

Contract research

Intellectual property provisions

MARKETING/BUSINESS DEVELOPMENT ASSISTANCE

Entrepreneurial Assistance – The Entrepreneur Assistance Program (EAP) assists entrepreneurs with the development of a food manufacturing business. The two-phase program provides specialized assistance through all phases of establishing a food business, developing a product formulation and process and introducing the product to the marketplace. Phase one is a seminar that provides attendees with critical information necessary in the initial decision process. Phase two is individualized and confidential assistance through every step of creating a product, establishing a business and product introduction. Upon completion of phase two, these existing companies continue to receive assistance through individualized and confidential FPC activities and projects.

Custom Processing Network – The Custom Processing Network increases usage of excess food manufacturing capacity in the State of Nebraska. The program works hand-in-hand with other FPC professional staff making an extensive variety of production and processing resources available to Nebraska's food manufacturers. The Custom Processing Network's activities and projects assist companies with sourcing ingredients for production, equipment needed to fill new processing contracts and technology required to establish the processing line. The amalgamation of resources available to the industry supports new and existing food manufacturing companies secure new manufacturing opportunities and stay competitive in the ever changing global market place.

International Product Market Activities and Projects – International markets represent vast opportunities for Nebraska food manufacturers in terms of size and volume. International markets present other factors beyond normal production/distribution cycle related to specific markets. Issues such as differences in tastes and preferences, foreign health regulations and transportation logistics all require separate consideration from a conventional domestic transaction. Activities and projects related to international opportunities and introduction strategies include:

1. Foreign health regulation review
2. Targeted international market research
3. Specific international product profile research
4. International trade show and trade lead referral and recruitment
5. Direct Exporting/documentation/customs clearance assistance
6. Foreign market product reformulation/labeling/packaging assistance
7. Market entry strategies and international project development assistance

Source: <http://www.fpc.unl.edu>

North Dakota Mobile Food Processing Unit:

North Dakota Department of Agriculture

A Commercial Kitchen on Wheels!

What can it be used for?

Produce commercial products? We'll lease it to you!

- Processing local fruits and vegetables for the Farm to School program, Hunger Free Garden project and other commercial uses
- Promote North Dakota foods and agriculture at fairs, festivals and celebrations



- Teach food safety and food processing (such as canning, freezing or dehydrating)
- Test recipes to develop new uses of North Dakota products
- Produce samples for taste testing studies of new products

Features:

Dimensions: 8.5' x 24' x 7.5'
 Convection oven with 6 gas burners on stove top
 24 inch removable griddle top
 40 lb. deep fat fryer
 22 cubic foot refrigerator
 22 cubic foot freezer
 4 deep stainless steel sinks & hand-washing sink
 6-GPH, 1.7 KW electric tankless water heater
 6 foot stainless steel work table
 3 foot x 8 foot concession door & window
 13,500 BTU air conditioning unit
 15,000 Watt, 20 Hp portable gas generator
 2 100-lb. propane tanks
 50-gallon fresh water tank & 100-gallon grey water tank
 7-way electrical plug – 4 prong w/100-Amp panel box

Contact Information

For further information on leasing or bringing the mobile food processing unit to your community contact:

Chuck Fleming
 Business Development Division Director
 North Dakota Department of Agriculture
 (701) 328-4759 or toll-free 800-242-7535
 cfleming@nd.gov

Visit the Agriculture Department website at www.agdepartment.com

Special thanks to our sponsors: ND Soybean Council, Northharvest Bean Growers Assn. and the Northern Pulse Growers Assn.

Source: North Dakota Department of Agriculture <http://www.nd.gov/ndda/program/mobile-food-processing-unit>

FACILITY DESIGN BEST PRACTICES:

Utilizing existing commercial kitchen space at county fairgrounds as kitchen incubators presents a variety of challenges. Each facility has unique equipment offerings, space availability, configuration, usage constraints and storage options. The following information is provided to help those interested in creating a shared-use kitchen incubator understand what facility needs must be addressed for a new program to be successful.

Non-kitchen/Office Space – Office space, even if shared, is important for clients. This space allows clients to meet with suppliers and maintain any required documentation in a timely fashion. Helping small businesses become more “business savvy” was previously identified as key for success, while providing office space helps promote the expectations of professionalism within the facility.

Size – The ideal shared-use commercial kitchen will support two or more small businesses simultaneously operating in the facility. These small businesses would utilize separate areas of the facility as delineated below. The facility size would provide adequate floor space to readily allow customized workflows through work area re-arrangements. The size should also allow for adequate storage of equipment, thus reducing risk of damage to equipment not in current use.

Adaptability – The operational areas of the kitchen should be readily adaptable to individual work flows. Equipment and tables should be on wheels so clients can move or rearrange the area as needed. The wheels also allow the clients to easily move equipment not in use, to safe storage areas within the kitchen. Adequate power sources should be accessible from various locations to ensure equipment can be configured for efficient client operations. Ideally, power sources are from overhead distribution points, thus allowing for maximum adaptability and safety.

Storage – Locations should provide adequate storage facilities, both for ingredients and final product, which is reasonably controlled and ensures clients' ingredients and final product are not co-mingled. The successful facility must have two types of storage available for its clients, dry and cold. The ideal dry storage facility will have physical barriers between the ingredients/finished products of the various clients. Separation limits risk of cross-contamination and facilitates production of various FDA products within the same facility. If the facility supports production of non-food products, such as soaps or lotions, a separate dry storage area away from food products must be planned. The facilities dry storage needs to be adequate for client demand; therefore, initially the storage area can be small or limited in size, but must be easily increased in size as the number of clients increase. Storage facilities can be maximized through purchase and efficient use of movable racks. The shared-use commercial kitchen must also offer two types of cold storage, cooler and frozen. Similar to dry storage requirements, adequate space must be provided to allow clients to limit cross-contamination risks from one another. Further, regulatory agencies are expected to implement HACCP policies necessitating even further separation of client ingredients and products. The easiest means to meet storage requirements is through use of multiple coolers and freezers. As facility use increases, new coolers or freezers can readily be brought online by simply purchasing equipment. Coolers/freezers not in use can be turned off, reducing operational expense to the facility that would be otherwise incurred by larger unused cooler/freezer space. The facility should also consider having availability to provide sub-zero freezer space. These freezers allow for the rapid freezing of food products to “maximize” freshness. However, this space is typically considered part of processing and not meant for long term storage of product.

Processing – A shared-use commercial kitchen must have facilities to allow for at least wet/hot processing and bakery/dry processing. Other more specialized facilities, such as cheese or non-food space, may be provided based on local demand or interest.

Wet/Hot Processing – Wet/hot processing facilities are designed to maximize the efficiency of producing jams, soups, sauces or similar products. Fixed equipment is positioned in a manner for common manufacturing flow while open floor space is maximized for other clients. Wherever possible, equipment should remain mobile to ensure maximum adaptability to meet client work flow. These facilities are typically of most use to small caterers, small start-up companies and community-based organizations lacking financial resources for their own facility.

Bakery/Dry Processing – This facility contains equipment commonly associated with production of relatively dry cooking, such as cookies, cakes, pies, etc. One feature to be considered is utilization of multiple, standard convection ovens rather than larger, rack ovens. This allows clients to minimize utility costs based on their size or production needs. As with the wet/hot processing area, whenever possible equipment should be wheeled so its placement can match the needs of user’s work flow.

Other Considerations – In general, the facility is meant for larger scale production. This implies that the facility will have basic design features that support commercial production. Ideally, the delivery/loading facility will support pallet-sized loads, some storage areas will support pallets and doors will support the movement of pallets. Another consideration within the facility is power options. The facility should provide commonly used outlet/power options so clients are able to utilize their own specialized equipment if required. The facility is not meant to be under USDA meat inspection, therefore meat products may not be legally processed and packaged at the facility for sale. However, caterers may use meats in foods they produce for immediate consumption. Additional issues would have to be addressed to make the facility usable for meat production.

Bottling, packaging and labeling are considered part of the processing areas rather than being separated into their own area. This equipment should remain mobile to ensure it can easily fit into a client’s workflow.

Upgrading Existing Commercial Kitchen Facilities:

Upgrading existing commercial kitchen facilities is usually the optimal approach for creating space that can be used as a kitchen incubator, however, there are limiting factors. Most fairground facilities were designed as a kitchen space that could provide meals for fairgoers or as a space to create meals for special events held at the facility during other times of the year. Layout and equipment were optimized for “ready to eat” food service. Often, space needs to be reconfigured to support the workflow of value-added food production. In some instances, cost of reconfiguration or construction of usable space may be prohibitive to a kitchen incubator project.

Incubator clients usually have equipment needs greater than what is found in most fairground kitchens. Existing facilities usually don’t have packaging, bottling and labeling equipment necessary to process food for resale. Many facilities also lack adequate freezer or cooler space and some cooking equipment such as a jacketed steam kettle or a tilting braising pan. Adding needed equipment to an existing facility is usually the most expensive step in creating a viable shared-use kitchen incubator. A list of recommended equipment and an estimated cost range for each piece is included below.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040

Steam Kettle	\$3,210	\$7,500
2-Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Modular Units:

For some fairgrounds, existing buildings are not suitable to upgrade. The building require extensive renovations to the entire structure, not just the kitchen. Many fairgrounds in Wyoming have a mixture of buildings and a well designed modular unit maybe a cost effective solution. There are many manufacturers to choose from with a wide range of sizes and costs for a modular unit. The more prefabricated and ready to use a modular kitchen is the more expensive it becomes. A used 24' X 60' kitchen unit built in 2009 with no equipment was quoted at just under \$40,000. If the unit were outfitted with less expensive equipment it would be possible to keep costs under \$100,000. A new unit 24' X 60' minus the equipment was quoted at \$108,000. Outfitting the unit with higher end equipment raises the price to closer to \$275,000. A 12' x 60' fully equipped, ready-to-use unit was quoted at around \$350,000 by a second manufacturer.

Mobile Food Processing/Preparation Units:

Entities in other areas have pursued the concept of using mobile food processing or preparation units to increase value-added food production by local entrepreneurs and small businesses. This may prove to be an attractive option for some areas in Wyoming. A mobile unit could be used instead of an existing commercial kitchen if: the existing kitchen isn't able to renovate to accommodate a kitchen incubator, if the existing facility is already fully utilized or if the space or configuration of the facility won't allow for addition of new equipment. Mobile units may also be the best choice when processing could take place over a large geographic region or the mobile unit could be shared by more than one entity. For example, two counties could share the expense of a mobile unit and have it split time at both county fairgrounds.

A number of mobile units are currently in operation in the United States. Most of these focus on slaughter and processing of animals near the production site. For purposes of encouraging value-added food preparation, this study focuses on preparation and packaging of low moisture grains and baked goods and foods using high acid fruits and vegetables. We call these units mobile commercial kitchens.

Mobile commercial kitchens used for value-added food production should have a combined truck and trailer gross vehicle weight rating (GVWR) of less than 26,001 pounds and a trailer GVWR of less than 10,000 pounds. By doing so, drivers of the tow vehicle are not required to obtain a commercial driver's license. Also, the mobile kitchen can be towed by many of the vehicles (pickups, SUV's) users already own. Mobile commercial kitchens of this type are usually contained in pull type trailers between 18 and 24 feet in length. This size is large enough to accommodate most food preparation activities while small enough to be easily moved and maneuvered.

A mobile commercial kitchen containing adequate sink space, hand sink, food preparation table, freezer and refrigerator space, a cook top, fryer, range and oven, exhaust hood, air conditioning/heat, water heater and fresh water/grey water handling tanks can be purchased for between \$35,000 and \$50,000. There are many reputable mobile commercial kitchen dealers, and each offers unique cost and configuration options. The food preparation equipment provided with these units will not include all of the equipment needed to prepare and package. Compare the offering of any supplier with list of recommended equipment for value-added food processing provided above.

There are rules and regulations for mobile commercial kitchens in addition to those for stationary or permanently installed kitchens. Requirements for mobile food units provided by the Wyoming Department of Agriculture are:

“Mobile food unit Requirements – A mobile food unit is a vehicle mounted food service establishment designed to be readily movable.

1. All outer openings to an enclosed mobile food unit must be properly screened and/or sealed to protect against the entrance of insects.
2. All mobile food units serving potentially hazardous food and/or preparing hot dogs, nachos or hamburgers must contain a three compartment sink with hot and cold running water dispensed to all sinks by means of a combination faucet.
3. All mobile food units must contain a hand wash sink with hot and cold running water dispensed by means of a combination faucet with soap and paper towels available.
4. Mobile food units where sinks are required must have a potable water tank adequately sized for the intended use of the unit.
5. The waste tank on the mobile food unit must be at least 15% larger than the size of the potable water tank.
6. Mobile food units containing a grill or a deep fat fryer must install a hood with filters and be vented to the outside of the unit.
7. All mobile food units must have adequate hot and cold storage for the intended use of the unit.
8. Floor, walls and ceiling of the mobile food unit must be light colored, smooth, non-absorbent, durable and easily cleanable.
9. The lights in the mobile food unit must be shielded or contain shatterproof type bulbs.
10. All food contact utensils in either mobile food units or pushcarts must be of a material that is approved by the Department.
11. A metal-stem, dial thermometer with a range of 0° - 220° F must be available to check hot and cold food temperatures.
12. All cold storage units in a mobile food unit must contain a thermometer.
13. Test strips must be available to check the strength of the sanitizer used for sanitizing utensils and to test the strength of the wiping cloth solution.

14. Hair restraints must be worn by all personnel working in the mobile food unit or at the pushcart.
15. Separate storage must be provided for toxic and personal items.
16. All foods, utensils and single service items must be stored off the floor.
17. Commissaries must be provided for those units which do not meet the above listed requirements.
18. A mobile food unit license is required and must be renewed each year prior to the expiration date listed on the license”.

BEST MANAGEMENT PRACTICES:

Facility Operations:

Pricing/Rent – The most successful kitchen incubators have developed pricing schemes that account for utilization of the facility. For example, the pricing scheme can become part of the incubator strategy, increasing over time to promote “graduation” from the facility. Obviously, the strategy employed for determining rent is ultimately determined by the mission of the facility. However, it should be noted that pricing should not be utilized by the facility as a revenue enhancement opportunity, designed to cover minimal costs.

Equipment Repair/Replacement – Success of the small businesses that utilize the facility depends on access to key pieces of capital equipment. Many of these businesses operate on hair-thin margins, have limited cash flow or have contractual obligations and the loss of any key piece of equipment would result in catastrophic failure. To reduce this risk, the facility should employ a clear strategy to maintain equipment and ensure minimal downtime for equipment. Some equipment can be maintained by on-site staff or with client help. Other larger pieces, such as exhaust hoods, need regular professional inspection and upkeep. Create a long-term maintenance schedule for all equipment to ensure all receive the necessary care. Also, inform clients in advance, of any maintenance that will cause significant kitchen down-time so they can schedule around those events.

Cleaning – Building design can have a large impact on how much time and labor is required to break down and clean the kitchen area. A great deal of attention should be paid to proper design of the facility to minimize these labor costs. Maintaining a high standard for cleanliness will result in a more efficient facility with lower maintenance expenses. Consider engaging incubator clients in regularly scheduled inspections and cleaning activities.

Food Safety Inspections – The Wyoming Department of Agriculture’s Consumer Health Services (CHS) group performs inspections and offers food safety education in all areas of the state not covered by local health departments. Laramie, Natrona, Teton, Sweetwater and Sublette Counties, as well as the City of Laramie, have health departments that perform inspections. For information on CHS programs, see contact information for county offices at <http://wyagric.state.wy.us/divisions/chs/contacts>.

Facility Maintenance – In instances where new incubator programs utilize existing facilities, there will likely be very little additional facility maintenance costs in the first few years of the program. However, as the program grows, additional use of the facility will result in an increase in maintenance costs. The manager of the program should plan to use a portion of revenues from clients to help the host facility offset increased costs.

Incubator Operations

Clients – Traditionally, clients in food incubator programs fall into three categories: value-added food producers, caterers and occasional users.

Value-added food producers create and sell specialty food products often based on local agriculture crops or novel recipes. They are the economic development focus of facilities because they have the potential to grow businesses that sell outside of a local market area, creating wealth for owners and jobs in the local economy. The shared-use kitchen incubator provides value for these users by providing access to a commercial kitchen that they don't have to purchase, therefore lowering a barrier to market entry.

Caterers prepare meals at the facility that will be taken directly to the customer and consumed at a different location. While not usually the focus of kitchen incubator programs, caterers can provide the program with a regular source of revenue. Caterers may also become value-added food producers if they identify products or recipes suitable for the marketplace. Client cooperatives are useful in promoting this type of client development. These clients tend to be price-sensitive and are drawn to a kitchen incubator program by the relatively low cost and scheduled availability of kitchen space.

Occasional users of commercial kitchen incubators are clients who use the facility on a very limited basis. Examples include nonprofits creating food products as fundraisers, groups putting on one-time events, individuals interested in testing out a favorite recipe to share with friends or family or individuals using the facility for food preparation because their home kitchens have limited space. These users present a unique challenge because they are not usually trained on the operating procedures of the facility. Occasional use of the facility may present the opportunity for individuals to try their hand at food production and see if they are interested in becoming a value-added food producer. Managers of commercial kitchen incubators should weigh the cost of training occasional users against the opportunity to grow new clients when deciding how many of these clients to allow access to the facility.

Client Application – A thorough application process is key to starting the client/incubator relationship out on right foot. The process begins with the client filling out an application form developed by the incubator. The form should include basic information on the business owner and product they will produce at the facility. This information will allow staff to identify potential issues with production and provide training and support for the client in problem areas. Application forms should be kept in the client file to assist in a regularly scheduled progress review. All clients should be held to the same application process. After acceptance into the program, all clients should be required to sign a Client Agreement outlining duties and responsibilities of both client and incubator.

Establishment of a Client Cooperative – These are often established by the facility to promote client synergy. Through cooperatives, clients can share resources (such as marketing), enhance purchasing power, reduce costs and share training opportunities. Client participation should be strongly encouraged or incentivized by staff. Staff should organize and facilitate events to maintain a level of consistency as clients enter and leave the incubation program.

Staffing – The basic concept behind the shared-use kitchen incubator is the idea of utilizing existing resources to drastically reduce capital requirements when compared to a stand-alone facility. For a project to be

successful it should have a similar approach to staffing the incubator. A shared-use kitchen incubator project in Wyoming will probably utilize half or less of a full-time employee to properly manage the facility. As county fairgrounds usually employ a small number of full-time employees, the project should look for ways to share duties with existing employees. Budgets can be structured so the incubator pays the existing facility for the time of one of its employees.

The duties of the program manager include:

- Writing and administration of grants to support incubator operations
- Manage new client application process
- Provide basic guidance to incubator clients as needed
- Schedule use of kitchen and facilities
- Manage day-to-day operations of incubator program
- Promote the shared-use kitchen incubator program in the community
- Manage budget and adjust rate schedules
- Enforce all provisions of the Client Agreement
- Refer clients to appropriate program partners for training and information

Program manager knowledge, skills and abilities include:

- Knowledge of basic business processes
- Ability to learn commercial kitchen operating procedures
- Ability to learn rules and regulations governing food processing

Client Support Services – Successful shared-use commercial kitchens commonly provide basic business support to help start-up entrepreneurs become more business savvy. In addition, the concept of the facility is to help create economic development by helping local businesses grow. Therefore, the facility should provide information and guidance to help overcome any problems or obstacles encountered as they work to grow their business. Incubators practicing a “hands off” approach to managing client relationships tend to be less successful than programs providing strategic and technical assistance to clients. General advice and counseling may be provided by the program manager, but more in-depth guidance may be provided by a number of existing sources.

Wyoming Department of Agriculture – This agency assists citizens of Wyoming to live safe and healthy lives, promote and preserve our agricultural community, be responsible stewards of our natural resources and achieve integrity in the marketplace. The Consumer Health Services (CHS) division conducts food safety education and inspections in all areas not covered by a local health department. Hazard Analysis Critical Control Point (HACCP) training is available through CHS for industry producers. CHS provides information and guidance on food labeling and will review producer labels for accuracy. The Technical Services division can help with inspection and certification of scales. Technical Services is also responsible for checking sealed food packages for correct weights.

University of Wyoming Cooperative Extension Service (CES) – CES offers Hazard Analysis Critical Control Point (HACCP) food safety training for foodservice and small non-meat food processors as well as nutrition and health programs for consumers and producers.

Wyoming Business Council – The agency promotes Wyoming’s economic growth through a number of programs. Seven Regional Directors serve as a one-stop-shop to help businesses find resources needed to grow and prosper. The Agribusiness Division assists agricultural producers in finding ways to diversify income. The Wyoming First Program helps producers of “Made in Wyoming” products through promotion and marketing opportunities.

University of Wyoming Small Business Development Centers (SBDC) – The SBDC provides management assistance, educational programs and helpful resources for Wyoming small businesses and entrepreneurs. SBDC counselors will sit down with entrepreneurs to discover which personalized consulting services, training programs or help from network partners will help them overcome obstacles to growth. Counselors are located throughout Wyoming.

Manufacturing-Works – Wyoming’s Manufacturing-Works extension partnership provides assistance with a variety of issues faced by Wyoming manufacturers. Commercial kitchen incubators and clients can benefit from help with safety training, learn manufacturing and office concepts, web design and facility engineering and design. Manufacturing-Works professionals are located throughout Wyoming.

SITE ANALYSIS:

Each of the 23 county fair facilities was reviewed to determine the feasibility of upgrading the site for a shared-use kitchen incubator. Review criterion was based on the following:

- Existing Equipment/Facility
- Local agricultural production
- Local community support
- Fair management support
- Potential use by community
- Cost to upgrade facility

The county fair managers were surveyed early on and then again at the end of the study. Two surveys were conducted due to an unusually high turnover of county fair managers, with 11 new managers in the last three years. There was a considerable change in interest from the beginning to the end of the study. The development of this study and publicity surrounding it was likely part of the catalyst for this change. Each report provides a summary of the county’s population and agricultural base as well as a review of the current facilities and equipment on site for use within a shared kitchen facility.

Albany County Fairgrounds:

Laramie, Wyoming
3520 US Hwy. 287
Laramie, WY 82073

County Fair Manager:

Vicki Haley
P.O. Box 1209
Laramie, WY 82073
307-742-3224

Albany County Fair Board Members:

Linda Johnson – President
Nick Speiser – Vice President
Jackie Petersen – Secretary
Shawn Fletcher – Treasurer
Roger Newkirk – Member

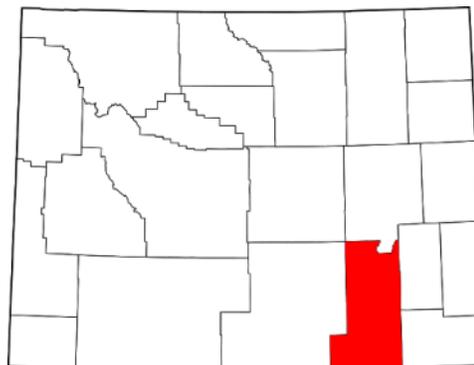


Albany County Information:

Population 2008 estimate: 32,758
Number of households 2000: 13,269
Persons per household: 2.23
Median income for households: \$42,118
County Seat: Laramie

Cities and Towns:

Laramie- Population: 25,688
Rock River- Population: 235
Albany- Population: 80
Centennial- Population: 191
Woods Landing- Population: 100
The Buttes- Population: 3



Agricultural Statistics:

Number of farms 2007: 448
Land in farms: 1,856,054 acres
Crop Sales: \$3,683,000 (10%)
State rank in total value of agricultural products sold: 14
State rank in value of crops: 13
Top crop items: Forage-land used for all hay and haylage, grass silage, green-chop, corn for grain, wheat for grain, vegetables harvested, and lettuce.

Crop	Total Yield Per Acre	Total Production
Alfalfa Hay	1.9 (tons)	9,500 (tons)
Other Hay	1.2 (tons)	81,000 (tons)

To determine the potential use of the Albany County Fairground as a shared-use kitchen incubator the following need to be taken into consideration.

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Albany County has limited agricultural crop production for creating value-added products. The 7165 foot elevation makes for a short growing season, but the increase in the number of hoop houses to grow specialty crops may provide a greater supply of vegetables for processing.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator concept because of costs and lack of existing equipment.
- 5. Potential use by community** Laramie supports one of the largest farmers markets in the state. The local market manager indicated several vendors would be interested in using a shared-use kitchen if available. A more in-depth survey of potential use would be needed to better quantify potential usage.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be several hundred thousand dollars. There is no money in the fairground budget to upgrade the facility at this time.

The following comments that relate to agriculture and small business development were taken from the Laramie Community Assessment.

Problems and Challenges

Lack of manufacturing and assistance
Lack of basic infrastructure
Bureaucratic hurdles to meet infrastructure needs
Difficulty with development
Shift from rural to urban 'citized' nature, forget importance of Ag
Keeping people in agriculture, keeping Ag viable
Lack of understanding by city of Laramie about imp of Ag
Sustainability of ranching, difficult to make a living and lack of young
Not enough Local marketing of local agricultural products
Difficult to make a living in Ag, lack of sustainable agriculture
Lack of funding for infrastructure
Not enough opportunities for students for jobs
Lack of industry, workforce opportunities
Marketing our products; beef especially
Need some strong employers who pay good wage
Local resources for small local entrepreneurs
Lack of other financing alternatives (angel and venture financing)

Assessment Challenge:

Agriculture and Processing Meats
Several in the Agriculture Listening session spoke of difficulties in selling and processing local meats. Many cited having to go out-of-state to get this service. Many also expressed a need for better slaughtering and processing.

Economic Development

Economic diversification and business expansion at this scale certainly does not mean the construction of

speculative office and industrial parks. An inventory of existing businesses in the area, including what may be an extensive network of home-based businesses, could identify strengths and opportunities that would enhance Laramie’s economic development without detrimentally affecting its character. The High Plains Economic Development Group has been working within a regional framework that promotes collaboration and interregional specialization to further Albany County’s economic outlook.

Business Recruitment and Retention

One often underdeveloped strategy in economic development programs includes sustained support for local entrepreneurs and small businesses. Economic gardening programs have proven to retain growing businesses, encourage new business formations and foster loyalty from both consumers and producers. Laramie has several businesses that prove the rule.

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Albany County Fair
Laramie Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No not at this time

2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other

3. Approximately how many times per year is the kitchen facility being used? Only when events are booked approximately 30 times a year

4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other _____

5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible No not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone

- | | |
|---|--|
| <input type="checkbox"/> New food processors | <input type="checkbox"/> Caterers |
| <input type="checkbox"/> Food Service | <input type="checkbox"/> Specialty/Gift |
| <input type="checkbox"/> Value-added agricultural producers | <input type="checkbox"/> Service Organizations |
| <input type="checkbox"/> Private Citizens | <input type="checkbox"/> Other _____ |

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: Our kitchen has a microwave, an oven, 4-burner stove, freezer and refrigerator.

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|--|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>A complete remodel and we do not have the budget.</u> | |
| <input checked="" type="checkbox"/> Other <u>All of the above</u> | | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator? Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Vicki Haley
Title: Business Manager
Address: PO Box 1209
City: Laramie State: WY Zip Code: 82073
Phone: (307) 742-3224 Fax: (307) 760-1273

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Albany **County Fair**
Laramie **Wyoming**

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Fire extinguisher	<input checked="" type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment _____	<input type="checkbox"/>
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments

Albany County has two kitchens. Neither is suitable for a kitchen incubator without significant investment in renovations and addition of equipment. The larger of the two kitchens could be upgraded if the fairground management was behind the project.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400

Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

A further analysis of costs is recommended before tackling the project, as one would need to take into consideration not only equipment costs but extensive improvements to the building and staffing needs as well. Equipment costs will vary greatly because of quality and if used equipment is acceptable.

Big Horn County Fairgrounds:

Basin, Wyoming
 P.O. Box 706
 Basin, WY 82410



Big Horn County Fair Manager:

Howard Gernant
 P.O. Box 709
 Basin, WY 82410
 307-568-2968
 Alfred Anderson
 Director

Big Horn County Fair Board:

Matty Moody - Chairman
 Willie Bridges - Vice Vise Chairman
 Mitch Shelhamer - Treasurer
 Karen Sylvester - Secretary

Big Horn County Information:

Population 2008 estimate: 11,332
Number of households: 3,412
Persons per household: 2.60
Median household income: \$47,712
County seat: Basin



Cities and Towns:

Lovell- Population: 2,281
Greybull- Population: 1,815
Basin- Population: 1,238
Byron- Population: 557
Cowley- Population: 560
Burlington- Population: 250
Deaver- Population: 177
Manderson- Population: 104

Big Horn County Agriculture:

Number of farms: 621
Land in farms: 438,033 acres
Crop sales: \$24,613,000 (48%)
State rank in total value of agricultural products sold: 7
State rank in value of crops: 3
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, sugar beets for sugar, corn for silage, corn for grain

Crop	Total Yield per Acre	Total Production
Spring Wheat	54 (bushels)	38,000 (bushels)

Barley	91 (bushels)	910,000 (bushels)
Dry beans	2,000 (pounds)	90,000 (bushels)
Sugarbeets	18.9 (tons)	123,000 (tons)
Corn	100 (bushels)	380,000 (bushels)
Alfalfa Hay	3.5 (tons)	106,000 (tons)
Other Hay	2.2 (tons)	8,600 (tons)

In order to assess the potential use of the Big Horn County Fairground as a shared-use kitchen incubator the following were taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** The area is one of the most productive agricultural areas in the state. Low elevation and long growing season, coupled with abundant water and good soils make it ideal for value-added agriculture. Traditionally producers have relied on sugar beets as the main cash crop. The region’s producers need to diversify their crops.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff indicated they would be interested in a kitchen incubator facility but lack the money and most of the necessary equipment needed to accomplish this.
- 5. Potential use by community** Lovell, Greybull and Basin all support farmers markets in the Big Horn County. The local market managers indicated there would be several vendors interested in using a shared-use kitchen if available. The county is sparsely populated, but there are over 600 farms with very few options for entrepreneurs wanting to start a value-added food business. A more in-depth survey of potential use would be needed to better quantify potential usage.
- 6. Cost to upgrade facility** As there is almost no cooking equipment available at this site and the present kitchen facility is small this site would cost several hundred thousand dollars to upgrade. There is no money in the fairground budget to upgrade the facility at this time. This may be a site where a modular or mobile unit would work.

The following comments that relate to agriculture and small business development were taken from the Community Assessment.

BIG HORN COUNTY

Problems & challenges

- Would like to see more Ag value products- manage more of our Ag products in the county
- A lot of co-op opportunities
- Farm perspective- we lack markets for a lot of different commodities
- Transportation, storage, handling and loading facilities are lacking in area
- Need to diversify the economy: manufacturing, value-added Ag products, tourism
- New farmer financing- lack of
- Lots of challenges for the county; we don’t have the minerals revenue; we need to diversify more so we can improve our economy

Strengths and assets

- We have good infrastructure for the farming community- good highways, adequate irrigation
- Ag industry
- We have a very active group of older folks – they have really helped to keep the communities intact
- Being 50 miles from Wal-mart has allowed some of our business to survive

5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other Not at this time

7. Who do you see as clients for a shared-use kitchen incubator?
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other Anyone

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments: Kitchen has old stove and refrigerator. It is not a fully functioning kitchen.

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? In the future

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet Marketing assistance Financial Counsel Services
 Labeling Other
 Other All of the above

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:
Name: Howard Gernet
Title: Fair Manager
Address: PO Box 907
City: Basin State: WY Zip Code: 82410
Phone: (307) 568-2968 Fax: (307) 568-2938

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

2219 Carey Ave

Cheyenne, WY 82002

Phone: (307) 760-5727

Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Big Horn County Fair
Basin Wyoming

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other Equipment <u>Microwave</u>	<input checked="" type="checkbox"/>
Meat Grinder	<input type="checkbox"/>		

Researcher Comments: The existing kitchen is very small. The Big Horn County kitchen is not suitable for a kitchen incubator without significant investment in renovations and addition of equipment. This site may be a candidate for a modular or mobile kitchen.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400

Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Equipment costs will vary greatly because of quality and also if used equipment is purchased.

Other Options that may be more practical for site:

Modular units range in price from \$100,000 to \$275,000 Mobile Unit \$62,000

Campbell County Fairground:

Gillette, Wyoming
 1635 Reata Drive
 Gillette, WY 82716

Campbell County Fair Manager:

Betty Hough
 P.O. Box 65
 Gillette, WY 82717
 307-687-0200

Campbell County Fair Board:

Sharon Rinker - Chairman
 Melissa Cantu - Vice Chairman
 Linda Lynch - Secretary/Treasurer
 Rob Gallub Member
 Glen Terry Member
 Debbie Sneathen Member
 Dave Slattery Member

Campbell County Information:

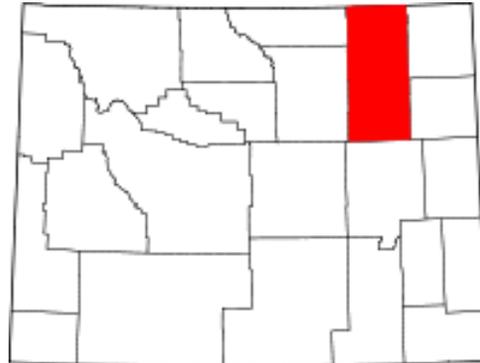
Population 2008 estimate: 41,473
Number of households: 12,207
Persons per household: 2.77
Median household income: \$77,830
County seat: Gillette

Cities and Towns:

Gillette- Population: 19,646
Wright- Population: 1,347
Antelope Valley- Population: 1,642
Sleepy Hollow- Population: 1,177

Campbell County Agriculture:

Number of farms: 633
Land in farms: 2,345,915 acres
Crop sales: \$3,393,000 (8%)
State rank in total value of agricultural products sold: 10
State rank in value of crops: 14
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, oats for grain, barley for grain, proso millet



Crop	Total Yield per Acre	Total Production
Alfalfa Hay	1.2 (tons)	43,000 (tons)
Other Hay	1.0 (tons)	10,000 (tons)

In order to assess the potential use of the Campbell County Fairground as a shared-use kitchen incubator the following were taken into consideration:

- 1. Existing Equipment/Facility** The CAM-PLEX has exceptional existing kitchens with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Campbell County has very limited agricultural crop production for creating value-added products. A short growing season and lack of water compounded with poor soils make this an extremely harsh environment for value-added crops.
- 3. Local community support** The local community is supportive of local food production has a large master gardener community garden which recently added a hoop house to its site to show that local production of additional vegetable is possible in the area. Gillette also supports a farmers market and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff has no control over the CAM-PLEX and deferred any questions on the kitchen incubator concept to the CAM-PLEX manager.
- 5. Potential use by community** Although Gillette has very little local crop production with a majority of the produce coming from other parts of the state there are entrepreneurs that could utilize a facility of this caliber.
- 6. Cost to upgrade facility** This site has the best cooking equipment available in the state and the cost to upgrade would be minimal.

The following comments that relate to agriculture and small business development were taken from the Laramie Community Assessment.

No Gillette community assessment was available. An interview with Michael Foote the Sustainability Coordinator for Gillette indicated that the city is interested in developing local food opportunities. The following comments that relate to agriculture and small business development were taken from the Wright Community Assessment. Wright is a small town 40 miles from Gillette.

Town of Wright, Campbell County

Problems & challenges

Need increased services

Working with county – cooperation

Identify economic potential

Strengths and assets

Lots of economic opportunity

Diversified businesses

Ranching community is supportive

Business opportunities

Projects and Goals

Community support for economic development

Economic diversification

Encourage small business

State of Wyoming Needs Survey

For Prospective County Sites for a Shared Use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Campbell County Fair
Gillette Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No Don't know
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other
3. Approximately how many times per year is the kitchen facility being used? Only when events are booked is the Activities Building approximately 400 times a year
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other Used over 400 times a year
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested No control over facility use
6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No
7. Who do you see as clients for a shared-use kitchen incubator? *Anyone
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____
8. What types of food products are presently being made in the kitchen facility?
 Catered meals

- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: The kitchens are used for catered events at the Events Center

9. Are there plans to upgrade to kitchen facility? Yes No

10. If yes, when? The CAM-PLEX had just opened a second facility and has no need to upgrade kitchen.

11. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|---|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input type="checkbox"/> Other | |

12. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator? Yes No Note: A follow up meeting would not have served any purpose at this time

13. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? The Campbell County Fair Manager and Fair Board have no control over facility use.

14. Respondent Information:

Name: Betty Hough
 Title: Campbell County Fair Manager
 Address: P.O. Box 65
 City: Gillette WY State:WY Zip Code:82717
 Phone: (307) 687-0200 Fax: (307) 685-6636

Additional Researcher Comments

The survey was completed over the phone and a follow-up was done with the CAM-PLEX manager as he is in charge of the facility, not the fair manager. The Campbell County Land Board is responsible for overseeing the orderly development and improvement, maintenance and operation of the CAM-PLEX property and facilities. This board is comprised of two City appointees and five County appointees, all of whom serve three-year terms. The CAM-PLEX manager indicated that the only food prepared at the CAM-PLEX had to be served there by CAM-PLEX rules as established by the Board. This effectively eliminates this site as a potential shared-use kitchen incubator until an amendment to this policy is considered.

Cam-plex Board Members

Mark Christensen (County)
Chairperson
Andy Fitzgerald (County)
ViceChairperson
Brian Baglien (City) Treasurer
Greg Lindblom (County) Secretary
Jordan Ostlund (City)
L.D. Gilbertz (County)
Charlene Murdock (County)
Robin Kuntz (City Liaiso)

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig
ted.craig@wyo.gov

Site Visit Inventory of County Fair Sites

Campbell County Fair
Gillette Wyoming

New Kitchen

Standard range/oven	<input checked="" type="checkbox"/>	Proofing Racks	<input checked="" type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Meat Grinder	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial mixer	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Convection oven	<input checked="" type="checkbox"/>	Steam Kettle	<input checked="" type="checkbox"/>
5' Stainless Prep Table	<input checked="" type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
6' Stainless Prep table	<input checked="" type="checkbox"/>	Scale	<input type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Still	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Refrigerators	<input type="checkbox"/>
Deep Fat Fryer	<input checked="" type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Commercial Dish Washer	<input checked="" type="checkbox"/>	Freezers	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Walk-in freezer	<input checked="" type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Commercial water heater	<input checked="" type="checkbox"/>

Fire extinguisher
Overhead delivery door



Other equipment Warmers, serving table, Eye wash station

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Campbell County Fair

Gillette Wyoming

Older Kitchen

Standard range/oven	<input type="checkbox"/>	Slicers	<input checked="" type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input checked="" type="checkbox"/>	Wire Cooling Racks on wheels	<input checked="" type="checkbox"/>
Convection oven	<input checked="" type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input checked="" type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input checked="" type="checkbox"/>	Refrigerators	<input type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input checked="" type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input checked="" type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input checked="" type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input checked="" type="checkbox"/>	Other equipment _____	
Meat Grinder	<input type="checkbox"/>		

Researcher Comments: The CAM-PLEX has the best kitchens in the State. If there is a change in the food preparation policy this facility would be ideal for a kitchen incubator.

Recommended Equipment List with Price Range

Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$6,790	\$33,350

Carbon County Fairgrounds:

Rawlins, Wyoming
607 Rodeo Street
Rawlins, WY 82301

Carbon County Fair Manager:

Elaine Alameda
Box 1414
Rawlins, WY 82301
307-328-7811

Carbon County Fair Board:

Bill Dahlke
Ray Barkhurst
Anna Helm
John Cowdin
Jim Miller

Carbon County Information:

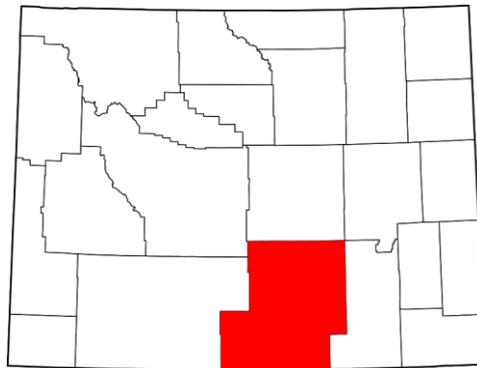
Population 2008 estimate: 15,624
Number of households: 6,129
Persons per household: 2.39
Median household income: \$48,358
County seat: Rawlins

Cities and Towns:

Rawlins- Population: 8,538
Baggs- Population: 348
Dixon- Population: 79
Elk Mountain- Population: 192
Encampment- Population: 443
Hanna- Population: 873
Medicine Bow- Population: 274
Saratoga- Population: 1,726
Riverside- Population: 59
Sinclair- Population: 423

Carbon County Agriculture:

Number of farms: 287
Land in farms: 2,172,544 acres
Crop sales: \$1,961,000 (3%)
State rank in total value of agricultural products sold: 6
State rank in value of crops: 20
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, corn for grain, short-rotation woody crops, corn for silage



Crop	Total Yield per Acre	Total Production
Alfalfa Hay	1.8 (tons)	28,500 (tons)
Other Hay	2.0 (tons)	173,000 (tons)

The following are considerations for the potential use of the Carbon County Fairground as a shared-use kitchen incubator

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time. A new arena was completed in the spring of 2011 but no kitchen facility was included in this building.
- 2. Local agricultural production** Carbon County has very limited agricultural crop production for creating value-added products. . A hoop house was recently constructed on the fairgrounds to stimulate interest in this method of production for raising vegetables.
- 3. Local community support** The local community is supportive of buying local and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** The fairground has a new manager that expressed interest in the kitchen incubator concept.
- 5. Potential use by community** Rawlins has a small farmers market. As there is very little local production the ingredients for value-added processing would need to be from other areas that have a climate for suitable for production. A more in-depth survey of potential use would be needed to better quantify potential usage.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be several hundred thousand dollars. There is no money in the fairground budget at this time to upgrade the older facility. The new arena is not easily modified to include a kitchen. One other option is to add a modular unit that could be used not only for a kitchen incubator but also allow for catering for events in the new arena building.

The following comments were taken from the Carbon Community Assessment.

What are the major problems and challenges in your community?

- Try to buy locally first
- Lack of resources
- Not enough businesses
- Lack of jobs
- Slow economic growth
- Lack of economic base
- Lack of industry, jobs, stability in the economy
- Needs a stable industry base to keep people in the community
- Economic base (no small & medium sized business)
- Not a diverse economy

Some of the goals of the Carbon County Economic Development Corporation "Moving Forward Together" initiatives include:

- Add 200 new primary, higher wage jobs to the county's economy through retention and growth of existing businesses, start-up of new businesses and recruitment of targeted businesses.
- Design and implement an ongoing existing industry Retention and Expansion program.
- Generate a comprehensive inventory and market all industrial and commercial sites and buildings.
- Project to the outside world that "we are open for business".

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Department of Agriculture
Phone: (307) 760-5727
Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Carbon County Fair
Rawlins Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other
3. Approximately how many times per year is the kitchen facility being used? Only when events are booked is the Activities Building approximately 30 times a year
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other _____
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested
6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No
7. Who do you see as clients for a shared-use kitchen incubator? *Anyone
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____
8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies

- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: New arena would benefit from kitchen as many in community would like to rent facility for functions.

9. Are there plans to upgrade to kitchen facility? Yes No Not at this time
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|---|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>All of the above</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Maxine Herring
 Title: Fair Manager
 Address: P.O.Box 82301
 City: Rawlins State: WY Zip Code: 82301
 Phone: (307) 328-7811 Fax: (307) 328-2646

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Carbon **County Fair**
Rawlins **Wyoming**

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Grill</u>	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments

The Carbon County Fairgrounds has an existing kitchen, but it is not suitable for a kitchen incubator without significant investment in renovations. It is in need of most of the equipment necessary for a kitchen incubator. When the initial site visit was conducted the fairground previous manager was not interested in the kitchen incubator concept. Since that time, a new manager has taken over and is more progressive in her vision for the fairgrounds and sees the advantage of this type of project.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700

Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

The fair needs to take into consideration equipment costs and also costs of renovations to an existing building and compare it to the costs of purchasing a modular unit. Equipment costs will vary greatly due to quality and if some equipment is purchased used. Staffing needs will also need to be factored into the cost of managing the kitchen. Rawlins is home to the Carbon County Economic Development Corporation and a vibrant Main Street Program.

Results of additional follow-up

Carbon: Money is the main object preventing Carbon County from pursuing the project at this time. The fair manager and fair board are in favor of renovating the current kitchen and being able to increase its use outside of county fair time. The building is available and the project is supported by the fair board as well as the community. With money being the limiting factor, the fair board is very excited about the prospect of working with the Wyoming Department of Agriculture to obtain grant funding to complete the project.

Converse County/State Fair Fairgrounds:

Wyoming State Fairgrounds

133 West Center
Douglas, WY 82633

Converse County Fair Manager:

Tansey Sussex
133 West Center
Douglas, WY 82633
307-358-2417

Converse County Fair Manager:

James Goodrich
133 West Center
Douglas, WY 82633
307-358-2398

State Fair Advisory Board:

KimCullen, Chairperson
Joey Johnson, Vice Chair
Mel Riley
Jim Mickelson
Jim Zexas
Loren Heth
Justin Mayfield
Joe Rankin
Johnathan Despain
Ron Pulse
Jason Fearneyhough

Converse County Information:

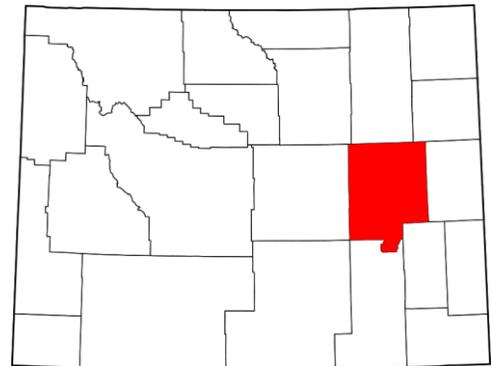
Population 2008 estimate: 13,267
Number of households: 4,694
Persons per household: 2.55
Median household income: \$53,751
County seat: Douglas

Cities and Towns:

Douglas- Population: 5,288
Glenrock- Population: 2,231
Lost Springs- Population: 1
Rolling Hills- Population: 449
Esterbrook- Population: 32

Converse County Agriculture:

Number of farms: 435
Land in farms: 2,366,020 acres
Crop sales: \$3,001,000 (9%)



State rank in total value of agricultural products sold: 15

State rank in value of crops: 17

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, corn for silage, barley for grain, wheat for grain, oats for grain

Crop	Total Yield per Acre	Total Production
Alfalfa Hay	2.0 (tons)	44,000 (tons)
Other Hay	1.8 (tons)	18,000 (tons)
Oats		40,000 BU
Wheat		30,000BU

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Department of Agriculture
Phone: (307) 760-5727
Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

State Fair/Converse County Fair

Douglas Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other
3. Approximately how many times per year is the kitchen facility being used? Only when events are booked is the Activities Building approximately 150 plus days a year
4. When is the kitchen facility being used for events?
 State/County Fair time Weekends Week Days
 Other There are events scheduled year round
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments: The McKibben kitchen has a wide variety of equipment but is extensively for events. Fort Casper is not a fully functioning kitchen

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? Fort Casper Kitchen is scheduled for upgrades in 2011-2012

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet Marketing assistance Financial Counseling
 Labeling Other Fort Casper

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? It would be a great community asset.

13. Respondent Information:
Name: Vicki Rupert
Title: Assistant Fair Manager
Address: PO Box Drawer 10
City: Douglas State: WY Zip Code: 82633
Phone: (307) 358-3298 Fax: (307) 358-6030

To determine the potential use of the State/Converse County Fairground as a shared-use kitchen incubator the following were taken into consideration.

- 1. Existing Equipment/Facility** The fairground has two existing kitchens. The McKibben kitchen has the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities with minimal upgrades. The Fort Casper Kitchen is scheduled for an upgrade. It is smaller but has potential to be turned into a test kitchen incubator with the addition of food processing and packaging equipment.
- 2. Local agricultural production** Converse County has livestock, forage and some grain crop production. Parts of the county have the potential to grow additional higher value crops. The State Fair is also home to two hoop houses that are used by 4-H and the local community to produce vegetables. Interest in hoop house production has increased dramatically and offers a potential source of produce that could be used in processing.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility on the fairground to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff is supportive of the kitchen incubator concept and is exploring opportunities on funding the project.
- 5. Potential use by community** Douglas supports a growing farmers market. The Converse Area New Development Organization (CANDO) indicated there were several clients that could utilize a shared-use kitchen if available.
- 6. Cost to upgrade facility** There is very little cooking equipment available in the Fort Casper site, but the fair has some equipment in storage that could be used to lower the cost of upgrading the kitchen.

Converse Area New Development Organization (CANDO): As the economic development agency for the City of Douglas and Converse County, envisions accomplishing three distinct yet connected strategies:

- 1. Plan and Support Infrastructure for Growth** – Converse County is growing. While the area has some capacity to grow, it will be critical that the community become focused on planning for long-term growth demands. Our area must have adequate roads, water, sewer, telecommunications, transportation, developable land, an effective land use plan and skilled workers to accommodate economic growth.
- 2. Develop New Business** – Our economy can be strengthened and grown by selectively developing new businesses and industries that diversify and sustain our economy. Now that the Douglas Business Park infrastructure is complete, one of our top priorities is to attract new businesses to construct facilities there.
- 3. Grow Existing Business** – Our priority has been to grow businesses that are already here, thereby adding to jobs and prosperity that currently define our community’s economy. However, with workforce and housing shortages in the area, existing businesses are not in a position to grow. Accordingly, CANDO will instead work to address the foundational problem hindering growth: development of new housing and recruitment/development of new workers.

Researcher Comment: It is believed that a shared-use kitchen incubator falls within the vision of the Converse Area New Development Organization.

The following comments that relate to agriculture and small business were taken from the Douglas Community Assessment.

Lack of business attraction

Limited business base

Funding limitations for infrastructure

We don’t use the assets we have

State fairgrounds facilities are intended for summer use only

Fair grounds – update it

State Fair is limited in what it can do

Build it and they will come attitude is necessary, especially winter months

- Need more state funding for state fair – it’s part of our culture
- Need economic diversification
- Ag based resources are diminishing
- Community is turning back on agriculture
- Need to diversify economy beyond minerals
- Lack of commitment from UW to be actively promoting agriculture
- Need agriculture marketing help
- Jeopardizing the agriculture community jeopardizes the community cohesiveness

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites Converse County Fair/State Fair Douglas Wyoming

McKibben Kitchen

Standard range/oven	<input type="checkbox"/>	Proofing Racks	<input checked="" type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Meat Grinder	<input checked="" type="checkbox"/>
Mixer	<input checked="" type="checkbox"/>	Slicers	<input checked="" type="checkbox"/>
Commercial mixer	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Convection oven	<input checked="" type="checkbox"/>	Steam Kettle	<input checked="" type="checkbox"/>
5' Stainless Prep Table	<input checked="" type="checkbox"/>	Wire Cooling Racks on wheels	<input checked="" type="checkbox"/>
6' Stainless Prep table	<input checked="" type="checkbox"/>	Scale	<input type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Still	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Refrigerators	<input type="checkbox"/>
Deep Fat Fryer	<input checked="" type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Commercial Dish Washer	<input checked="" type="checkbox"/>	Freezers	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Walk-in freezer	<input checked="" type="checkbox"/>
Double Sink	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Ice Machine	<input checked="" type="checkbox"/>	Commercial water heater	<input checked="" type="checkbox"/>

Fire extinguisher
Overhead delivery door



Other equipment Cooking utensils

Additional Researcher Comments

The State Fair has two kitchens. The Mckibben kitchen, although it has the most equipment and improvements to it would be minimal is not the one being considered for upgrades. This is due to the fact that this is the main kitchen for the fairgrounds and it has been determined that Fort Casper would be more useful as a kitchen incubator.

Recommended Equipment List with Price Range

Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$6,790	\$33,350

Equipment costs will vary greatly because of quality and if used equipment is acceptable.

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites
Converse County Fair/State Fair
Douglas Wyoming

Fort Casper Kitchen

Standard range/oven	<input checked="" type="checkbox"/>	Vent Hood	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Deep Fat Fryer	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Commercial Dish Washer	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Sink	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Double Sink	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Triple Sink	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Hand Sink	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Stainless Counter Space	<input type="checkbox"/>

Other Counter Space	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Meat Grinder	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Slicers	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Sheeter	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Steam Kettle	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Wire Cooling Racks on wheels	<input type="checkbox"/>	Commercial water heater	<input checked="" type="checkbox"/>
Scale	<input type="checkbox"/>	Fire extinguisher	<input checked="" type="checkbox"/>
Still	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Refrigerators	<input checked="" type="checkbox"/>	Other equipment <u>Cooking utensils</u>	
Walk-in cooler	<input type="checkbox"/>		

Researcher update: The State Fair Grounds is planning to upgrade the Fort Casper kitchen in response to community and fairground needs. The fair presently has a commercial gas range, steam kettle and triple stainless sink available for installation in Fort Casper kitchen. They will be purchasing additional equipment as listed below. They plan on offering this kitchen as a shared-use test kitchen for community use and as a training kitchen for value-added food processing classes.

The following we be needed to upgrade kitchen.

Stainless commercial cooler = \$1,500

12' Hood = \$3,500

Braising Table = \$3,000

Stainless Steel Prep Tables = \$900

Primera LX900 Color Label Printer = \$3,200

Bottle Filler = \$2,900

Mizer Dish washer = \$2,400

Misc. Kitchen Supplies: PH meter = \$500, Scale = \$490, Mixer hopper = \$550, Glass jars = \$1,000, Bag sealer = \$500, Misc. bag supplies = \$500, Dehydrator = \$500, Misc. printer supplies, labels, ink, printer head = \$1,200

Crook County Fairgrounds:

Sundance, Wyoming
 Fairgrounds Loop Road
 Sundance, WY 82729

Crook County Fair Manager:

Linda Schelldorf
 P.O. Box 473
 Sundance, WY 82729
 307-283-2644

Crook County Fair Board:

Paula Brown - President
 Sharon Campbell - V.P.
 Lee Jay - Treasurer
 Robyn Finch - Secretary
 Wayne Garman - Member

Crook County Information:

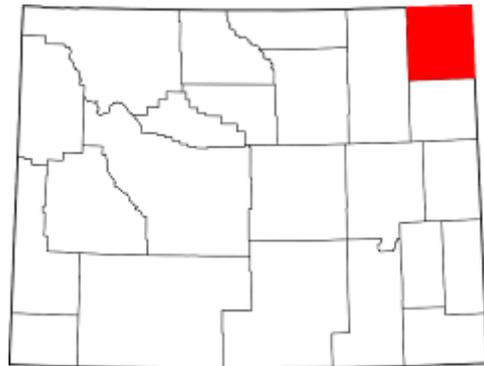
Population 2008 estimate: 6,457
Number of households: 2,308
Persons per household: 2.51
Median household income: \$49,890
County seat: Sundance

Cities and Towns:

Sundance- Population: 1,161
Moorcroft- Population: 807
Hulett- Population: 408
Pine Haven- Population: 222

Crook County Agriculture:

Number of farms: 457
Land in farms: 1,569,912 acres
Crop sales: \$4,383,000 (10%)
State rank in total value of agricultural products sold: 9
State rank in value of crops: 11
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, oats for grain, barley for grain, field and grass seed crops



Crop	Total Yield per Acre	Total Production
Winter Wheat	42 (bushels)	185,600 (bushels)
Oats	34 (bushels)	27,100 (bushels)
Alfalfa Hay	1.5 (tons)	110,000 (tons)
Other Hay	1.0 (tons)	23,000 (tons)

To determine the potential use of the Crook County Fairground as a shared-use kitchen incubator the following need to be taken into consideration.

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Crook County has some agricultural crop production for creating value-added products. There is some hoop house production and this may eventually provide a greater supply of vegetables for processing
- 3. Local community support** The local community has a very strong local food movement and would welcome a local facility to provide access to shared-use food processing equipment. Having said this, the county population is around 6,500 people with the Sundance being the largest town (1,162).
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator concept because of costs, lack of existing equipment and felt that as mobile unit might be better suited to the fair.
- 5. Potential use by community** Because of the small population base usage of a kitchen would be low. A mobile multi-use facility would be a better use of scarce dollars.
- 6. Cost to upgrade facility** There is very little cooking equipment available at this site. The cost for a multipurpose mobile unit would be around \$62,000. There is no money in the fairground budget for a unit at this time.

The following comments that relate to agriculture and small business development were taken from the Sundance Community Assessment.

Problems & challenges

Costs vs. growth – financing to get revenue for growth
Classical agriculture/ranching and effect on economy, retirees moving in
Small business – business retention, money spent in SD
Meet future needs of folks moving in
Support of existing/local services and businesses
Few opportunities for young people to earn living
Need more employment opportunities
Ranches cannot compete on wages
Lack of direction and viable economic development

Strengths and assets

Diverse economy for small economy – other services beside county & federal
Service economy embraced and supported – tourism
Ag community very supportive of business services
Well educated community residents – can work toward community goals
PRECORP is an REA (RUS) funding tool – Rural Development

Projects and Goals

Business and workforce retention
Economic development in general – incentives for new business
Community garden

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: Our kitchen has one microwave, an oven, stove, freezer, and refrigerator. It is not a fully functioning kitchen

9. Are there plans to upgrade to kitchen facility? Yes No

If yes, when? Initial response was no but they did do some upgrades this past year

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|---|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>All of the above</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?

Yes No Note Initial response was no but they would now like to explore possible funding opportunities for the concession stand to upgrade it.

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? Our kitchen is basically a concession stand keeping foods hot or cold.

13. Respondent Information:

Name: Linda Schelldorf

Title: Fair Manager

Address: PO Box 473

City: Sundance State: WY Zip Code: 82728

Phone: (307) 283-2644 Fax: (307) 283-2655

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Ted Craig

Site Visit Inventory of County Fair Sites

 Crook County Fair
 Sundance Wyoming

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Regular water heater	<input checked="" type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input checked="" type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment _____	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments

Crook County has a small, seldom used kitchen facility recently updated with a new sink, cupboards and newer stove and refrigerator. The renovations suit their needs and they are not interested in further improvement of the existing kitchen. This year the fairgrounds upgraded the 4-H Hall with a small kitchen facility. Exclusive of the double sink, the equipment added is similar to what would be found in a home kitchen. The building is set up with inside heat but it would take a considerable financial investment to upgrade the 4-H Hall to a full scale kitchen incubator. The arena, which is the largest building on the fairgrounds has no kitchen. Other buildings on the fairgrounds have no kitchen facilities and would not be suitable for this project. A concession stand has been added to the fairgrounds.

Some interest was expressed as to funding being available for their concession stand. Modifying their concession trailer to a certified unit would increase its use for sporting and other events. Although the population in Crook County is low, the fair manager felt that many of their citizens would take advantage of a commercial kitchen for processing goods for personal use. Given the relatively small population and use of the facility a mobile kitchen unit may be the best option for this site. North Dakota has a mobile unit that would potentially work here. North Dakota research indicated that mobile units come in various sizes and prices.

An 8.5' x 24' foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Fremont County Fairgrounds:

Riverton, Wyoming
705 Fairgrounds Drive
Riverton, WY 82501

Fremont County Fair Manager:

Old Manager Donna Jo Sweet
New Manager Barney Cosner
P.O. Box 309
Riverton, WY 82501
307-856-6611



Fremont County Fair Board:

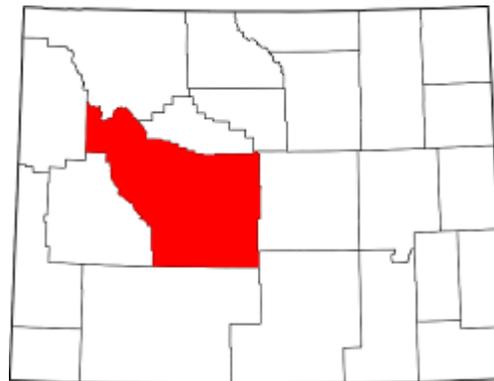
Ryan Hedges - Chairperson
Ernie Phinney - Vice Chairperson
Amy Hamilton - Treasurer
Patty O'Connor - Secretary
Rod Rivers, Gary Crichton, Bobby Lane - Members

Fremont County Information:

Population 2008 estimate: 38,113
Number of households: 13,545
Persons per household: 2.58
Median household income: \$45,451
County seat: Lander

Cities and Towns:

Riverton- Population: 9,310
Lander- Population: 6,867
Arapahoe- Population: 1,766
Fort Washakie- Population: 1,477
Ethete- Population: 1,455
Dubois- Population: 962
Shoshoni- Population: 635
Hudson- Population: 407
Boulder Flats- Population: 381
Johnstown- Population: 236
Pavillion- Population: 165
Crowheart- Population: 163
Jeffrey City- Population: 106
Atlantic City- Population: 39



Fremont County Agriculture:

Number of farms: 1,394
Land in farms: 1,800,538 acres
Crop sales: \$22,379,000 (26%)
State rank in total value of agricultural products sold: 4

State rank in value of crops: 4

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, corn for silage, barley for grain, dry edible beans, sugar beets for sugar

Crop	Total Yield per Acre	Total Production
Barley	90 (bushels)	190,000 (bushels)
Oats	72 (bushels)	43,300 (bushels)
Dry Beans	2,500 (pounds)	30,000 (pounds)
Sugar beets	18.7 (tons)	41,200 (tons)
Alfalfa Hay	3.7 (tons)	243,000 (tons)
Other Hay	2.2 (tons)	56,000 (tons)

The following are considerations for the potential use of the Fremont County Fairground as a shared-use kitchen incubator:

- 1. Existing Equipment/Facility** The fairground has two existing kitchens. One is small with old equipment. The second has some of the required cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Fremont County has good agricultural crop production for development of value-added products. A hoop house is scheduled to be built on the county fairgrounds in the spring of 2012. There has been an increase in the number of hoop houses built in the county since 2008. There are already several raspberry and apple orchards, and this area was once the apple capital of Wyoming.
- 3. Local community support** The local community is supportive of buying local and would welcome a local facility to provide access to shared-use food processing equipment. The Wind River Reservation is located here and they are presently part of a sustainability project funded by USDA.
- 4. Fair management support** The fairground has a new manager that is progressive and interested in the kitchen incubator concept.
- 5. Potential use by community** Riverton and Lander have small farmers markets and active local growers. There is local production of raw ingredients used for value-added processing and an interest by the community to expand local production and processing of specialty crops. The 2012 Farmers' Market conference will be held at this facility.
- 6. Cost to upgrade facility** As there is some cooking equipment available at this site, the cost to upgrade would range from \$39,800 to \$119,532 dollars. The fairground does not have money in its budget at this time and needs assistance sourcing grant funds.

The following comments that relate to agriculture and small business development were taken from the Riverton Community Assessment.

Problems and challenges

- Lack of employment with a career path
- Lack of industry
- Lack of jobs for youth
- Need to create more job opportunities
- Business start-ups need considerably more technical assistance here
- More counseling and advising resources for small businesses – need SBDC
- Difficult for small businesses to survive
- Need to attract manufacturing industries
- Small business owners need training and education to help w/ strategic planning
- Sustainability of Ag needs to be appreciated

Transportation and need for value ad Ag
Losing Ag and natural resources will increase taxes
Riverton needs to be more responsive to the needs of the community

Strengths and Assets

Riverton is innovative and not afraid to try new things
Core of creative people who will do something if given a realistic opportunity
Diversity of jobs, sources of revenue
Good entrepreneurial, can-do spirit
Best Ag products in region
Good base of farmers
Good markets for livestock, feed
People in Ag
Productivity of land base
Wealth of business knowledge from farmers/ranchers
Low barriers to entry for businesses
Ag mix is strength
Ag community
Diversification of economic base
State has a supportive government for economic development, WBC
Good businesses that we need to keep and nurture
Diversified economy

Projects

Long-term program to assist in creating small businesses and create operational strategies to succeed
Diversified Businesses
Promote business marketing effort
Expansion of manufacturing sector and technical support
Attract new businesses; stabilize economy
As Ag based community - need to be more supportive to ranchers & farmers
More jobs for people
Full-time Small Business Development Center here
Diversify economic base to increase youth retention
Fully-funded economic development program here
Ag businesses need to be retained and appreciated

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Fremont County Fair

Riverton Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?

Yes No

2. What types of companies or organizations are presently using your facility?

Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other

3. Approximately how many times per year is the kitchen facility being used? Only when events are booked approximately 100 plus times a year

4. When is the kitchen facility being used for events?

County Fair time Weekends Week Days
 Other _____

5. How often might you be interested in providing a shared-use kitchen facility to the community?

Daily Weekly Monthly Occasionally
 As often as possible Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?

Part Time Full Time Other No Not at this time

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone

New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____

8. What types of food products are presently being made in the kitchen facility?

Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments: Our kitchen is older with need for upgraded equipment

9. Are there plans to upgrade to kitchen facility? Yes No When money is available

If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator

- Vacuum Packer
- Secretarial help
- High speed internet
- Labeling
- Deep Fryer
- Copy/Fax machine
- Marketing assistance
- Other A complete remodel and we do not have the budget.
- Phone answering
- Personal computer
- Financial Counseling

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator? Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Barney Cosner
 Title: Fair Manager
 Address: 705 Fairgrounds Drive
 City: Riverton State: WY Zip Code: 82501
 Phone: (307) 856-6611 Fax: (307) 856-6283

Researcher Comments: Since the first survey was done the fair management has changed. The previous manager was not interested in the concept but new manager is.

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Fremont County Fair
Riverton Wyoming

Standard range/oven	<input checked="" type="checkbox"/>	Commercial Dish Washer	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sink	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Double Sink	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Triple Sink	<input checked="" type="checkbox"/>
Convection oven	<input type="checkbox"/>	Hand Sink	<input checked="" type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Stainless Counter Space	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Other Counter Space	<input checked="" type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Ice Machine	<input checked="" type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Proofing Racks	<input type="checkbox"/>
Deep Fat Fryer	<input checked="" type="checkbox"/>	Meat Grinder	<input type="checkbox"/>

Slicers	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sheeter	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Steam Kettle	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Wire Cooling Racks on wheels	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Scale	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Still	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Refrigerators	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Walk-in cooler	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Freezers	<input checked="" type="checkbox"/>	Other equipment _____	
Walk-in freezer	<input type="checkbox"/>		

Additional Reviewer Comments

The kitchen incubator is in need of significant investment in renovations and addition of equipment. Most of the existing equipment looks to be in need of replacement.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$39,800	\$119,532

Additional analysis would need to be done before tackling the project, as one would need to take into consideration not only equipment costs but cost of improvements to the building and staffing needs as well. Equipment costs will vary greatly due to quality and availability of used equipment. A mobile unit might also be an option for this site.

Goshen County Fairgrounds:

Torrington, Wyoming
7078 Goshen County Road
Torrington, WY 82240

Goshen County Fair Manager:

Stephanie Lofink
P.O. Box F
Torrington WY 82240
307-532-2525

Goshen County Information:

Population 2008 estimate: 12,072
Number of households: 5,061
Persons per household: 2.38
Median income for households: \$38,879
County Seat: Torrington

Cities and Towns:

Torrington- Population: 5,776
Lingle- Population: 510
La Grange- Population: 332
Fort Laramie- Population: 243
Yoder- Population: 169
Hawk Springs- Population: 65
Veteran- Population: 28
Huntley- Population: 20

Goshen County Agriculture:

Number of farms 2007: 815
Land in farms: 1,368,342 acres
Crop sales: \$31,986,000 (20%)
State rank in total value of agricultural products sold: 1
State rank in value of crops: 2

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, corn for grain, dry edible beans, corn for silage. Goshen County is the leading beef producer in the state of Wyoming with over 200,000 cattle raised. Ethanol plant south of Torrington has increased number of local value-added producers



Crop	Total Yield Per Acre	Total Production
Corn	128 (bushels)	4,698,500 (bushels)
Barley	42 (bushels)	50,500 (bushels)
Oats	25 (bushels)	22,400 (bushels)
Dry Beans	2,440 (pounds)	151,000 (Cwt.)
Sugar beets	23.5 (tons)	28,200 (tons)
Alfalfa Hay	4.2 (tons)	182,000 (tons)
Other Hay	2.0 (tons)	32,000 (tons)
Winter Wheat	26 (bushels)	1,592,500 (bushels)

To determine the potential use of the Goshen County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** Torrington has suitable existing equipment, potential agricultural production for creating value-added products, local community support and fair management support.
- 2. Local agricultural production** The factors that affect potential use by the community include fair management support, local population density, access to local raw materials and distance to larger markets. Torrington satisfies all the criteria with access to local raw materials, fair management support, reasonable distances to other markets and a population suitable for potential entrepreneurial development.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. The local Farmers Market manager indicated that he felt there are about six of his vendors could be helped by a facility like this.
- 4. Fair management support** The Goshen County Fair Board and the fair manager are supportive of developing ways to increase utilization of the fairgrounds for the community. A kitchen incubator project would provide additional opportunities for food entrepreneurs to develop value-added products in a safe and cost effective manner.
- 5. Potential use by community** Potential need for kitchen incubators in communities continues to increase as the demand for local food increases. Torrington has a rich history, with agriculture being the principal industry for Goshen County. Sugar beets, potatoes, beans, corn, wheat and other grains and alfalfa are all grown in the area. Torrington producers are also beginning to supply Cheyenne and Laramie markets with produce. Research indicates there are presently six vendors participating in the Torrington farmers markets selling value-added preserved food. A shared-use kitchen facility would allow other producers who wish to develop value-added products access to the proper cooking and packaging equipment. The Goshen County Fair Grounds facility already has a substantial investment in existing equipment, room to expand and a history of use by local caterers.
- 6. Cost to upgrade facility** The kitchen has most of the equipment to produce value-added products. It will need an addition \$20,000 to \$40,000 to upgrade the kitchen.

The following comments that relate to agriculture and small business development were taken from the Torrington Community Assessment.

Agribusiness Issues

It appears there is increasing opportunity for, and interest in, a variety of new ventures into the value-added arena. One possible avenue might be the pursuit of an "Agribusiness Incubator Project".

What are the major problems and challenges in your community?

Small business not able to survive downtown
Enhance family farms, prosperity
Agriculture industry going through rough times
Lack of value-added agriculture products
Disappearance of small family farm
Lack of industry for agriculture related items
Preservation and enhancement of family farm
Small business assistance
Struggling farm economy"

What are the major strengths/assets of the community?

Strong agriculture community-largest farm area in Wyoming
Excellent economic development program and personnel
Fairground facilities

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone

- | | |
|--|---|
| <input checked="" type="checkbox"/> New food processors | <input checked="" type="checkbox"/> Caterers |
| <input checked="" type="checkbox"/> Food Service | <input checked="" type="checkbox"/> Specialty/Gift |
| <input checked="" type="checkbox"/> Value-added agricultural producers | <input checked="" type="checkbox"/> Service Organizations |
| <input checked="" type="checkbox"/> Private Citizens | <input type="checkbox"/> Other _____ |

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: _____

9. Are there plans to upgrade to kitchen facility? Yes No

If yes, when? Always keep current

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Steam kettle | <input checked="" type="checkbox"/> Filler | <input checked="" type="checkbox"/> Proofer |
| <input checked="" type="checkbox"/> Mixer | <input checked="" type="checkbox"/> Package sealer | <input checked="" type="checkbox"/> Dehydrator |
| <input checked="" type="checkbox"/> Vacuum Packer | <input checked="" type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input checked="" type="checkbox"/> Labeling | <input type="checkbox"/> Other <u>Would be able to provide all with some assistance</u>
(Chamber of Commerce) | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator? Yes No Would like presentation to Fair Board

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Stephanie Lofink
Title: Fair Grounds Manager
Address: PO Box 1071
City: Torrington State: WY Zip Code: 82240
Phone: (307) 532-2525 Fax: (307) 532-7812

Researcher comments: After meeting with the fair manager the WDA was asked to meet with the Goshen County Fair Board to discuss the idea. The Board approved the basic concept and instructed the manager to

begin looking for funding. A specialty crop grant was developed and submitted to the WDA. Goshen County was successful in its application and has moved forward with developing a shared use kitchen incubator.

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Goshen **County Fair**
Torrington **Wyoming**

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input checked="" type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input checked="" type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input checked="" type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Vent Hoods	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input checked="" type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input checked="" type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Fire extinguisher	<input checked="" type="checkbox"/>
Ice Machine	<input checked="" type="checkbox"/>	Overhead delivery door	<input checked="" type="checkbox"/>
Proofing Racks	<input checked="" type="checkbox"/>	Other equipment <u>Warmers</u>	
Meat Grinder	<input type="checkbox"/>		

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Tilt Skillet	\$5,400	\$14,200
Steam Kettle	\$3,210	\$7,500

Walk-in Freezer	\$4,550	\$7,240
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$22,610	\$73,012

Researchers update: Goshen County has decided to go ahead with a shared-use kitchen incubator. They have applied for and received a specialty crop grant for \$39,470. They are expected to open in mid-November 2011. Grant funds for upgrade included a steam jacketed kettle @ \$4,800, semi automatic bottle filler @ \$3,980, mixer hopper @ \$550, glass jars \$1,000, bag sealer @ \$420, misc bag supplies \$600, dehydrator @ \$3,500, label maker and notebook @ \$3,800, Misc printer supplies, labels, ink, printer head @ \$1,200, chiller bath \$750, shipping costs \$500 = \$21,100

Hot Springs County Fairgrounds:

Thermopolis, Wyoming
 1213 Springview Street
 Thermopolis, WY 82443

Hot Springs County Fair Manager:

Carol Bader
 P.O. Box 846
 Thermopolis, WY 82443
 307-864-2019

Hot Springs County Fair Board:

Donna Nally - President
 Gene Boehmke - Vice President
 Veva Blakesley - Past President / Board Member
 Debbie Mount - Board Member
 Tawna McQueen - Board Member
 John Gibbel - Board Member
 James Raymond - Board Member
 Meri Ann Rush - Board Member

Hot Springs County Information:

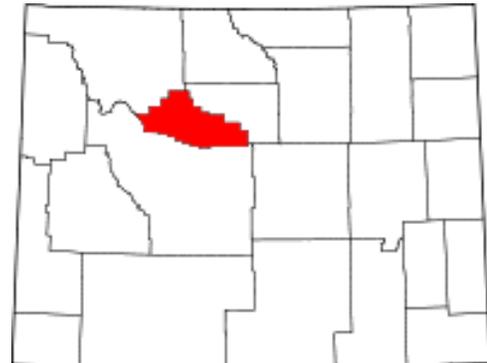
Population 2008 estimate: 4,622
Number of households: 2,108
Persons per household: 2.25
Median household income: \$40,709
County seat: Thermopolis

Cities and Towns:

Thermopolis- Population: 3,172
East Thermopolis- Population: 274
Kirby- Population: 57
Lucerne- Population: 525
Owl Creek- Population: 11

Hot Springs County Agriculture:

Number of farms: 180
Land in farms: 547,084 acres
Crop sales: \$1,515,000 (11%)
State rank in total value of agricultural products sold: 22
State rank in value of crops: 21
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, dry edible beans, corn for grain, corn for silage



Crop	Total Yield per Acre	Total Production
Barely	123 (bushels)	98,000 (bushels)

Dry Beans (2006)	2,700 (pounds)	13,500 (pounds)
Alfalfa Hay (2006)	2.8 (tons)	37,000 (tons)
Other Hay (2006)	1.7 (tons)	34,000 (tons)

To determine the potential use of the Hot Springs County Fairground as a shared-use kitchen incubator the following were taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Hot Springs County has limited agricultural crop production for creating value-added products.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator concept because of costs and lack of existing equipment.
- 5. Potential use by community** Thermopolis supports a farmers market. There would be several vendors that interested in using a shared-use kitchen if available. Although this is not a heavily populated area, it is a tourist destination. A more in-depth survey of potential use would be needed to better quantify potential usage.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be several hundred thousand dollars. There is no money in the fairground budget to upgrade the facility at this time.

The following comments that relate to agriculture and small business development were taken from the Thermopolis Community Assessment.

What are the major problems and challenges in your community?

- Diversity in jobs that go all the way up the ladder to be able to attract young families.
- Need to look at industry and see what and who can attract to Thermopolis.
- Need to diversify away from the base of oil and gas.
- Outdated facilities.
- Need more jobs that are paying a good wage to get younger people into the community.
- Need to keep working at development in Thermopolis and the County so that there is Viable community economy.
- Need year-round jobs with good sustainable wages.
- Need to make agriculture sustainable.
- Agricultural sector doesn't get the recognition it deserves
- Economic Development.
- Not enough job opportunities.
- Need more businesses.
- Continue to need to develop employment that is year-round with sustainable wages and benefits.

What are the major strengths and assets of your community?

- Prime location for development.
- Slow, sustainable thoughtful growth.
- Agriculture is a strong point over the years.
- The agriculture is a good solid base for the community as it teaches a strong work ethic.

What projects would you like to see accomplished in your community

- Creating jobs – but doesn't need to be professional – needs to be a living wage.
- Managed, balanced, sustainable growth with good paying jobs.

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: We would like to renovate the concession area

9. Are there plans to upgrade to kitchen facility? Yes No

If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Steam kettle | <input checked="" type="checkbox"/> Filler | <input checked="" type="checkbox"/> Proofer |
| <input checked="" type="checkbox"/> Mixer | <input checked="" type="checkbox"/> Package sealer | <input checked="" type="checkbox"/> Dehydrator |
| <input checked="" type="checkbox"/> Vacuum Packer | <input checked="" type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input checked="" type="checkbox"/> Marketing assistance | <input checked="" type="checkbox"/> Financial Counseling |
| <input checked="" type="checkbox"/> Labeling | <input type="checkbox"/> Other <u>All of the above</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?

- Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Carol Bader
 Title: Fair Manager
 Address: PO Box 846
 City: Hot Springs State: WY Zip Code: 82443
 Phone: (307)864-2019

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Site

Hot Springs **County Fair**
Thermopolis **Wyoming**

Standard range/oven	<input type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment _____	
Meat Grinder	<input type="checkbox"/>		

Researchers Comment: In a follow up visit, the idea of a mobile unit was discussed. This might be the best option for this site. An 8.5' x 24' foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Johnson County Fairgrounds:

Buffalo, Wyoming
18 Fairgrounds Road
Buffalo, WY 82834

Johnson County Fair Manager:

Elaine Walker
P.O. Box 911
Buffalo, WY 82834
307-684-7357

Johnson County Fair Board:

Chris Brock – Chairman
Alan Greub - Vice Chairman
Sandra Bidonde - Secretary
Mary Klaahsen - Treasurer
Frank Sickler - Public Relations
Commissioner John Gibbs, Liason

Johnson County Information:

Population 2008 estimate: 7,075
Number of households: 2,959
Persons per household: 2.36
Median household income: \$47,259
County seat: Buffalo

Cities and Towns:

Buffalo- Population: 3,900
Kaycee- Population: 249

Johnson County Agriculture:

Number of farms 2007: 319
Land in farms: 1,946,197 acres
Crop sales: \$2,041,000 (7%)
State rank in total value of agricultural products sold: 18
State rank in value of crops: 19
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, oats for grain, wheat for grain, corn for silage



Crop	Total Yield per Acre	Total Production
Alfalfa Hay	3.0 (tons)	66,000 (tons)
Other Hay	2.3 (tons)	13,500 (tons)

To determine the potential use of the Johnson County Fairground as a shared-use kitchen incubator the following were taken into consideration:

- 1. Existing Equipment/Facility** The fairground has a limited amount of equipment and space in the existing kitchen suitable for the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Johnson County has limited agricultural crop production for creating value-added products. The value of livestock, poultry and their products comprises 97% of the total market-value of agricultural products sold. Harvested cropland as a percentage of land in farms was only 1.52%
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See assessment comments.
- 4. Fair management support** The old fairground staff expressed reservation on the kitchen incubator concept but they have a new fair manager and are interested in learning how they would be able to upgrade their existing kitchen to be an incubator.
- 5. Potential use by community** Buffalo supports a farmers market and is a tourist destination. Opportunities exist to capitalize on not only the local market but also the tourist trade.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be up to hundred thousand dollars. There is no money in the fairground budget to upgrade the facility at this time.

The following comments that relate to agriculture and small business development were taken from the Johnson Community Assessments.

Problems & Challenges

Infrastructure

Feasibly of keeping agriculture people in business

Using existing facilities effectively for the highest community benefit

Ag will be challenged by the global market place

Economic development

Economic Dev diversity

Ag has been a part of culture and economy people don't generally realize the importance of Ag to the community

Financial strength in diversity

Challenge of replacing existing ranching opportunity

Sustainability to support youth resource

Planning when methane boom is over

Infrastructure

Marketing

Strengths & Assets

People willing to take risk

Strong businesses – good job opportunities

Small and home grown businesses good

Family ranches and small, family-owned operations

Strong community businesses

Good job opportunities

Short & Long Term Goals

Better jobs (good paying)

Economic diversity

More businesses 5-10 years

Ag participation in what is going on in the nation not only producing food but also energy

Small farms and ranches still here or expanding

Viable and profitable Ag industry

Vibrant and diversified economy
Economic development

Excerpts from Kaycee Resource Team Report

Theme: Economic Development

Challenge: The community would like to encourage entrepreneurship within the community.

Solution: The community hosts a number of people who are developing cottage industries.

Challenge: To increase the ranchers' access directly to consumers.

Solution: Farmer's markets are growing in popularity throughout the United States. In Wyoming, there are markets in Cheyenne, Casper, Laramie and Powell. The markets fetch high dollar for agricultural products produced within the state. Having a college student at one of these towns would be an ideal way to get other items such as lotions and BBQ sauce introduced at the markets.

An additional plus for the markets is that many times local businesses find merchandise worthwhile to carry in their stores and work directly with the producer.

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Johnson County Fair
Buffalo Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No not at this time
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other
3. Approximately how many times per year is the kitchen facility being used? 70% spring-fall 30% winter wedding and receptions
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other Occasional week days charity auction
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator? *
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other anyone

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments:

9. Are there plans to upgrade to kitchen facility? Yes No not at this time
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet Marketing assistance Financial Counseling
 Labeling
 Other

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No not at this time

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? Cost? Market to community and benefits to organizations

13. Respondent Information:

Name: Sandy Bidonde
Title: Fair Manager
Address: PO Box 911
City: Buffalo State: WY Zip Code: 82834
Phone: (307) 684-7357 Fax: (307) 684-1444

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

	Johnson Buffalo	County Fair Wyoming	
Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input checked="" type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave</u>	
Meat Grinder	<input type="checkbox"/>		

Researcher Comments: Buffalo's fair manager and board are very open to further enhancing their current kitchen for additional use. The kitchen recently received a concession window and equipment was moved around for more efficient use. The space is rather small with room to add on. Financing and time are limiting factors for acting on this project. They have requested a meeting with the Wyoming Department of Agriculture to explore options.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$42,820	\$129,572

Equipment costs will vary greatly due to quality and availability of used equipment. A mobile unit may also be an option for this fair. An 8.5' x 24' foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Laramie County Fairgrounds:

Archer, Wyoming
3967 Field Station Road
Cheyenne, WY 82001

Laramie County Fair Manager:

Jeff Ketcham
P.O. Box 20670
Cheyenne, WY 82001
307-633-4534



Laramie County Fair Board:

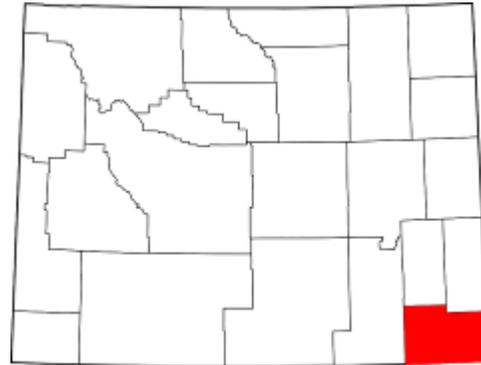
Pam Freeman
Jodi Milbourn
Kent Drake
Brett Bauman
Sandy Vetter

Laramie County Information:

Population 2008 estimate: 87,542
Number of households: 31,927
Persons per household: 2.45
Median household income: \$51,658
County seat: Cheyenne

Cities and Towns:

Cheyenne- Population: 55,314
Ranchettes- Population: 4,869
South Greeley- Population: 4,201
Pine Bluffs- Population: 1,153
Burns- Population: 285
Albin- Population: 120



Laramie County Agriculture:

Number of farms: 844
Land in farms: 1,691,648 acres
Crop sales: \$21,656,000 (17%)
State rank in total value of agricultural products sold: 2
State rank in value of crops: 5
Top crop items: Wheat for grain, Forage-land used for all hay and haylage, grass silage, and greenchop, corn for grain, corn for silage, proso millet

Crop	Total Yield per Acre	Total Production
Winter Wheat	26 (bushels)	1,592,500 (bushels)
Oats	48 (bushels)	28,700 (bushels)
Dry Beans	2,350 (pounds)	61,000 (pounds)

Sugarbeets	21.1 (tons)	16,900 (tons)
Corn	135 (bushels)	794,000 (bushels)
Alfalfa Hay	2.8 (tons)	62,000 (tons)
Other Hay	1.5 (tons)	54,000 (tons)

To determine the potential use of the Laramie County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Laramie County has adequate agricultural crop production for creating value-added products. Parts of the county are subjected to a shorter growing season but the increase in the number of hoop houses to grow specialty crops may provide a greater supply of vegetables for processing.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See community assessment comments.
- 4. Fair management support** Fairground staff expressed interest in the kitchen incubator concept and would like to see other kitchen incubator facilities.
- 5. Potential use by community** Cheyenne supports two of the largest farmers markets in the state. There would be several vendors interested in using a shared-use kitchen if available. One artisan bread maker lost the facility they were using and ended up quitting business as she could not find a replacement kitchen. The Wyoming Cottage law has enabled entrepreneurs to experiment with making non-hazardous foods sold at farmers markets.
- 6. Cost to upgrade facility** As there is no cooking equipment available at this site at the present time but the county is in the planning stage a new facility, the cost to upgrade from a standard commercial kitchen to a kitchen incubator is significantly less. Costs will depend on an analysis of what equipment is planned for the commercial kitchen.

The following comments that relate to agriculture and small business development were taken from the Burns and Pine Bluffs Community Assessments.

Burns

Problems and Challenges

Not willing to step up and participate in projects
Lack of Growth and lack of economic development
Lack of new businesses

Goals

Manufacturing Business, non-polluting, green energy, paid well
More local support for businesses
Economic growth
More businesses

Pine Bluffs Community Assessment

What are the major problems and challenges in your community?

Future development
Hard for business start up
Business development
Lack of business growth and new businesses
Need for additional businesses

Lack of new industry /jobs
Need Farmers' Market

What are the major strengths/assets of the community?

Willing to look toward future

What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

Light manufacturing business
Wyoming products and home businesses
More development
More businesses
Create more jobs
Small businesses
Continued growth

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Department of Agriculture
Phone: (307) 760-5727
Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

 Laramie County Fair
 Archer Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No not at this time
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other
3. Approximately how many times per year is the kitchen facility being used? The present building does not have a kitchen but is used approximately 32 times a year at this time.
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other no kitchen facility on site
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible Not interested at this time

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator? *
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other Anyone

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments: None at this time

9. Are there plans to upgrade to kitchen facility? Yes No not at this time
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet marketing assistance Financial Counseling
 Labeling Other All of the above

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No not at this time

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:
Name: Jeff Ketcham
Title: Fair Manager
Address: P.O. Box 20670
City: Cheyenne State: WY Zip Code: 82001
Phone: (307)637-4543 Fax: (307)634-4511

Kitchen Facility Study

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites

 Laramie County Fair
 Archer , Wyoming

Researcher Comments

There is no kitchen facility at this time. New facility is in the planning stage but will depend on funding. Laramie County is planning the addition of a new facility which would include a kitchen. The added packaging and processing equipment, over and above what is needed for catering meals, would be between \$6,790 and \$33,350.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Lincoln County Fairgrounds:

Afton, Wyoming
1487 Allred Road
Afton, WY 83110

Lincoln County Fair Manager:

Bill Johnston
P.O. Box 1396
Afton, WY 83110
307-885-3825

Lincoln County Fair Board:

Boyd West - Chairman
Laurie McKee- Vice Chairwoman
Denice Kunz - Board Member
Dan Dockstader - Board Member
Ken Cook - Board Member
Steve Walker - Board Member
Robert Linford - Board Member
Robin Linford - Board Member
Patty Taylor - Board Member

Lincoln County Information:

Population 2008 estimate: 16,631
Number of households: 5,266
Persons per household: 2.75
Median household income: \$54,731
County seat: Kemmerer

Cities and Towns:

Kemmerer- Population: 2,651
Afton- Population: 1,818
Star Valley Ranch- Population: 776
Diamondville- Population: 716
Alpine- Population: 550
Cokeville- Population: 506
La Barge- Population: 431
Thayne- Population: 341
Fairview- Population: 277
Auburn- Population: 276
Smoot- Population: 182
Bedford- Population: 169
Turnerville- Population: 155
Grover- Population: 137
Etna- Population: 123
Opal- Population: 102
Taylor- Population: 90
Fontenelle- Population: 19



Oakley- Population: 18

Taylor- Population: 90

Lincoln County Agriculture:

Number of farms: 535

Land in farms: 342,630 acres

Crop sales: \$6,814,000 (23%)

State rank in total value of agricultural products sold: 17

State rank in value of crops: 8

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, oats for grain, wheat for grain, vegetables harvested

Crop	Total Yield per Acre	Total Production
Barley	58 (bushels)	458,000 (bushels)
Alfalfa hay	2.1 (tons)	72,100 (tons)
Other Hay	1.8 (tons)	63,000 (tons)

To determine the potential use of the Lincoln County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have an existing kitchen with the required cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Lincoln County has limited agricultural crop production for creating value-added products because of the short growing season. Hoop house production has become more popular and there are now several CSA's and a strong farmers market group.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See assessments.
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator concept they lack any kitchen facility at this time.
- 5. Potential use by community** Star Valley supports a farmers market. The Valley is one of the gateways to Jackson and Yellowstone. There is a strong entrepreneurial spirit in Lincoln County and several farmers market vendors would be interested in using a shared-use kitchen if available.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be \$50,000-\$170,000. There is no money in the fairground budget to upgrade the facility at this time.

The following comments that relate to agriculture and small business development were taken from the Community Assessments.

Afton

What are the major problems and challenges in your community?

- Job shortage for people in the valley
- To keep us an agricultural area is a challenge
- Need some economic development
- Difficulty stimulating economic development
- No incentives to attract businesses
- Isolation is a problem

What are the major strengths and assets of the community?

Lincoln County Fair

Fairgrounds are excellent

Tremendous entrepreneurial spirit here

What projects would you like to see implemented in your community

Smaller developing industries

Business incubators

New industry in the community

Get creative with the businesses – get a niche

Enhancement of fairground and a completed convention center

More year-round long-term job opportunities

Give agricultural community some resources to make it easier – protect our agricultural base

Organic gardening – education and Farmer’s Market Cooperative

Town of Star Valley

Problems and Challenges

Lack of Businesses

Employment opportunities

Lack of jobs

Economic diversification

Strengths and assets

Activity based community that I want to support

Entrepreneurship

Goals and Projects

More industry and jobs here so my kids can come back here

See business area grow

New businesses – have an opportunity for them to come in

Infrastructure projects – keep moving forward

Business – local opportunities and choices, but a challenge is keeping business open all year.

Opportunities to work with other communities to set up things that are mutually beneficial

Western Wyoming expand their opportunity to expand skills right in the Valley

Successfully support small businesses

Job creation

Community self-sufficiency; look for ways to create employment opportunities

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Lincoln County Fair

Afton Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?

Yes No Unsure at this time

2. What types of companies or organizations are presently using your facility?

Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other

3. Approximately how many times per year is the kitchen facility being used?

No kitchen to use

4. When is the kitchen facility being used for events?

County Fair time Weekends Week Days
 Other No kitchen to use

5. How often might you be interested in providing a shared-use kitchen facility to the community?

Daily Weekly Monthly Occasionally
 As often as possible Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?

Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator?

New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____

8. What types of food products are presently being made in the kitchen facility?

Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other None

Comments: Private vendors use their own mobile catering units during fair time

9. Are there plans to upgrade to kitchen facility?

Yes No Not at this time

If yes, when?

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|--|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input type="checkbox"/> Other <u>All of the above</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No not at this time we have no kitchen facility

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Bill Johnston
Title: Fair Manager
Address: PO Box 1396
City: Afton State: WY Zip Code: 83110
Phone: (307) 887-0208

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Lincoln County Fair
Afton Wyoming

Reviewer Comments: Lincoln County has no kitchen. They only have a small employee break room. Development of a shared-use kitchen is not a high priority at this time. They presently let others do the vending at the fairground

Natrona County Fairgrounds:

Casper, Wyoming
1700 Fairgrounds Road
Casper, WY 82604

Natrona County Fair Manager:

Tom Jones
1700 Fairgrounds Road
Casper, WY 82664
307-235-5775

Natrona County Fair Board:

Greg Pope - Chairman
Forrest Chadwick - Vice Chairman
Pete Greiner - Vice Chairman
Susan Thomas - Secretary
Tom Walters - Treasurer
Terry Wingerter

Natrona County Information:

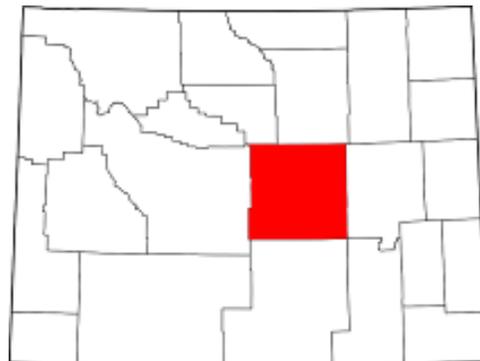
Population 2008 estimate: 73,129
Number of households: 26,819
Persons per household: 2.42
Median household income: \$46,681
County Seat: Casper

Cities and Towns:

Casper- Population: 52,089
Mills- Population: 2,591
Evansville- Population: 2,255
Mountain View- Population: 1,153
Vista West- Population: 1,008
Bar Nunn- Population: 936
Hartrandt- Population: 682
Red Butte- Population: 439
Midwest- Population: 408
Casper Mountain- Population: 298
Homa Hills- Population: 214
Brookhurst- Population: 192
Meadow Acres- Population: 181
Bessemer Bend- Population: 170
Edgerton- Population: 169
Antelope Hills- Population: 88
Powder River- Population: 51
Alcova- Population: 20

Natrona County Agriculture:

Number of farms 2007: 413
Land in farms: 2,181,451 acres



Crop sales: \$5,401,000 (17%)

State rank in total value of agricultural products sold: 16

State rank in value of crops: 10

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, oats for grain, nursery stock, corn for silage

Crop	Total Yield per Acre	Total Production
Alfalfa Hay	3.1 (tons)	77,500 (tons)
Other Hay	1.6 (tons)	4,900 (tons)

To determine the potential use of the Natrona County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

1. Existing Equipment/Facility The fairground has an older kitchen with some food processing or cooking equipment necessary to offer shared-use kitchen opportunities. Having said this, very little would be of value in an upgraded kitchen.

2. Local agricultural production Natrona County has limited agricultural crop production for creating value-added specialty food products.

3. Local community support The local community is supportive of local food production and would like to support local small business and agriculture. See community assessments.

4. Fair management support Fairground staff expressed reservation on the kitchen incubator concept because of costs and lack of existing equipment and the cost to upgrade the facility.

5. Potential use by community Casper supports two farmers markets and the area has supported numerous value-added food businesses over the years. A more in-depth survey of potential use by the Casper would be needed to better quantify potential usage.

6. Cost to upgrade facility As there is very little cooking equipment that would be salvageable at this site cost to upgrade would be between \$49,160 to \$148,432 just for equipment. Cost would be dependent on brand quality and whether equipment is new or used. There is no money in the fairground budget to upgrade the facility at this time. The fair manager indicated he would be interested in upgrading if grant money was available.

The following comments that relate to agriculture and small business development were taken from the local Community Assessments.

Mills

What are the major problems and challenges in your community?

Not enough businesses

Lack of jobs with good wages

Finding an industry that will create jobs

Absence of an economic development group possibly partner with CAEDA

Lack of infrastructure to support growth

What are the major strengths/assets of the community?

The richness of some of the commercial businesses located in Mills

New businesses that moved in and the old ones

What do you to see implemented in your community

Jobs that bring in an hourly wage so people can rent/purchase a house

Development .actively pursue industry at any level
Re-establish economic development group
More businesses
Community garden
Jobs

Midwest/Edgerton

Problems and Challenges

More jobs
Jobs – if they start taking people that don't understand something give them a chance to learn to get a job.
I wanted to start a business in my place – can't because of ordinance
New business

Strengths and Assets

I think one of our strengths is the agriculture community here
Getting a business area is a good idea
Small manufacturing companies
Economic development
I'd just like to see more businesses and more students in our schools over the next few years.
We need more businesses, more kids.
Something to attract businesses here.
Help businesses that are already here.
More business development.
I'd like to see more jobs for everybody
Facilities that exist fixed up and used like Ag building at rodeo ground.
Supporting your local organizations and local businesses.

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Department of Agriculture
Phone: (307) 760-5727
Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Natrona **County Fair**
Casper **Wyoming**

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No Initial response was no but on follow up meeting manager indicated there maybe some interest
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations

- Food Manufacturers
- Private Citizens
- Other

3. Approximately how many times per year is the kitchen facility being used?

4. When is the kitchen facility being used for events?

- County Fair time
- Weekends
- Week Days
- Other _____

5. How often might you be interested in providing a shared-use kitchen facility to the community?

- Daily
- Weekly
- Monthly
- Occasionally
- As often as possible
- Not interested

6. Is there staff available to oversee a shared-use kitchen incubator?

- Part Time
- Full Time
- Other
- No

7. Who do you see as clients for a shared-use kitchen incubator?

- New food processors
- Food Service
- Value-added agricultural producers
- Private Citizens
- Caterers
- Specialty/Gift
- Service Organizations
- Other _____

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: _____

9. Are there plans to upgrade to kitchen facility? Yes No Not at this time

If yes, when?

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- Steam kettle
- Mixer
- Vacuum Packer
- Secretarial help
- High speed internet
- Labeling
- Filler
- Package sealer
- Deep Fryer
- Copy/Fax machine
- Marketing assistance
- Other
- Proofer
- Dehydrator
- Phone answering
- Personal computer
- Financial Counseling

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator? Yes No Initial response was no but if money was available to help they would be interested

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Tom Jones

Title: General Manager

Address: 1700 Fairgrounds Road

City: Casper State: WY Zip Code: 82644

Phone: (307) 235-5775 Fax: (307) 266-4224

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

	<u>Natrona</u>	<u>County Fair</u>		<u>Casper</u>	<u>Wyoming</u>
Standard range/oven	<input type="checkbox"/>		Other Counter Space	<input checked="" type="checkbox"/>	
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>		Ice Machine	<input type="checkbox"/>	
Mixer	<input type="checkbox"/>		Proofing Racks	<input type="checkbox"/>	
Commercial mixer	<input type="checkbox"/>		Meat Grinder	<input type="checkbox"/>	
Convection oven	<input type="checkbox"/>		Slicers	<input type="checkbox"/>	
5' Stainless Prep Table	<input type="checkbox"/>		Sheeter	<input type="checkbox"/>	
6' Stainless Prep table	<input type="checkbox"/>		Steam Kettle	<input type="checkbox"/>	
Other Prep Tables	<input type="checkbox"/>		Wire Cooling Racks on wheels	<input type="checkbox"/>	
Vent Hood	<input checked="" type="checkbox"/>		Scale	<input type="checkbox"/>	
Deep Fat Fryer	<input type="checkbox"/>		Still	<input type="checkbox"/>	
Commercial Dish Washer	<input type="checkbox"/>		Refrigerators	<input type="checkbox"/>	
Sink	<input type="checkbox"/>		Walk-in cooler	<input checked="" type="checkbox"/>	
Double Sink	<input checked="" type="checkbox"/>		Freezers	<input type="checkbox"/>	
Triple Sink	<input checked="" type="checkbox"/>		Walk-in freezer	<input type="checkbox"/>	
Hand Sink	<input checked="" type="checkbox"/>		Dehydrator	<input type="checkbox"/>	
Stainless Counter Space	<input type="checkbox"/>		Dry packaging	<input type="checkbox"/>	

Labeling equipment

Fire extinguisher

Canning equipment

Overhead delivery door

Filler auger

Other equipment _____

Commercial water heater

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Freezer	\$4,550	\$7,240
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$44,350	\$139,932

An in-depth cost analysis would need to be done before tackling this project. One would need to take into consideration not only equipment costs but extensive improvements to the building. Equipment costs will vary greatly because of quality and also if any of the equipment is new or used.

Niobrara County Fairgrounds:

Lusk, Wyoming
WY Dept. of Agriculture
Lusk, WY 82225

Niobrara County Fair Manager:

Tami Jensen/Denise Smith
Box 210
Lusk, WY 82225
307-334-3534

Niobrara County Fair Board:

President: Denise Smith



Niobrara County Information:

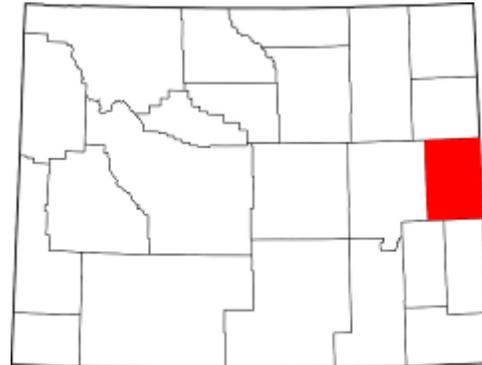
Population 2008 estimate: 2,248
Number of households: 1,011
Persons per household: 2.28
Median household income: \$43,485
County seat: Lusk

Cities and Towns:

Lusk- Population: 1,447
Manville- Population: 101
Van Tassell- Population: 18
Lance Creek- Population: 51

Niobrara County Agriculture:

Number of farms 2007: 235
Land in farms: 1,449,111 acres
Crop sales: \$3,006,000 (8%)
State rank in total value of agricultural products sold: 12
State rank in value of crops: 16
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, corn for silage, corn for grain, oats for grain



Crop	Total Yield per Acre	Total Production
Winter Wheat	21 (bushels)	98,700 (bushels)
Alfalfa Hay	2.7 (tons)	40,000 (tons)
Other Hay	1.6 (tons)	8,000 (tons)

To determine the potential use of the Niobrara County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

1. Existing Equipment/Facility The fairground has a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.

2. Local agricultural production Niobrara County has limited agricultural crop production for creating value-added products. It does have opportunities for wheat-based dry mixes, honey-based products and with the increase in the number of hoop houses may eventually have a supply of vegetables for processing.

3. Local community support The local community is supportive of local food production and some have utilized the kitchen in the past because of the quality of equipment available.

4. Fair management support Fairground staff expressed reservation on the kitchen incubator concept even though they have had some small businesses use the facility in the past.

5. Potential use by community With the Wyoming Cottage Law, small food entrepreneurs are trying their hand at value-added food products. There is a farmers market in Lusk for them to try out marketing. The Lusk community assessment indicates strong support for locally produced products.

6. Cost to upgrade facility As there is a fair amount of equipment available at this site and the cost to upgrade would be between \$25,000 and \$75,000.

The following comments that relate to agriculture and small business development were taken from the Lusk Community Assessment.

LUSK

Problems & challenges

Work on growing the community to the size required to support the public institutions

No funds available for youth to get into agriculture

Need to diversify and establish fresher markets

Supplement people who are producing food

Look at architectural structures that will support more than one program; concurrent use of facilities for multiple programs

Diversify in the small business realm. Stabilize and grow the small business segment

Strengths and assets

Community is open to community-wide activities.

Good land/good cattle because of what's in the county

Wonderful 4-H program

Economic development for businesses: people bought shares and then the money was loaned back out to people who wanted to start businesses. Worked as revolving loan fund

Good agriculture

Big cattle industry

Solid tourist and agricultural base

Projects and Goals

Bring in small manufacturing businesses

Adding a facility to the fairgrounds building

Increase home businesses

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Steam kettle | <input checked="" type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input checked="" type="checkbox"/> Dehydrator |
| <input checked="" type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input checked="" type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input checked="" type="checkbox"/> marketing assistance | <input checked="" type="checkbox"/> Financial Counseling |
| <input checked="" type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>Staffing for kitchen</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?

- Yes No not at this time

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Tami Jensen/Denise Smith

Title: Business Manager- through Extension office

Address: P310 West Highway 20

City: Lusk State: WY Zip Code: 82225

Phone: (307) 334-3534 Fax: (307) 334-3534

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Niobrara County Fair

Lusk Wyoming

Standard range/oven	<input checked="" type="checkbox"/>	Other Prep Tables	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Vent Hood	<input checked="" type="checkbox"/>
Mixer	<input checked="" type="checkbox"/>	Deep Fat Fryer	<input checked="" type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Commercial Dish Washer	<input checked="" type="checkbox"/>
Convection oven	<input type="checkbox"/>	Sink	<input checked="" type="checkbox"/>
5' Stainless Prep Table	<input checked="" type="checkbox"/>	Double Sink	<input checked="" type="checkbox"/>
6' Stainless Prep table	<input checked="" type="checkbox"/>	Triple Sink	<input type="checkbox"/>

Hand Sink	<input checked="" type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Ice Machine	<input checked="" type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Proofing Racks	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Meat Grinder	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Slicers	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Sheeter	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Steam Kettle	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Wire Cooling Racks on wheels	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Scale	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Still	<input type="checkbox"/>	Other equipment <u>Dishware, Utensils, Pots/Pans, Storage Racks</u>	<input type="checkbox"/>
Refrigerators	<input checked="" type="checkbox"/>		

Additional Reviewer Comments: Although Niobrara County is sparsely populated, it already has a well equipped kitchen. Even if use is limited, it is worth considering as a site for a kitchen incubator. Rural areas with low populations need to maximize the usage of their existing facilities and provide as many opportunities to the local citizens. This kitchen is small but well supplied with equipment and supplies. The following are costs for upgrades that would fit into the existing space:

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Tilt Skillet	\$5,400	\$14,200
Steam Kettle	\$3,210	\$7,500
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$18,060	\$65,772

Equipment costs will vary greatly dependent on quality and availability of equipment used.

Park County Fairgrounds:

Powell, Wyoming
PO Box 702
Powell, WY 82435

Park County Office Manager:

Jenifer Lohrenz
P.O. Box 702
Powell, WY 82435
307-754-5421

Park County Fair Board:

Steve Martin - President
Rob Newkirk - Vice President
Scott Heny - Treasurer
Debbie Kelly - Secretary
Dan Hadden - Member

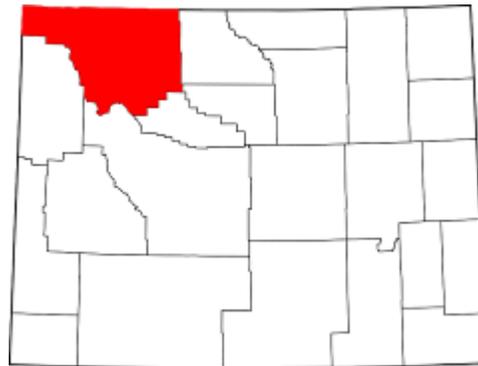


Park County Information:

Population 2008 estimate: 27,574
Number of households: 10,312
Persons per household: 2.42
Median household income: \$43,840
County seat: Cody

Cities and Towns:

Cody- Population: 8,835
Powell- Population: 5,373
Meeteetse- Population: 351
Ralston- Population: 233
Frannie- Population: 209
Garland- Population: 95



Park County Agriculture:

Number of farms: 782
Land in farms: 881,736 acres
Crop sales: \$33,642,000 (41%)
State rank in total value of agricultural products sold: 5
State rank in value of crops: 1

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, sugarbeets for sugar, dry edible beans, field and grass seed crops

Crop	Total Yield per Acre	Total Production
Barely	111 (bushels)	1,360,000 (bushels)
Oats	93 (bushels)	74,500 (bushels)
Dry Beans	2,330 (pounds)	182,000 (bushels)
Sugarbeets	21.9 (tons)	254,000 (tons)

Corn	145 (bushels)	405,000 (bushels)
Alfalfa Hay	3.6 (tons)	133,000 (tons)
Other Hay	2.3 (tons)	14,000 (tons)

To determine the potential use of the Park County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Park County has limited agricultural crop production for creating value-added products. The 7,165 foot elevation makes for a short growing season, but the increase in the number of hoop houses to grow specialty crops may provide a greater supply of vegetables for processing. See community assessments for additional input.
- 3. Local community support** The local community is very supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** The fair manger expressed a high level of interest on the kitchen incubator concept and is requesting information on funding opportunities to help develop one.
- 5. Potential use by community** Powell supports a farmers market and vendors are very active in promoting local food projects. There would be several vendors interested in using a shared-use kitchen if available. The Master Gardeners in Powell have also expressed interest in preserving their harvest opportunities, and the local UWYO Extension Service is also active in food preservation training.
- 6. Cost to upgrade facility** As there is very little usable commercial cooking equipment available at this site, the fair is planning on building a new multipurpose building and incorporating a commercial kitchen in it. This would be a good opportunity to include the equipment necessary to upgrade the proposed facility to a full shared-use kitchen incubator. Over and above the normal appliances purchased for a community kitchen the packaging equipment would range from around \$7,000 on the low end to \$33,000 for higher end equipment.

The following comments that relate to agriculture and small business development were taken from the local Community Assessment.

Powell

Problems & challenges

- Lack of economic opportunity
- Decreasing farm land due to development
- Economic growth and development
- Diversify agric.
- Fragile nature of Ag economy, need more value-added
- Educating main street merchants to needs of Ag community
- Highly tied to agriculture, lack of economic diversity

Strengths and assets

- Agribusiness base; people, farming community
- Sole proprietorships
- Family owned business
- Strong core of community and economic development promoters and supporters
- Viable economic dev. Committee
- Community is open to ideas (town, county)
- Ag community very aggressive in production,
- Farming community

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone

- | | |
|--|---|
| <input checked="" type="checkbox"/> New food processors | <input checked="" type="checkbox"/> Caterers |
| <input checked="" type="checkbox"/> Food Service | <input checked="" type="checkbox"/> Specialty/Gift |
| <input checked="" type="checkbox"/> Value-added agricultural producers | <input checked="" type="checkbox"/> Service Organizations |
| <input checked="" type="checkbox"/> Private Citizens | <input checked="" type="checkbox"/> Other _____ |

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: The facility has not been upgraded since 1977

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|---|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>All of the above</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No Very much so

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? We are looking to build a new multipurpose building.

13. Respondent Information:

Name: Jenifer Lohrenz
Title: Office Manager
Address: PO Box 702
City: Powell State: WY Zip Code: 82435
Phone: (307) 754-5421 Fax: (307) 754-5947

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Park County Fair
Powell Wyoming



Large Kitchen

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave, Standard Dishwasher</u>	
Meat Grinder	<input type="checkbox"/>		

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

 Park County Fair
 Powell Wyoming

Small Kitchen

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave</u>	
Meat Grinder	<input type="checkbox"/>		

Researcher Comments: With the fair looking at a new facility that will require a kitchen as part of the plan, adding a relatively small amount of additional equipment to upgrade the facility to a kitchen incubator and provide additional services to the people of Park County makes this a viable option. The equipment cost for just the packaging and processing upgrades would cost between **\$6,790 and \$33,350**.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Equipment costs will vary greatly because of quality of equipment used.

Platte County Fairgrounds:

Wheatland, Wyoming
59 Antelope Gap Rd
Wheatland, WY 82201

Platte County Fair Manager:

Jeff Billing
59 Antelope Gap Rd
Wheatland, WY 82201
307-322-9504

Platte County Fair Board:

Dean Finnerty -President
Greg Market - Vice President
Holly Crowley - Secretary
Jim Meyer - Treasurer
Bill Klein - Public Relations

Platte County Information:

Population 2008 estimate: 8,294
Number of households: 3,625
Persons per household: 2.40
Median household income: \$42,770
County seat: Wheatland

Cities and Towns:

Wheatland- Population: 3,548
Guernsey- Population: 1,147
Chugwater- Population: 244
Y-O Ranch- Population: 242
Glendo- Population: 229
Chugcreek- Population: 132
Slater- Population: 82
Lakeview North- Population: 77
Hartville- Population: 76
Westview Circle- Population: 67

Platte County Agriculture:

Number of farms: 487
Land in farms: 1,308,165 acres
Crop sales: \$11,428,000 (12%)
State rank in total value of agricultural products sold: 3
State rank in value of crops: 7

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, corn for grain, corn for silage, sugar beets for sugar



Crop	Total Yield per Acre	Total Production
Winter Wheat	24 (bushels)	240,200 (bushels)
Barley	60 (bushels)	90,000 (bushels)
Oats	19 (bushels)	25,100 (bushels)
Dry Beans	1,880 (pounds)	7,500 (pounds)
Sugarbeets	20.4 (tons)	42,900 (tons)
Corn	145 (bushels)	810,000 (bushels)
Alfalfa Hay	3.6 (tons)	83,000 (tons)
Other Hay	1.4 (tons)	40,000 (tons)

To determine the potential use of the Platte County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The current fairground kitchen facility is extremely outdated. Existing appliances are very old with many of them not functioning. The building facility itself is old and protected by the “grandfather clause” for meeting code. Outside the kitchen area, the building is in good repair and does not need updated to be functional.
- 2. Local agricultural production** Platte County has many opportunities for value-added growing. In recent years, several private hoop houses have been erected as well as a public hoop house located on the fairgrounds. Platte County is adjacent to Goshen County to the west. Although soil and climate are not as good as the Goshen Hole area, Platte County enjoys a longer and more temperate growing season than many other Wyoming counties. Traditionally, Wheatland has been a primarily large crop (sugar beets, dry beans, corn, wheat, grains) area. With increased interest in local foods, many producers have begun small plots of fresh produce or berries to sell at farmers market or through the online farmers market Triple Crown Commodities.
- 3. Local community support** The community is extremely supportive of having a shared-use facility in the area. Prior to the current kitchen becoming obsolete, the kitchen was often used by outside groups for catering, fundraising and a multitude of other events. The community continues to use the building, but have had to make additional arrangements for food service. A shared-use facility is also supported by the local UW Extension Office and the Platte County Rural Development Committee.
- 4. Fair management support** The Platte County Fair Board has voted and agreed to proceed forward with renovating the current kitchen to a functional unit. Due to the “grandfather clause” and limited funding, they are also open to installing a modular or mobile unit. The fair manager is supportive of the project and willing to take on extra maintenance duties in order to have the convenience of a kitchen that also has potential income possibilities.
- 5. Potential use by community** The facility is currently in constant use by the community. An operable kitchen would allow the building to serve as a “one-stop” facility. Currently, all food venues have to be brought in from the outside. UW Cooperative Extension has expressed interest in utilizing the kitchen for educational courses on food preparation and preservation. Many of the local Master Gardeners and farmers market vendors have also shown interest in extending the marketable value of their goods through minimal processing.
- 6. Cost to upgrade facility** There is currently no funding available in the Fair Board budget, however, they are willing to pursue outside funding sources and partnerships. Due to the disrepair of the current kitchen and “grandfather clause” on the building, a modular or mobile unit is most likely the most cost effective direction to go. In addition to purchasing the unit, expenses would also include renovation of the existing kitchen space and purchase of equipment. Cost for completing this project is estimated to be between \$100K and \$200K.

The following comments that relate to agriculture and small business development were taken from the Wheatland Community Assessment.

4. When is the kitchen facility being used for events?

- County Fair time
- Weekends
- Week Days
- Other Special events

5. How often might you be interested in providing a shared-use kitchen facility to the community?

- Daily
- Weekly
- Monthly
- Occasionally
- As often as possible
- No not interested

6. Is there staff available to oversee a shared-use kitchen incubator?

- Part Time
- Full Time
- Other
- No

Would need help with staffing. Possible partnership between RDA of town of Wheatland

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone

- New food processors
- Food Service
- Value-added agricultural producers
- Private Citizens
- Caterers
- Specialty/Gift
- Service Organizations
- Other Extension/4H/FFA School fund raisers

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: All meals are brought in and Kitchen is not used just the facility.

9. Are there plans to upgrade to kitchen facility? Yes No

If yes, when? As soon as possible. All is dependent on funding. Fair Board has voted to proceed with improving the existing kitchen.

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- Steam kettle
- Mixer
- Vacuum Packer
- Secretarial help
- High speed internet
- Labeling
- Filler
- Package sealer
- Deep Fryer
- Copy/Fax machine
- marketing assistance
- Other All of the above
- Proofer
- Dehydrator
- Phone answering
- Personal computer
- Financial Counseling

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?

- Yes
- No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Jeff Billing
 Title: Fair Manager
 Address: 59 Antelope Gap Rd
 City: Wheatland State: WY Zip Code: 82201
 Phone: (307) 322-9504

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Platte County Fair
Wheatland Wyoming

Standard range/oven	<input type="checkbox"/>	Meat Grinder	<input type="checkbox"/>
Commercial burner range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Scale	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Still	<input type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>

Other equipment Microwave, Dishware

Additional Reviewer Comments

The Platte County kitchen is not suitable for upgrade. It is too small and would be not be cost effective to renovate. A modular unit placed next to it could be a solution. Existing equipment also needs.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

In addition to this, a double wide modular kitchen unit would cost between \$40,000 (used) and \$100,000 (new). There would also be costs for transporting and setting up the unit. A quote for a fully equipped 12' X 60' modular unit was \$350,000.

Sweetwater County Fairgrounds:

Rock Springs, Wyoming
3320 Yellowstone Road
Rock Springs, WY 82901

Sweetwater County Fair Manager:

Larry Lloyd
3320 Yellowstone Road
Rock Springs, WY 82901
307-352-6789

Sweetwater County Fair Board:

Kent McCann
Charles Barnum
Paul Zancanella
Jodee Burnett
Bill Valdez
Faith Harris

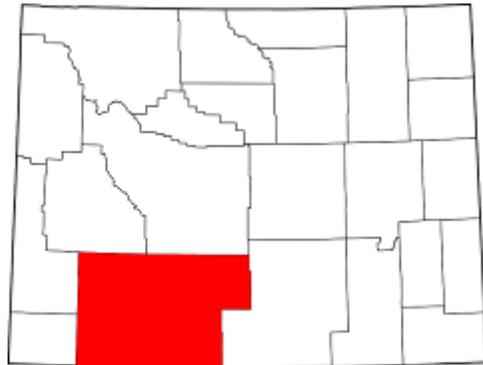
Sweetwater County Information:

Population 2008 estimate: 39,944
Number of households: 14,104
Persons per household: 2.62
Median household income: \$66,235
County seat: Green River
Cities and Towns:

Rock Springs- Population: 18,708
Green River- Population: 11,808
North Rock Springs- Population: 1,974
Clearview Acres- Population: 850
Reliance- Population: 665
James Town- Population: 552
Purple Sage- Population: 413
Eden- Population: 388
Wamsutter- Population: 261
Superior- Population: 244
Farson- Population: 242
Granger- Population: 146
Bairoil- Population: 97
Table Rock- Population: 82
Arrowhead Springs- Population: 68
McKinnon- Population: 49
Washam- Population: 43
Sweeney Ranch- Population: 17
Point of Rocks- Population: 3

Sweetwater County Agriculture:

Number of farms: 244



Land in farms: 1,486,395 acres

Crop sales: \$4,343,000 (30%)

State rank in total value of agricultural products sold: 21

State rank in value of crops: 12

Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, wheat for grain, corn for grain, sunflower seed

Crop	Total Yield per Acre	Total Production
Alfalfa Hay	2.5 (tons)	34,500 (tons)
Other Hay	1.4 (tons)	8,100 (tons)

To determine the potential use of the Sweetwater County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground has a suitable existing kitchen with required food cooking equipment necessary to offer shared-use kitchen opportunities at this time. What it lacks is additional processing and packaging capability.
- 2. Local agricultural production** Sweetwater County has limited agricultural crop production for creating value-added products. The area is very dry and most of the land is used for cattle grazing or forage crop.
- 3. Local community support** The local community is supportive of local food production and entrepreneurs would welcome the upgrading of the local facility to provide access to shared-use food processing and packaging equipment. See community assessment.
- 4. Fair management support** Fairground staff expressed support for the idea and is in favor of making their facility as user friendly and available to the public as possible.
- 5. Potential use by community** The kitchen is already used by caterers and bakers in the community. According to the fair manager, any additional processing equipment would stimulate additional use.
- 6. Cost to upgrade facility** The kitchen has most of the basic cooking equipment already but would need to add between \$30,000 and \$110,000 of additional packaging and processing equipment to service and broaden range of clients.

The following comments that relate to agriculture and small business development were taken from the local Community Assessment.

ROCK SPRINGS

Problems & challenges

Lack of diversification

Economic development efforts have not focused on the appropriate target markets

We aren't an agriculture community

Need to add value to products to attract more people and businesses

Economic diversification- we need to expand beyond the extraction industries

Lack of a long range plan for economic development

Great partnership between public and private entities to fund economic development

Strengths and assets

Unique and innovative advanced educational opportunities through WWCC

Good environment for small business startup through other institutions

Very strong system in place to provide food to people in need

Cooperative efforts between the agencies to solve community problems, providing cross training at no cost, sharing equipment and resources

Projects and Goals

Need to diversify our economy- expand beyond mineral extraction

Offer more variety to the retail customer- Wyoming made products, lumber-home improvement stores, and music and computer goods)

Shop local and support local businesses

Diversified economy for the area and valued-added industry for existing

Continued growth and awareness of economic development

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant

Wyoming Department of Agriculture

Phone: (307) 760-5727

Attn: Ted Craig

Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Sweetwater County Fair
Rock Springs Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No
2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations
 Food Manufacturers Private Citizens
 Other Bakers
3. Approximately how many times per year is the kitchen facility being used about 100- 150 per year
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days
 Other Special Events
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible No not interested
6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time No Other
7. Who do you see as clients for a shared-use kitchen incubator?
 New food processors Caterers
 Food Service Specialty/Gift

- Value-added agricultural producers
- Private citizens
- Service Organizations
- Other Anyone

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: When clean commercial kitchen facilities are not available people tend to make things at home and increase the risk of food borne illness. Our kitchen is clean and any equipment that would enhance its usage would be good.

9. Are there plans to upgrade to kitchen facility? Yes No
 If yes, when? Eventually but not in the near future

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Steam kettle | <input checked="" type="checkbox"/> Filler | <input checked="" type="checkbox"/> Proofer |
| <input checked="" type="checkbox"/> Mixer | <input checked="" type="checkbox"/> Package sealer | <input checked="" type="checkbox"/> Dehydrator |
| <input checked="" type="checkbox"/> Vacuum Packer | <input checked="" type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input checked="" type="checkbox"/> Marketing assistance | <input checked="" type="checkbox"/> Financial Counseling |
| <input checked="" type="checkbox"/> Labeling | <input type="checkbox"/> Other _____ | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Larry Lloyd
 Title: Fair Grounds Manager
 Address: 3320 Yellowstone Road
 City: Rock Springs State: WY Zip Code: 82901
 Phone: (307) 352-6789 Fax: (307) 352-6787

State of Wyoming Needs Survey Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Sweetwater County Fair
Rock Springs Wyoming

Standard range/oven	<input type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input checked="" type="checkbox"/>
Convection oven	<input checked="" type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input checked="" type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment _____	
Meat Grinder	<input type="checkbox"/>		

Researcher Comment: This facility is, in many ways, operating as a shared-use kitchen. All it lacks are some additional packaging, processing, labeling equipment and partnering with a business development agency to help the food entrepreneur with marketing and business support.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Tilt Skillet	\$5,400	\$14,200
Steam Kettle	\$3,210	\$7,500
Ice Machine	\$1,890	\$5,080
Walk-in Freezer	\$4,550	\$7,240
Slicer	\$310	\$4,990

Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$25,250	\$81,592

One would need to take into consideration not only the equipment costs but installation costs and any improvements to the building as well. Equipment costs will vary greatly because of quality and also if used equipment is purchased.

Sheridan County Fairgrounds:

Sheridan, Wyoming
1753 Victoria Street
Sheridan, WY 82801

County Fair Manager:

Sharon Nadeau
1753 Victoria Street
Sheridan, WY 82801
307-672-2079

County Fair Board Members:

Bill White - Chairman
Pat Hayworth - Vice Chairman
James "Hoot" Bohnsack - Secretary/Treasurer
Patrick Henderson - Member
Bill Raymond - Member
Steve Eliason - Member
Stan Peddicord - Member

Sheridan County Information:

Population 2008 estimate: 28,662
Number of households 2000: 11,167
Persons per household: 2.31
Median Income for household: \$45,613
County Seat: Sheridan

Cities and Towns:

Sheridan- Population: 15,804
Story- Population: 887
Ranchester- Population: 701
Dayton- Population: 678
Big Horn- Population: 198
Parkman- Population: 137
Clearmont- Population: 115

Agriculture:

Number of farms 2007: 599
Land in farms: 1,224,625 acres
Crop sales: \$5,847,000 (12%)
State rank in total value of agricultural products sold: 8
State rank in value of crops: 9
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, corn for silage, oats for grain, barley for grain



Crop	Total Yield per Acre	Total Production
Winter Wheat	30 (bushels)	57,000 (bushels)
Oats	69 (bushels)	34,600 (bushels)
Corn (Silage)	24 (tons)	41,100 (tons)

Alfalfa Hay	2.7 (tons)	76,000 (tons)
Other Hay	1.9 (tons)	18,500 (tons)

To determine the potential use of the Sheridan County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Sheridan County has agricultural crop production for creating value-added products. The University of Wyoming has a horticultural research station here. There are also several CSA's, farmers markets and community gardens in the area. Hoop house growing has also gained in popularity over the last several years.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See community assessment.
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator at this time because of a modernizing plan that is under review. As such, no money is being spent to upgrade existing facilities.
- 5. Potential use by community** Sheridan supports a vibrant farmers market. The previous market manager indicated several of their vendors would be able to take advantage a shared-use kitchen if available. Sheridan has an Agricultural College that supports a community garden.
- 6. Cost to upgrade facility** As there is very little cooking equipment available at this site, the cost to upgrade would be several hundred thousand dollars. There would be extensive renovations as well as equipment needed. Currently a moratorium is in place on spending money on existing facilities as they look at a modernization plan for the future.

The following comments that relate to agriculture and small business development were taken from the Sheridan Community Assessment.

TOWN OF SHERIDAN

Problems & challenges

- More development of more non-energy related industries
- Managing growth and maintain open space
- Family succession for farms and ranches
- Small-time sustainable Ag
- Maintain Ag as a priority but accommodate growth in area
- Biggest challenge for Ag is financial
- Lack of respect for Ag and what it contributes to the county
- No Ag representation in areas where decisions are being made
- Need more whole wheat bread
- Organized center for the community

Strengths and assets

- Strong economic and business growth
- Foundations, location, scenery, mountains, adequate financial resources, can fund growth within the community, school and college
- Agriculture
- Agricultural community is strength to the community; people who move here and are attracted to it and the exposure for the youth to a way of life that is not available in other areas
- Great potential for small businesses to make the community self-sustaining

5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible No not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No Details of modernization plan not yet available

7. Who do you see as clients for a shared-use kitchen incubator? *
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other Anyone

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments: There is nothing being prepared in the kitchen as it was shut down. They may tear it down.

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? Part of the long term modernization plan

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet marketing assistance Financial Counseling
 Labeling Other All of the above

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? Would be interested in adapting the modernization plan to utilize funds for shared-use kitchen.

13. Respondent Information:

Name: Melissa Allbrecht

Title: Business Manager

Address: 1753 Victoria Street

City: Sheridan **State:** WY **Zip Code:** 82801

Phone: (307) 672-2079-3224 **Fax:** (307) 760-127

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Sheridan County Fair
Sheridan Wyoming

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input checked="" type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment _____	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments

When the facility site was first visited it had a stove, but this has been removed because kitchen did not meet health codes. In order for the fair to be able to have a kitchen incubator significant investment in renovations and addition of equipment would be required. The fair manager is interested in learning more about the shared-use kitchen concept. It is hard to estimate costs until the modernization plan is available and reviewed. Since the fair will not be upgrading any buildings in the near term, a mobile unit may be an option to consider. The unit could serve multi-purposes and be used as a concession stand during fair time. North Dakota research indicated that mobile units come in various sizes and prices. An 8.5' x 24' foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Sublette County Fairgrounds:

Big Piney, Wyoming
10937 Highway 189
Marbleton, WY 83113

Sublette County Fair Manager:

Gary Kanski
P.O. Box 1072
Big Piney, WY 83113
307-276-5373

Sublette County Fair Board:

Members: Steve James
Howard White
Wayne Barlow
Margie Braun
Nancy Espenschied

Sublette County Information:

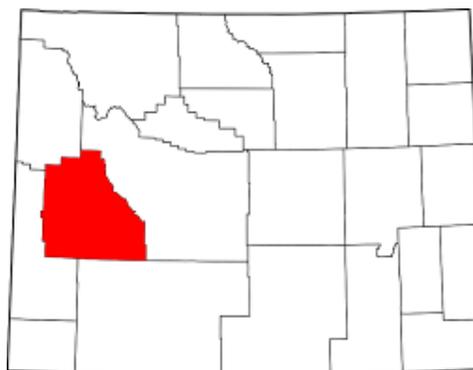
Population 2008 estimate: 8,456
Number of households: 2,371
Persons per household: 2.47
Median household income: \$63,038
County seat: Pinedale

Cities and Towns:

Pinedale- Population: 1,412
Marbleton- Population: 720
Big Piney- Population: 408
Bondurant- Population: 155
Daniel- Population: 89
Cora- Population: 76
Boulder- Population: 30
Calpet- Population: 7

Sublette County Agriculture:

Number of farms: 366
Land in farms: 599,289 acres
Crop sales: \$3,115,000 (9%)
State rank in total value of agricultural products sold: 13
State rank in value of crops: 15
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, nursery stock



Crop	Total Yield per Acre	Total Production
Alfalfa Hay	2.1 (tons)	8,500 (tons)
Other Hay	1.2 (tons)	112,000 (tons)

To determine the potential use of the Sublette County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time. They do have a small kitchen but are planning on building a new facility.
- 2. Local agricultural production** Sublette County has very limited agricultural crop production for creating value-added products. The elevation and dryness of the climate make crop production very difficult. Having said this, Wyomato, a green house operation is the largest producer of tomatoes in western Wyoming. There are also a number of small producers who have built hoop houses to grow specialty crops and may provide a greater supply of vegetables for processing.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See assessment comments.
- 4. Fair management support** Fairground staff has expressed support for the idea of a kitchen incubator and have requested more information on the concept. The fair is planning on adding a new building and this would be a good opportunity to include a shared-use commercial kitchen incubator in it.
- 5. Potential use by community** Sublette County has a very sparse population, but many people have second businesses and are very entrepreneurial. Big Piney/Marbleton and Pinedale both support farmers markets for local producers. A comment in the community assessment sums up the spirit of the local community, "Finding a way to combine facilities to get more services to the population at lesser cost."
- 6. Cost to upgrade facility** Since the fair is looking to include a commercial kitchen in the new facility the costs would be limited to equipment for specialized processing and packaging. Most of the base equipment used in a shared-use kitchen incubator is needed to cater meals for events. The cost to add some additional equipment would run between \$6,790 and \$33,350 for added packaging and processing needs.

The following comments that relate to agriculture and small business development were taken from the Community Assessment.

Big Piney/Pinedale

Problems & challenges

Communication is not strong between communities
Need more unified marketing for the county
Lack of economic development
Direction of marketing for the community
Keeping area an agricultural area
Need to keep balance and allow people to keep their land and not subdivide
Tourism and agriculture are being challenged by gas exploration

Strengths and assets

Good for small business
Huge tax base and the money we have to spend
Natural resources - minerals, water, wildlife, clean-air
Community is very entrepreneurial
Large number of 2nd businesses/businesses
Economic diversity, tourism, oil and gas, agriculture
Wide variety of economic development, age groups, etc.
A lot of active community organizations

Projects and Goals

Managed growth

Would like to diversify other than energy business
 Planned long-term sustainable businesses
 Value-added businesses in county (Like a Green River Valley Beef COOP. Or something with processed beef)
 Finding a way to combine facilities to get more services to population at lesser cost
 Convention facility

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Department of Agriculture
 Phone: (307) 760-5727
 Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Sublette County Fair

Big Piney Wyoming

1. Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator? Fall and Winter
 Yes No

2. What types of companies or organizations are presently using your facility?
 Caterers Community Organizations Food Manufacturers
 Private Citizens Other Gun Show, Weddings, High School Events (soccer) Free to Youth

3. Approximately how many times per year is the kitchen facility being used? Existing kitchen is used very weekend 15th of April-September

4. When is the kitchen facility being used for events? *
 County Fair time Weekends Week Days Other Stockman as needed Looking at shutting down Nov-April, 4-H

5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible No not interested Weekends 80% of time November – April

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time No Other Would need oversight, used by church \$100 cleaning fee

7. Who do you see as clients for a shared-use kitchen incubator?
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful? *

- | | | |
|--|--|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> Marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>Almost everything</u> | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: GaryKanski
 Title: Fair Manager
 Address: P.O. Box 1072
 City: Big Piney State: WY Zip Code: 83113
 Phone: (307) 276-537 Fax: (307) 276-3864

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Sublette County Fair
Big Piney Wyoming

Standard range/oven	<input type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave</u>	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments: The old kitchen is not cost effective to upgrade as it is small and there is little room to expand. The additional equipment needs in a new kitchen, over and above the basic commercial kitchen needed for event catering, would be minimal. Equipment costs will vary greatly due to quality, complexity and used equipment availability. Total costs for all kitchen equipment range between \$49,160 and \$148,423.

Recommended Equipment List with Price Range

Equipment		
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$6,700	\$33,350



Teton County Fairgrounds:

Jackson, Wyoming
305 West Snow King Avenue
Jackson, WY 83001

Teton County Fair Manager:

Yvonne Robertson
P.O. Box 3075
Jackson, WY 83001
307-733-5289

Teton County Fair Board:

Claire Carlson - President
Scott Shervin - Vice President
Robin Siegfried - Treasurer
Alton Parker - Member
Tammy Henry - Member
Steve Harrington - Member
William Lewkowitz - Member
Jake Nichols - Member
Vicki Garnick - Member

Teton County Information:

Population 2008 estimate: 20,376
Number of households: 7,688
Persons per household: 2.36
Median household income: \$72,696
County seat: Jackson

Cities and Towns:

Jackson- Population: 8,647
Hoback- Population: 1,453
Moose Wilson Road- Population: 1,439
Wilson- Population: 1,294
Rafter J Ranch- Population: 1,138
South Park- Population: 864
Alta- Population: 400
Teton Village- Population: 175

Teton County Agriculture:

Number of farms: 180
Land in farms: 52,930 acres
Crop sales: \$2,298,000 (25%)
State rank in total value of agricultural products sold: 23
State rank in value of crops: 18
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, nursery stock, land in berries, floriculture crops



Crop	Total Yield per Acre	Total Production
Barley	78 (bushels)	94,000 (bushels)
Alfalfa Hay	2.3 (tons)	11,700 (tons)
Other Hay	1.9 (tons)	13,000 (tons)

To determine the potential use of the Teton County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Teton County has many mountainous areas and limited agricultural crop production for creating value-added products.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment.
- 4. Fair management support** Fairground staff expressed reservation on the kitchen incubator concept because of costs and lack of existing equipment.
- 5. Potential use by community** Jackson has one of the longest running farmers markets in Wyoming. The area has had a long history of entrepreneurs starting food related businesses. This may in part be due to the large number of tourists that visit the Jackson area during the winter to ski and the summer as they visit Yellowstone National Park.
- 6. Cost to upgrade facility** As there is very little commercial cooking equipment available at this site, the cost to upgrade would be between \$50,000 and \$170,000 for equipment alone. Given that the facility is owned by the city and is leased to the county fair, they are not interested in upgrading this facility.

No community assessments were found for any communities in Teton County.

State of Wyoming Needs Survey

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Department of Agriculture
Phone: (307) 760-5727
Attn: Ted Craig
Ted.craig@wyo.gov

Questionnaire for County Fair Managers

Teton County Fair
Jackson Wyoming

- Do you think your community would be interesting in expanding the use of your county fair kitchen facility as a shared-use kitchen incubator?
 Yes No
- What types of companies or organizations are presently using your facility?
 Caterers Community Organizations Food Manufacturers
 Private Citizens Other: _____

3. Approximately how many times per year is the kitchen facility being used? Every night
4. When is the kitchen facility being used for events?
 County Fair time Weekends Week Days Other Evenings
5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
Building is leased from city
6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time No Other
7. Who do you see as clients for a shared-use kitchen incubator?
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____
8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other none
9. Are there plans to upgrade to kitchen facility? Yes No
 If yes, when? Plan on replacing existing building and would put a commercial kitchen in the new building in 3-5 years
10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet Marketing assistance Financial Counseling
 Labeling Other _____
11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No
12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community? Would be used if we had one.

13. Respondent Information:
 Name: Yvonne M Robertson
 Title: Fair Manager
 Address: P.O. Box 3075
 City: Jackson State: WY Zip Code: 83001
 Phone: (307) 733-5289 Fax: (307) 733-2577

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig



Site Visit Inventory of County Fair Sites

Teton County Fair
Jackson Wyoming

Standard range/oven	<input type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave</u>	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments: Given that the county fair leases this building from the city, it does not make economic sense to upgrade this facility. If a new events center is constructed, it would be ideal to include a shared-use component into this kitchen. Jackson is one of the richest communities in Wyoming. There are a number of people who are already producing value-added foods on a small scale. A shared-use kitchen facility at the fairgrounds would be well used. The huge number of tourists that pass through Jackson each year would give these entrepreneurs a ready market for their products.

Since the fair will not be upgrading any building in the near term, a mobile unit may be an option to consider. The unit could serve multi-purposes and be used as a concession stand during fair time. North Dakota research indicated that mobile units come in various sizes and prices. An 8.5 x 24 foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Uinta County Fairgrounds:

Evanston, Wyoming
 122 Bear River Drive
 Evanston, WY 82930

Uinta County Fair Manager:

Ami Barker
 P.O. Box 636
 Evanston, WY 82931
 307-789-4785

Uinta County Fair Board:

Jack Vreeland
 Kendra West
 Joel Giorgis
 Alex Morrill
 Becky Lupher
 Kim Martin

Uinta County Information:

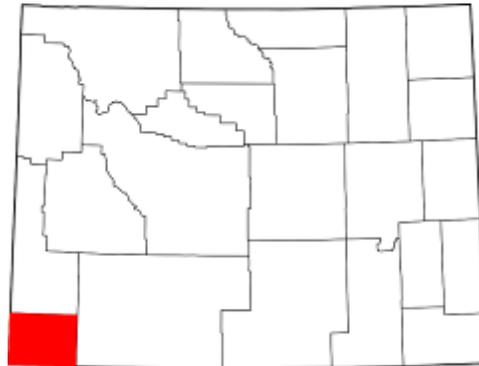
Population 2008 estimate: 20,617
Number of households: 6,823
Persons per household: 2.86
Median household income: \$57,858
County seat: Evanston

Cities and Towns:

Evanston- Population: 11,507
Lyman- Population: 1,938
Fort Bridger- Population: 400
Lonetree- Population: 61
Robertson- Population: 59
Carter- Population: 8

Uinta County Agriculture:

Number of farms: 344
Land in farms: 742,809 acres
Crop sales: \$903,000 (3%)
State rank in total value of agricultural products sold: 19
State rank in value of crops: 22
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, oats for grain



Crop	Total Yield per Acre	Total Production
Alfalfa Hay	3.2 (tons)	9,700 (tons)
Other Hay	1.8 (tons)	80,000 (tons)

To determine the potential use of the Uinta County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Uinta County has limited agricultural crop production for creating value-added products but is close to some very productive areas in Utah.
- 3. Local community support.** The local community is supportive of local food production and would welcome a local facility to provide opportunities for developing local value-added food businesses. See community assessments.
- 4. Fair management support** Fairground staff indicated that they do not have a commercial kitchen at the present time. Although they would like to have an onsite facility it is not a high priority for the board at this time.
- 5. Potential use by community** Evanston is a small vibrant community and is interested in promoting and developing local business. See community assessment.
- 6. Cost to upgrade facility** As there is no cooking equipment available at this site, the cost to upgrade would be several hundred thousand dollars. There is no money in the fairground budget to upgrade the kitchen facility at this time.

The following comments that relate to agriculture and small business development were taken from the Community Assessment.

Evanston

Problems and Challenges

Getting people to shop locally and provide the kind of living in the community we want

- Diversification of jobs, livable wages
- Lack of jobs and economic strength
- Business development/job opportunities
- Need for economic diversity
- Need businesses of all kinds to continue to thrive
- Lack of small businesses
- Lack of economic diversity
- Lack of diversity in employment
- Stay focused to attract business to community
- Economic development
- Sustainable wage-paying jobs
- Make businesses destination businesses
- Lack of infrastructure for potential growth
- Lack of help for existing businesses
- Shop local program needed

Strengths and Assets

- County fair
- Diverse workforce
- Use of facilities, sharing the costs, shared by many agencies/groups
- Potential for growth

Goals and Projects

- Increase in local business

- New food processors
- Food Service
- Value-added agricultural producers
- Private Citizens
- Caterers
- Specialty/Gift
- Service Organizations
- Other _____

8. What types of food products are presently being made in the kitchen facility?

- Catered meals
- Dry Ingredient mixes
- Jams/Jellies
- Salsa/Condiments
- Packaged produce
- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other none

Comments: We have no kitchen

9. Are there plans to upgrade to kitchen facility? Yes No not at this time
 If yes, when? Not in the near future

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|---|---|---|
| <input type="checkbox"/> Steam kettle | <input type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input type="checkbox"/> Mixer | <input type="checkbox"/> Package sealer | <input type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input type="checkbox"/> marketing assistance | <input type="checkbox"/> Financial Counseling |
| <input type="checkbox"/> Labeling | <input checked="" type="checkbox"/> Other <u>A complete remodel would be needed</u> | |
| <input checked="" type="checkbox"/> Other <u>All of the above</u> | | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No not at this time

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Ami Barker
 Title: Fair Manager
 Address: PO Box 636
 City: Evanston State: WY Zip Code: 82931
 Phone: (307) 789-4785 Fax: (307) 789-6312

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
Phone: (307) 760-5727
Attn: Ted Craig

Site Visit Inventory of County Fair Sites

 Uinta County Fair
 Evanston Wyoming

Price Range for Equipment		
Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Researcher Comments: There is no kitchen facility at the Uinta County Fairgrounds. The fair manager indicated the Fair Board felt the Round House Events Center, owned by the city of Evanston houses a large commercial kitchen. Addition of a new kitchen at the fairgrounds would not be non cost effective. Since the fair will not be upgrading any buildings in the near term, a mobile unit maybe an option to consider. The unit could serve multi-purposes and be used as a concession stand during fair time. North Dakota research indicated that mobile units come in various sizes and prices. An 8.5 x 24 foot mobile unit equipped with a variety of equipment to process and package a variety of products and is estimated to cost around \$62,000.

Washakie County Fairgrounds:

Worland, Wyoming
602 15 Mile Road
Worland, WY 82401

Washakie County Fair Manager:

Sharon Kelly
P.O. Box 451
Worland, WY 82401
307-347-8989

Washakie County Fair Board:

Cheryl Apland
David Doyle
Jeff Lapp
Rod Salzman
Myron Casdorff



Washakie County Information:

Population 2008 estimate: 7,821
Number of households: 3,278
Persons per household: 2.47
Median household income: \$50,886
County seat: Worland

Cities and Towns:

Worland- Population: 5,250
Washakie Ten- Population: 604
South Flat- Population: 374
West River- Population: 321
Ten Sleep- Population: 304
Mc Nutt- Population: 278
Winchester- Population: 60



Washakie County Agriculture:

Number of farms: 214
Land in farms: 469,804 acres
Crop sales: \$15,650,000 (40%)
State rank in total value of agricultural products sold: 11
State rank in value of crops: 6
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, barley for grain, sugar beets for sugar, corn for grain, corn for silage

Crop	Total Yield per Acre	Total Production
Barley	112 (bushels)	1,150,000 (bushels)
Sugarbeets	24.1 (tons)	159,000 (tons)
Corn	134 (bushels)	188,000 (bushels)

To determine the potential use of the Washakie County Fairground as a shared-use kitchen incubator the following need to be taken into consideration:

- 1. Existing Equipment/Facility** The fairground does not have a suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities at this time.
- 2. Local agricultural production** Washakie County is a very productive area for producing agricultural crops that are suited to producing value-added products. Sugar beets and barley have been traditional crops. The beets are processed into sugar and the barley is excellent for beer production.
- 3. Local community support** The local community is supportive of local food production and would welcome a local facility to provide access to shared-use food processing equipment. See community assessment.
- 4. Fair management support** The fairground manager expressed support for the kitchen incubator concept. She indicated that that all proposals would have to be considered by the County Commissioners.
- 5. Potential use by community** Worland is a very pro-agriculture town and supports a local farmers market with many local vendors. There would be several vendors that maybe interested in using a shared-use kitchen if available. See community assessment comments.
- 6. Cost to upgrade facility** As the existing kitchen facility is small with limited equipment, a modular or mobile unit might be a better option than upgrading the existing kitchen. A 24' x 60' modular unit would cost between \$90,000 and \$270,000 depending on manufacturer and equipment used. A second 12' x 60' fully contained unit can run as high as \$350,000.

The following comments that relate to agriculture and small business development were taken from the Community Assessment.

WORLAND

Problems & challenges

Fields for agriculture need to be developed so more farmers can engage in agriculture

We need to diversify the crops being grown by farmers in the area - too much concentration on sugar beets and barley

Public lands have a great deal of impact on ranchers and that impact has been negative recently

Ranchers are finding it difficult to adhere to government rules and regulations and still stay in business

Need value-added or supplemental agricultural incomes

Lack of availability of equipment and supplies for agriculture

Strengths and assets

Worland has a good economic base and especially agriculture

Worland is not dependant on stored water for its agriculture like many communities

Diversity of the economy is good

Agriculture is a real strength

The economy is not based on tourism, but solid businesses like agriculture

Projects and Goals

Create value-added agriculture industry brought to Worland

Add cottage industries brought in that can grow

Enlarge the agriculture community as a renewable resource

Diversification of the agricultural economy beyond Holly Sugar

Value-added economy

Example of a preferred value-added agriculture industry: cheese factory, canning plant, packing plant for sheep

Create some light industrial industries that tie into existing industry (value-added)

5. How often might you be interested in providing a shared-use kitchen facility to the community?
 Daily Weekly Monthly Occasionally
 As often as possible No not interested

6. Is there staff available to oversee a shared-use kitchen incubator?
 Part Time Full Time Other No

7. Who do you see as clients for a shared-use kitchen incubator? *Anyone
 New food processors Caterers
 Food Service Specialty/Gift
 Value-added agricultural producers Service Organizations
 Private Citizens Other _____

8. What types of food products are presently being made in the kitchen facility?
 Catered meals
 Dry Ingredient mixes
 Jams/Jellies
 Salsa/Condiments
 Packaged produce
 Seasonings
 Pet food products
 Honey products
 Baked goods
 Other _____

Comments:

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when? _____

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?
 Steam kettle Filler Proofer
 Mixer Package sealer Dehydrator
 Vacuum Packer Deep Fryer Phone answering
 Secretarial help Copy/Fax machine Personal computer
 High speed internet marketing assistance Financial Counseling
 Labeling
 Other All of the above

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No not at this time All proposals would have to be presented to Fair Board and Commissioners

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Sharon Kelly
Title: Fair Manager
Address: PO Box 451
City: Worland **State:** WY **Zip Code:** 82401
Phone: (307) 347-8989 **Fax:** (307) 746-9906

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig



Site Visit Inventory of County Fair Sites

Washakie **County Fair**
Worland **Wyoming**

Standard range/oven	<input checked="" type="checkbox"/>	Slicers	<input type="checkbox"/>
Commercial 6 burner range/oven	<input checked="" type="checkbox"/>	Sheeter	<input type="checkbox"/>
Mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Scale	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Still	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Walk-in cooler	<input checked="" type="checkbox"/>
Vent Hood	<input checked="" type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Double Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Triple Sink	<input checked="" type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Hand Sink	<input checked="" type="checkbox"/>	Filler auger	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Other equipment <u>Microwave</u>	
Meat Grinder	<input type="checkbox"/>		

Additional Reviewer Comments The existing kitchen at Washakie County Fairgrounds is small and would need to be expanded to accommodate a shared-use kitchen incubator. The modular option is dependent on available land to place the unit on. A used 24' x 60' modular unit was quoted at \$40,000 and a new one at \$100,000. A further analysis of costs would need to be completed to take into consideration equipment installation costs and shipping and hook up costs for this site.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480
Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

Since the fair will not be upgrading any buildings in the near term, a mobile unit maybe an option to consider. The North Dakota Department of Agriculture has an 8.5 x 24 foot mobile unit equipped with a variety of appliances to process and package a variety of products and is estimated to cost around \$62,000.

Weston County Fairgrounds:

Newcastle, Wyoming
 24 Fairgrounds Road
 Newcastle, WY 82701

Weston County Fair Manager:

Dean Kettley
 24 Fairgrounds Road
 Newcastle, WY 82701
 307-746-9906

Weston County Fair Board:

Rick Wehri - President
 Janet Perino - Vice President
 Troy Claycomb - Treasurer
 Colleen Donaldson - Secretary
 Curtis Rankin - Member



Weston County Information:

Population 2008 estimate: 7,022
Number of households: 2,624
Persons per household: 2.42
Median household income: \$47,853
County seat: Newcastle

Cities and Towns:

Newcastle- Population: 3,065
Upton- Population: 872
Osage- Population: 215
Hill View Heights- Population: 166



Weston County Agriculture:

Number of farms: 237
Land in farms: 1,328,294 acres
Crop sales: \$752,000 (3%)
State rank in total value of agricultural products sold: 20
State rank in value of crops: 23
Top crop items: Forage-land used for all hay and haylage, grass silage, and greenchop, wheat for grain, oats for grain, corn for silage

Crop	Total Yield per Acre	Total Production
Oats	32 (bushels)	19,000 (bushels)
Alfalfa Hay	.8 (tons)	19,000 (tons)
Other hay	.8 (tons)	5,000 (tons)

The following are considerations for the potential use of the Weston County Fairground as a shared-use kitchen incubator:

- 1. Existing Equipment/Facility** The fairground did not initially have suitable existing kitchen with the required food processing or cooking equipment necessary to offer shared-use kitchen opportunities.
- 2. Local agricultural production** Weston County has a limited variety of agricultural crops for creating value-added products. The town of Newcastle has supported a farmers market many years.
- 3. Local community support** The local community is supportive of buying local and would welcome a local facility to provide access to shared-use food processing equipment. See community assessments.
- 4. Fair management support** The fairground has added a new facility. It has a kitchen area with no equipment and they are interest making it multi-purpose unit shared-use kitchen incubator.
- 5. Potential use by community** Newcastle has supported a farmers market for several years. The desire of the community to diversify its small businesses has been documented. Actual usage would depend on the entrepreneurial spirit in the community. One comment from the community assessment sums up the local sentiment, "Fairgrounds can be used more. " Newcastle is also one of the gateways to the Black Hills. Tourists are a great market for locally produced foods.
- 6. Cost to upgrade facility** The existing kitchen is small and has very little cooking equipment available. A new facility was built this past year with hood, plumbing and electrical installed. In order to make this into a shared-use kitchen with packaging capabilities it would cost between \$50,000 and \$170,000. Cost for just the packaging equipment and several pieces of specializes processing equipment would run between \$7,000 and \$33,000.

The following comments that relate to agriculture and small business development were taken from the Community Assessment

Problems & Challenges of Newcastle, WY

Distance from major markets, so transportation of goods adds to the cost, as does importation of raw goods
Not enough jobs
Old agricultural families are losing their land and families, selling out

Strengths & Assets of Newcastle, WY

Agriculture
Agricultural background
Diversity in business (agriculture, a little tourism, energy)
People are willing to pay more to support the local guy
People are willing to try (to have a new business or try a new thing, for example)

Goals & Possible Projects of Newcastle, WY

Development and growth
Diversified economic development
Exportation of goods
Fairgrounds can be used more
Focus more state resources to this area of the state
Growth from within
More business diversity
Small industry is fine too!
Support local retail
Value-added agriculture

- Seasonings
- Pet food products
- Honey products
- Baked goods
- Other _____

Comments: We have just built a new kitchen and upgraded the plans to commercial status. We are looking at help for funding and organization for a kitchen incubator

9. Are there plans to upgrade to kitchen facility? Yes No
If yes, when?

10. What types of services/equipment do you not have that you think would be needed in a shared-use kitchen incubator, in order for it to be successful?

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Steam kettle | <input checked="" type="checkbox"/> Filler | <input type="checkbox"/> Proofer |
| <input checked="" type="checkbox"/> Mixer | <input checked="" type="checkbox"/> Package sealer | <input checked="" type="checkbox"/> Dehydrator |
| <input type="checkbox"/> Vacuum Packer | <input checked="" type="checkbox"/> Deep Fryer | <input type="checkbox"/> Phone answering |
| <input type="checkbox"/> Secretarial help | <input type="checkbox"/> Copy/Fax machine | <input type="checkbox"/> Personal computer |
| <input type="checkbox"/> High speed internet | <input checked="" type="checkbox"/> Marketing assistance | <input checked="" type="checkbox"/> Financial Counseling |
| <input checked="" type="checkbox"/> Labeling | <input type="checkbox"/> Other | |

11. Would you be interested in attending a meeting to discuss plans for a shared-use kitchen incubator?
 Yes No

12. Do you have any questions or comments regarding the need for a shared-use kitchen incubator in your community?

13. Respondent Information:

Name: Dean Kettley
 Title: Fair Manager
 City: Newcastle State: WY Zip Code: 82701
 Phone: (307) 746-9906 Fax: (307) 746-9906

State of Wyoming Needs Survey of Fair Kitchen Facilities

For Prospective County Sites for a Shared-use Kitchen Incubator

Federal State Marketing Improvement Grant
 Wyoming Technology Business Center
 10000 University Avenue, Laramie, WY
 Phone: (307) 760-5727
 Attn: Ted Craig

Site Visit Inventory of County Fair Sites

Weston County Fair
Newcastle Wyoming

Standard range/oven



Commercial 6 burner range/oven



Mixer	<input type="checkbox"/>	Sheeter	<input type="checkbox"/>
Commercial mixer	<input type="checkbox"/>	Steam Kettle	<input type="checkbox"/>
Convection oven	<input type="checkbox"/>	Wire Cooling Racks on wheels	<input type="checkbox"/>
5' Stainless Prep Table	<input type="checkbox"/>	Scale	<input type="checkbox"/>
6' Stainless Prep table	<input type="checkbox"/>	Still	<input type="checkbox"/>
Other Prep Tables	<input type="checkbox"/>	Refrigerators	<input checked="" type="checkbox"/>
Vent Hood	<input type="checkbox"/>	Walk-in cooler	<input type="checkbox"/>
Deep Fat Fryer	<input type="checkbox"/>	Freezers	<input checked="" type="checkbox"/>
Commercial Dish Washer	<input type="checkbox"/>	Walk-in freezer	<input type="checkbox"/>
Sink	<input type="checkbox"/>	Dehydrator	<input type="checkbox"/>
Double Sink	<input checked="" type="checkbox"/>	Dry packaging	<input type="checkbox"/>
Triple Sink	<input type="checkbox"/>	Labeling equipment	<input type="checkbox"/>
Hand Sink	<input type="checkbox"/>	Canning equipment	<input type="checkbox"/>
Stainless Counter Space	<input type="checkbox"/>	Filler auger	<input type="checkbox"/>
Other Counter Space	<input checked="" type="checkbox"/>	Commercial water heater	<input type="checkbox"/>
Ice Machine	<input type="checkbox"/>	Fire extinguisher	<input type="checkbox"/>
Proofing Racks	<input type="checkbox"/>	Overhead delivery door	<input type="checkbox"/>
Meat Grinder	<input type="checkbox"/>	Other equipment <u>A large baking oven that is used only during fair time.</u>	
Slicers	<input type="checkbox"/>		

Additional Researcher Comments: The above inventory is for the old kitchen that is not being considered for upgrade. Newcastle recently completed a new commercial kitchen. Resulting from the WDA visit, the fair managers met their engineers and made a few plan changes to allow them to be licensed. The fair board and managers would like to implement a shared-use kitchen system so the facility would be used more often. The kitchen is now complete but it has no equipment yet. They plan on working with their CHS inspector, the WDA and Goshen County Fair who is just completing their shared-use kitchen incubator, set up and determine rate scale and additional packaging equipment needs.

Recommended Equipment List with Price Range

Commercial Mixer	\$2,350	\$5,732
Convection Oven	\$5,670	\$12,400
Commercial Dishwasher	\$2,970	\$17,400
Tilt Skillet	\$5,400	\$14,200
Range Oven	\$3,600	\$11,300
Reach in Freezer	\$3,020	\$10,040
Steam Kettle	\$3,210	\$7,500
2 Stainless Tables	\$340	\$700
Ice Machine	\$1,890	\$5,080
Walk-in Cooler	\$3,960	\$6,020
Walk-in Freezer	\$4,550	\$7,240
Triple Sink	\$850	\$2,480

Slicer	\$310	\$4,990
Canner	\$450	\$5,000
Dehydrator	\$140	\$6,500
Label Maker	\$300	\$3,800
Bottle Filler	\$400	\$6,800
Bag Sealer	\$500	\$1,250
Vegetable Sink	\$750	\$3,500
Vent Hoods	\$3,500	\$6,500
Misc Utensils/Supplies	\$5,000	\$10,000
Total	\$49,160	\$148,432

The above are estimated costs for equipment only. Equipment costs will vary greatly base on quality and if any used equipment purchased.

Fairground Summary:

The following table estimates the potential of individual fairgrounds to cost effectively develop and operate a shared use incubator utilizing the following criteria:

Existing equipment/facility: (1) Little or no existing equipment (2) some usable existing equipment (3) most of base equipment necessary for a shared use kitchen

Local agricultural production: (1) little crop production that would be used in a kitchen incubator (2) moderate crop production (3) More diverse crops available

Local community support: (1) Little or no community support (2) some community support (3) solid community support of locally produced products.

Fair management support: Little or no support from fair manager or Board (2) Fair manage has expressed some interest (3) Fair management is either proceeding with a shared use kitchen incubator or was requesting help in learning more about developing one

Potential use by community: (1) low population, little local marketing opportunities, and little crop production (2) larger population and marketing base and some crop production (3) A combination of a larger population base, diverse agricultural production, a local foods movement or a tourist marketing opportunity

Cost to upgrade facility: (1) little or no equipment (2) some usable existing equipment and or usable building (3) good existing equipment and facility that will allow for additional equipment

County Fair	Present Facility	Agricultural Production	Community Interest	Fair Support	Potential Use	Facility Cost	Overall Potential
Goshen	3	3	3	3	3	3	18
Converse/State Fair	2	1	3	3	3	3	15
Sweetwater	3	1	3	3	2	3	15
Fremont	2	3	3	2	3	2	15
Park	1	3	3	3	3	1	14
Niobrara	3	1	3	2	1	3	13

Laramie	1	2	3	3	3	1	13
Platte	1	2	3	3	3	1	13
Campbell	3	1	3	1	2	3	13
Johnson	1	2	3	3	2	1	12
Weston	1	1	3	3	3	1	12
Washakie	1	3	3	2	2	1	12
Big Horn	1	3	3	2	2	1	12
Carbon	1	1	3	3	2	1	11
Sheridan	1	2	3	1	3	1	11
Sublet	1	1	3	3	2	1	11
Hot Springs	1	1	3	2	2	1	10
Lincoln	1	2	3	1	2	1	10
Teton	1	1	3	1	3	1	10
Albany	1	1	3	1	3	1	10
Central WY/Natrona	1	1	3	1	3	1	10
Uinta	1	1	3	1	2	1	9
Crook	1	1	3	1	2	1	9

STUDY FINDINGS/RECOMMENDATIONS:

Keys to Success:

There are several consistent themes found in the existing commercial kitchen incubators researched for this study important to the success of such programs. While programs can be successful without access to all of these resources, lacking any of the listed assets increased the cost of starting a program and decreased the likelihood that the program will see long-term sustainable success. The assets critical to success of a shared-use kitchen incubator project include:

1. An existing commercial kitchen with space for additional equipment and processing. Most incubator projects require preparation and packaging equipment not found in kitchens equipped to prepare and immediately serve food to the public. Adding space can be costly and impractical for most incubator projects. Space is also needed to accommodate more than one business at a time. Lack of space will limit the ability of the facility to serve existing facility stakeholders and incubator clients, creating friction between the two. If existing space is not available, modular or mobile kitchen space may be able to fill the need at a reasonable cost.

2. Startup funding. Most startup commercial kitchen incubator projects will not be able to fund purchase of needed equipment with revenues from client rents. Projects will need to identify a source of funding for packaging, labeling and preparation equipment. Additional funds may be needed for redesign or reconfiguration of space. Most incubators indicated their budget for development did not include recovery of equipment costs from fees charged the clients.
3. Community support. Support from the economic development community, potential clients, other businesses, non-profit groups and citizens are important to success of a share-use commercial kitchen incubator project. At various times, these stakeholders will be called upon to provide support in the form of resources and expertise. An incubator without community support runs the risk of failing due to lack of resources or expertise.
4. Host agency. It is unlikely that a project using shared resources can afford the overhead associated with running a “stand alone” incubator. Therefore, it is important the project have a partner(s) to help with administration and management of the program. This partner is likely a nonprofit organization involved in the management or support of the existing space the incubator will be using. The programs may even share the time of a manager or executive director. As stated above, the incubator should have a source of funds to help the host defray the cost of managing the incubator project.
5. Access to training and education. A successful shared-use kitchen incubator will provide its clients with opportunities to improve their businesses through industry-specific training. The incubator can provide education on a wide variety of relevant subjects by leveraging the expertise of its partnering agencies. The Wyoming Department of Agriculture, Wyoming Small Business Development Centers, Manufacturing-Works, Wyoming Business Council and University of Wyoming Cooperative Extension Service provide training and education needed by value-added food producers. A successful incubator will work to develop relationships with these and other agencies and utilize their knowledge.
6. Access to agricultural products. Locally grown agricultural products can be an advantage for a commercial kitchen incubator. Food entrepreneurs are often motivated by a desire to use local resources to create products. These products often find success in local markets because of interest on the part of consumers to purchase locally produced foods. While local produce is an advantage, commercial kitchen incubator clients need regular and reliable access to agriculture products to be successful. These products may not be local, but clients need to have a supply they can rely on so they can regularly fulfill customer orders. Most clients identify their own source of products, but incubators should be prepared to help clients with sourcing as they grow.

Summary:

The overall goal of this study was to identify the best current sites and assess the facility and equipment needed to cost effectively enhance the sites into shared-use value-added facilities. Prior to the study there was very little information on the capabilities of the various county fair kitchen facilities. Although not all Wyoming fairgrounds have the facilities or the commitment needed, this study has stimulated much interest in shared use kitchen incubators. Two of the twenty-three fairgrounds were able to use the information contained in the study and have committed to developing a shared-use facility on their fairgrounds. The first, in Goshen County, is anticipated to be operational in November of 2011. The second is at the State Fair Grounds in Converse County. Both have been awarded Specialty Crop grants to purchase additional kitchen supplies and appliances to support a kitchen incubator project. The fair managers will be working with local economic development agencies, the Wyoming Department of Agriculture and the University of Wyoming to

provide support services to interested entrepreneurs. In addition to the two sites soon to open, five other county fair sites are considering the creation of a shared-use kitchen facility. Two of these have expressed interest in touring the Goshen County kitchen incubator and another is actively exploring a modular unit. Others will use the report to help review options for their individual county fair. Some fairs have indicated their fair is currently under review for renovations or new buildings, in which case, they are interested in incorporating the recommendations for a commercial shared use kitchen in their plans. The interest in developing shared-use value-added food processing facilities within the county fairs of Wyoming has been confirmed by this study.

APPENDIX A: Survey of Agricultural & Economic Development Professionals

The first quarter of 2009 entailed the creation and distribution of a, "State of Wyoming Needs Survey". The survey contained questions regarding interest in a shared-use kitchen, types of products to be anticipated being made in the kitchens and the type of help to be expected from each facility. The survey was created using the University of Wyoming's Survey Tool. Construction took place online, and was emailed to each email contact from the already established list of agriculturally affiliated individuals throughout the state of Wyoming. The surveys consisted of a combination of 12 multiple choice and fill in the blank opinion questions. It was initially launched October 29, 2009 to 352 respondents. A follow-up reminder was sent out November 9, 2009. After the follow-up, individual phone calls were made to each contact that had not yet responded. A total of 92 surveys were filled out.

A sample of the survey results are attached along with a copy of the survey distributed.

State of Wyoming Needs Survey

For Prospective County Sites for a Shared Use Kitchen Incubator

Federal State Marketing Improvement Grant
Wyoming Technology Business Center
10000 University Avenue, Laramie, WY
PHONE: 307.760-5727

Questionnaire for Community Professionals

_____ **County**

_____ **Wyoming**

1. What type of organization are you?

- | | | |
|--|--|--|
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Technical Assistance | <input type="checkbox"/> Lending Institution |
| <input type="checkbox"/> Agricultural Agency | <input type="checkbox"/> Private Sector | <input type="checkbox"/> Educational Institution |
| <input type="checkbox"/> Government (non regulatory) | <input type="checkbox"/> Government (regulatory) | <input type="checkbox"/> Fair Board Member |

2. Would there be a general interest in your service area for a shared kitchen facility?

- Yes No

3. What type of shared kitchen user(s) would you anticipate in your service area?

- | | | |
|----------------------------------|--|---|
| <input type="checkbox"/> Farmer | <input type="checkbox"/> Specialty Food Entrepreneur | <input type="checkbox"/> Small Food Processor |
| <input type="checkbox"/> Caterer | <input type="checkbox"/> Other: _____ | |

4. What type of food products would be made in this share kitchen?

- | | |
|---|---|
| <input type="checkbox"/> Jams & Jellies | <input type="checkbox"/> Poultry & Meat |
| <input type="checkbox"/> Fruit and Vegetables (acidified products, such as sauces, salsas, pickled foods) | |
| <input type="checkbox"/> Baked Goods | <input type="checkbox"/> Other: _____ |

5. What type of services would you expect from this shared kitchen?

- Office services (phone, computer, copying) Financing
- Entrepreneurial business training Legal Accounting
- Product and process development Marketing Sales
- Food safety and sanitation Packaging and distribution
- Other: _____

6. Would your organization provide assistance to establish a shared kitchen?

- Yes No

7. How could your organization help?

- Financial Technical assistance Business planning and management
- Marketing Sales Logistics Human resources
- Site location Legal Other: _____

8. Do you know of any shared kitchens in your area?

- Yes No

If yes, please identify them: _____

9. Based on your knowledge of your service area, is a shared use kitchen viable?

- Yes No

Comments: _____

10. What are the regional strengths that would support this project?

11. What weaknesses exist in your area that would hinder such a project?

12. What other information should we know about your organization and your service area in regards to shared use kitchen facilities?

Respondent Information:

Name: _____

Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: (____) _____ Fax: (____) _____

Sample of Survey Results

2. Would there be a general interest in your service area for a shared kitchen facility?

		Response Total	Response Percent	Points	Avg
Yes	<div style="background-color: yellow; width: 86%;"></div>	77	86%	n/a	n/a
No	<div style="background-color: yellow; width: 14%;"></div>	13	14%	n/a	n/a
Total Respondents			90		
(skipped this question)			4		

3. What type of organization are you?

		Response Total	Response Percent	Points	Avg
Economic Development		20	22%	n/a	n/a
Agricultural Agency		10	11%	n/a	n/a
Government (non regulatory)		6	7%	n/a	n/a
Government (regulatory)		11	12%	n/a	n/a
Technical Assistance		3	3%	n/a	n/a
Private Sector		11	12%	n/a	n/a
Lending Institution		0	0%	n/a	n/a
Educational Institution		26	29%	n/a	n/a
Fair Board Member		3	3%	n/a	n/a
Total Respondents			90		
(skipped this question)			4		

4. What type of shared kitchen user(s) would you anticipate in your service area?

		Response Total	Response Percent	Points	Avg
Farmer		29	34%	n/a	n/a
Caterer		44	51%	n/a	n/a
Specialty Food Entrepreneur		62	72%	n/a	n/a
Small Food Processor		55	64%	n/a	n/a
Other, please specify view		23	27%	n/a	n/a
Total Respondents			86		
(skipped this question)			8		

Other

1. Education and Training
2. Parties
3. Educators (credit, non-credit classes)
4. Education purposes
5. 4-H, Farmers Market
6. Volunteer cook

7. All
8. Organizations such as Homemakers, 4-H, Cattle Women etc
9. Banquets for various groups
10. Individuals with home grown goods that need processing
11. Vendors of all kinds for Downtown Farmers Mkt., Taste of Casper, etc.
12. Homemakers utilizing to can food, Also for Classes
13. Centi\$ible Nutrition Program
14. Family groups
15. Fledgling restaurateur
16. Food for supportive housing, emergency shelters, homeless, at-risk populations
17. None
18. Food Preservation
19. Farmers Market
20. CSA groups
21. Fair Building
22. Cooking students
23. FFA Banquets, Citizen Dinners, many more

5. What type of food products would be made in this shared kitchen?

		Response Total	Response Percent	Points	Avg
Jams and Jellies		64	79%	n/a	n/a
Fruit and Vegetables (Acidified products, such as sauces, salsas, pickled foods)		63	78%	n/a	n/a
Baked Goods		67	83%	n/a	n/a
Poultry and Meat		45	56%	n/a	n/a
Other, please		14	17%	n/a	n/a

specify view					
			Total Respondents	81	
			(skipped this question)	13	

Other

1. Not sure but possibly foods associated with a training program
2. Meals
3. Homeless Shelter Food Menus
4. Catered meals
5. Salad dressing
6. Catering meals
7. Packaged snack and non-perishable food items
8. Packaged foods to sell retail
9. Prepared restaurant-style meals
10. None
11. Candies
12. Not sure, there has been no expressed interest to my knowledge
13. All food items

6. What type of services would you expect from this shared kitchen?

		Response Total	Response Percent	Points	Avg
Office Services (phone, computer, copying)		19	22%	n/a	n/a
Entrepreneurial Business Training		35	40%	n/a	n/a
Product and Process Development		49	56%	n/a	n/a
Food Safety and Sanitation		77	89%	n/a	n/a
Legal		19	22%	n/a	n/a

Marketing		38	44%	n/a	n/a
Packaging and Distribution		52	60%	n/a	n/a
Financing		10	11%	n/a	n/a
Accounting		10	11%	n/a	n/a
Sales		16	18%	n/a	n/a
Other, please specify <input type="button" value="view"/>		7	8%	n/a	n/a
Total Respondents			87		
(skipped this question)			7		

Other

1. Kitchen facility usage
2. Just want to help the hungry.
3. Teaching food prep, group activities, etc.
4. Waste management, energy management, marketing
5. Depends who runs it
6. None
7. Community events being there

7. Would your organization provide assistance to establish a shared kitchen?

		Response Total	Response Percent	Points	Avg
Yes		63	78%	n/a	n/a
No		18	22%	n/a	n/a
Total Respondents			81		
(skipped this question)			13		

8. How could your organization help?

		Response Total	Response Percent	Points	Avg
Financial		10	13%	n/a	n/a
Marketing		43	55%	n/a	n/a
Site Location		30	38%	n/a	n/a
Technical Assistance		33	42%	n/a	n/a
Sales		14	18%	n/a	n/a
Legal		4	5%	n/a	n/a
Logistics		15	19%	n/a	n/a
Business Planning and		31	40%	n/a	n/a

Management					
Human Resources		14	18%	n/a	n/a
Other, please specify view		17	22%	n/a	n/a
Total Respondents			78		
(skipped this question)			16		

Other

1. If facility is used for training, perhaps providing a training program
2. Food Safety
3. Volunteer cooking and distribution.
4. I'm not sure because my organization is "Mainstreet" which primarily focuses on downtown development
5. Licensing and inspection
6. New product prototype design and development
7. Happy to do foot work in Sublette County
8. Education
9. Food safety
10. Promotion through business directory
11. Facilities
12. No Interest
13. Support through our workforce department
14. Farmers Market vendors would help where needed as possible
15. Training
16. A little of each maybe
17. Business Counseling, microloans & IDA program must qualify for loans and IDA

9. Do you know of any shared kitchens in your area?

		Response Total	Response Percent	Points	Avg
Yes		18	20%	n/a	n/a
No		69	78%	n/a	n/a

If yes, please identify them view		7	8%	n/a	n/a
Total Respondents			88		
(skipped this question)			6		

Other

1. 2nd kitchen and a local church group.
2. Sheridan College Commercial Kitchen (located in the Watt Ag Center)
3. Sheridan College
4. Churches and community halls for community functions
5. There is a shared kitchen that has stopped mid-way through the process of development that was co-sponsored by the economic development organization.
6. There is a list with Laramie Co. Health Dept. and our staff knows of other in Wy. that rent facilities.
7. Public school home ec rooms - used for educational services only

10. Based on your knowledge of your service area, is a shared-use kitchen viable.

		Response Total	Response Percent	Points	Avg
Yes		61	74%	n/a	n/a
No		10	12%	n/a	n/a
Comments view		15	18%	n/a	n/a
Total Respondents			82		
(skipped this question)			12		

Other

1. We only have one business that could use this service.
2. I've often heard clients want one, but I'd guess the total volume through it would be low.
3. I don't know.
4. To my knowledge, no one has asked for this type of assistance from the LEDC. But the Wyoming Women's Business Center has been working on providing that type of assistance in the old Lincoln Center.
5. I THINK SO BUT NO MARKET STUDY YET CONDUCTED.
6. Maybe

7. It all depends on how it is marketed and managed.
8. it could open business opportunities
9. Unsure, NWC looked into it
10. A shared kitchen may be a viable way to meet the community's demand for restaurant variety, without traditional risks of starting new restaurants independently.
11. Has been slow to catch on.
12. Maybe, but we may lack "critical mass" to justify it
13. the price of land would make this difficult
14. Maybe
15. I have received several requests for the Cheyenne area in the last couple of years.

11. What are the regional strengths that would support this project?

1. We have many large events with few places to hold them. The new hall being built at our fairgrounds ideal if there was a large commercial kitchen facility the caterers could utilize.
2. Partnerships for usage
3. See #10
4. Average growing season 105-115 days; A wide variety of Specialty crops CAN be grown here; local int lack knowledge for getting it done.
5. An interest in local food production
6. Lots of economic development expertise. The University has professors with food and nutrition and fo safety expertise.
7. A way to utilize one facility for multiple uses and projects - it would help cut down costs for our site a maintain a place for anyone to use and operate.
8. Strong Farmers Market Network, A growing desire by local consumers to access locally grown produc increase in the number of small farms, close to major population centers along the front range
9. Wheat and other small grain farmers, population that is supporting the local food movement.
- 10 Strong community and desire for local products
- 11 Location - at the base of the Big Horn Basin and close to Fremont County.
- 12 Community relations
- 13 Several local food processors in the region, a thriving farmers' market in the summer, high seasonal tr traffic that might be interested in purchasing locally made goods

14 Located close to Salt Lake City, Utah

15 Farmers Markets in Cody and Powell and other Big Horn Basin towns.
Small dairy producers want to make cheese products

16 Agricultural county. Many people looking for a way to increase their income. Two Farmer's Markets in county.

17 Home chefs that would like to start a catering business, bakers that would like to be able to expand and offer different pastries at craft fairs etc

18 I do not believe it would be supported in Rawlins, but the concept in the Little Snake River Valley or the Snake Valley would be supported.

19 Would allow Wyoming agriculture to capitalize on niche markets and add value to raw products.

20 Unknown.

21 Wide spread community support

22 There are many people interested in making things in their homes for a profit but are required to have a commercial kitchen but don't have the funds or resources to make it possible.

23 We have several food processors that now use or have used the kitchen in the past so we know there is interest and a need for such a facility.

24 Strong cohesion between technical assistance organizations. The kitchen could provide a core service and partner agencies could provide the business component

25 Lots of small produce/ranching operations.

26 We have a wonderful forward-thinking fairgrounds manager who works well with Extension and with people in the county. He is, however, not full-time.

27 The sheer numbers of people that would be interested

28 Varied agricultural products.

29 Our geography puts us in an area to serve many communities. We have a very successful Farmers Market that generates a lot of interest from the region and we are asked quite often about a commercial kitchen.

30 Small Business Development Center (Margie Rowell)
Our Organization

31 Albany County has very little agriculture development in the 'food products' area. Most of the agricultural development is livestock and livestock feed, such as hay.
Observing the Farmer's Market vendors, the majority of them are from outside the area.
Not saying that it couldn't be developed in Albany County in the future.

32 Unique food products exist around the state.
Unique folklore surrounding many products exist.
Several community colleges as well as UW offer courses in support of this endeavor.

33 MULTIPLE FARMERS' MARKETS, CATERING SERVICES OUT OF HOMES, CHURCHES WITHOUT PROFESSIONAL CERTIFIED KITCHENS WHICH HOST BAZAARS, ETC.

34 Sublette County is a food desert with only 2 farms in the County; all food is trucked in from great dist:
 And 99.9% of the beef is trucked out. I am working on a Community Food Assessment for Sublette Co
 one of the benefits would be to back up the needs for a Community Kitchen.

35 The Worland Ten Sleep Communities conduct numerous events from Trade Shows, to Farmer's Mark
 require the processing and serving of prepared foods.

36 None

Resources; Marketing, business development advice, business plan assistance. Wyoming Business Co
 37 Wyoming First Program. Possibly clustering of Wyoming made products in a storefront. Customer bas
 University employees. Unique products. Growth and popularity of Farmer's Market.

Up and coming reservation specific farmers' market
 38 Lack of a similar facility on the reservation
 Many small scale food processing businesses in this area which could benefit from a shared facility.

39 Great interest in value-added agriculture, a lot of interest in specialty crops, and a increased demand
 farmers markets, fresh, local, and organic produce as well as several grass fed beef producers.

Locally grown agricultural products
 40 Restaurant interest in using local goods
 High number of visitors in season
 High potential for repeat sales via internet

Natrona County has a fairly large population (within WY) from which to draw users as well as consum
 41 proximity to larger markets such as Denver/Ft. Collins, Billings, Rapid City. There is a good restaurant
 could utilize products produced in the kitchen. Casper College could assist in developing training prog
 designed specifically for the kitchen's users.

42 We have several products in the area that are currently shipped away for further processing and this
 provide a local processing alternative.

43 People looking for entrepreneurial opportunities.

44 Strong agricultural area, rural area with limited access to larger markets and facilities...so a facility suc
 would be welcomed and potentially used on a regular basis

45 Agriculture is one of main industries in area, meaning availability of fresh produce. Location relatively
 Interstate and airlines for transpiration of product.

46 Economic developers have historically been in favor.

Local produce and meats are readily available. The community has a strong interest in fine dining and
 47 foods, looking for a variety of offerings in restaurants. Citizens are willing to explore non-traditional c
 create their dining experience--cooking classes fill quickly, and Sheridan is home to the Wyoming Culi
 Institute, which is preparing chefs and food industry workers for employment.

48 Fishing/Hunting/back-yard gardening

49 Our region is pulling together to address the needs of the at-risk populations in our communities and
 pulling together to determine ways to assist people in need

50 Farmers' markets seem well attended and a viable business opportunity for small food producers.

- 51 Strong Farmers' Market here and additional markets close by
- 52 Agriculturally based in North Lincoln County.
- 53 Eastern Wyoming College, partnerships with local area businesses and organizations, service area incl Goshen, Platte, Niobrara, Converse, Crook, Weston counties
- 54 As a Nutrition and Food Safety Educator plan to have nutrition programs available for Rock Springs re and I will definitely need a kitchen available to be able to offer these classes.
- 55 Pretty strong community spirit. Excellent transportation access. Potential for tourism-oriented food p Cautious, but generally supportive financial institutions. Potentially good work force for a food-orient enterprise.
- 56 Strong community support including interest from non-profit organizations; professional expertise loc growing local foods initiative
- 57 We are an agricultural based community.
- 58 We are an agriculture area and with the extra produce grown they would have an approved place to p food for the Plant an extra row program.
- 59 A regionally shared kitchen may work (one that serves multi counties)
There are a number of entrepreneurs living in the area
- 60 Food producers, catering, small business operations
- 61 In our Region Locally Grown is a label that is growing.
- 62 Location and several events and businesses that could sell this product. They also could do interstate through the internet and distributors.
- 63 Not sure if there are any possibilities at this time.
- 64 Ag community, interest in sustainable farming, local production and marketing, local interest in home production
- 65 Cheyenne has WSBDC offices, a WWBC satellite office, and the Wy Business Council value-added food in the Cheyenne area. LCCC could potentially be supportive of the project as well.

12. What weaknesses exist in your area that would hinder such a project?

1. I don't have enough data about resources in our area to adequately answer that question.
2. Cost and actual need
3. Possible community development road blocks; lack significant distribution mechanism;
4. Financing a shared-use facility
Very few small food processors in the state and a long distance to travel to a facility.
5. Maybe the number of clients that would use it (too few?) Also distance of clients. Nebraska has a

Teaching kitchen for food entrepreneurs that may be able to give us insight.

6. Rural Location. Finding those that truly have the passion to carry their products forward and successfully market them.
7. Convincing the fair board that this is a good use of their facilities.
8. Cold, short seasons, tough economic climate,
9. Financing.
10. We need a central location for the northern and southern Big Horn Basin -- possibly 2 kitchens. Travel distances can be too great.
11. Maybe lack of funds.
12. To a degree getting the work out to the appropriate people.
13. Having it in Rawlins----I realize it is to better use the fairground buildings but I do not believe there is an interest in Rawlins. They have a difficult time even supporting a Farmer's Market.
14. Lack of constant demand for use.
15. There is only one homeless Mission/Kitchen.
16. Monies to maintain
17. The kitchens at the Wyoming State Fair are very adequate but currently to rent them out is cost prohibitive.
18. Our commercial kitchen at the Niobrara County fairgrounds has heavy usage now, so the main problem would be scheduling the facility.
19. Many entrepreneurs have a limited budget, cost of use and coordination of times used could be a deterrent
20. Stubborn attitude towards 'purpose' of fairgrounds.
21. Our 4-H building, where the kitchen is located, is used a lot for events in the community.
22. Costs, time, time of processing
23. Limited business community/market
24. Currently our Fairgrounds does not have the facilities to support such a project. We are applying for a grant right to build a new building, with a commercial kitchen facilities.
25. None that I can think of
26. Location - not convenient for every caterer.
27. Please see remarks in question 11.

28. Lack of sophistication in packaging and promotion and distribution of products.
29. POSSIBLY LACK OF WILLINGNESS TO SHARE RESOURCES BETWEEN TWO EXISTING FARMERS' MARKETS? SPECULATION ONLY - QUESTION HAS NOT YET BEEN RAISED.
Community Apathy. We are planning a new organization to take pride in our Community and all it has to offers. Our Community Rocks (OCR) will be hosting seminars and workshops on our local food systems in an effort to educate the community and inspire new growers.
30. Have five kitchens that work independently with the public
31. Existing private facilities and companies.
32. Economies of scale. Production would have to be large enough to be able to keep costs low and make a profit. Barriers to entry; unknown economy, capital to start.
33. Finding an appropriate site location would be difficult without building an entirely new building.
34. Economy, financing...money issues, mainly.
Distance to market for volume production
35. Risk adverse
Access to capital
36. Relative to larger metropolitan areas such as Denver, the population base is rather small. Limited number of available modern buildings to house the operation.
37. There are already a lot of activities that take place at the fairgrounds during the year and it might be very unhandy to have to work around several enterprises each time an activity takes place.
38. Lack of business training.
39. Ability to pay for use and to some degree, transportation of goods to the county fairgrounds in Basin
Fairgrounds kitchen is scheduled for events throughout the year so any additional uses would be subject to events already scheduled and could be scheduled with little notice to the businesses that plan to use the kitchen.
40. PV Econ Dev Alliance currently is currently under a reorganization process. Larger population is in Cody, 30 miles away.
Finding space and funding to create a shared kitchen facility would be challenging. It would also be challenging to place chefs into existing restaurants or to help them create new restaurants after an incubation period, especially if they are a main draw to the facility.
41. Financing
42. Funding, politics (NIMBY)
43. Lack of expertise on the part of those small producers; lack of food safety training; lack of knowledge about small business support available.
44. Smaller customer base

48. Management ability of organization hosting kitchen.
49. Does the county fair kitchen meet specifications and would it be the existing one at Frontier Park or out at Archer?
50. Ruralness, sporadic needs,
51. Low population, pretty traditional in terms of its entrepreneurial creativity, innovativeness, initiative, etc. Relatively poor economically.
52. Currently limited availability of facilities and access to informational resources
53. Weaknesses include funding and a central, accessible location.
54. There are no up to date kitchens
55. Private businesses would balk at a subsidized competition
the cost of land in Teton County would make this financially challenging
56. Lack of kitchen

The processor maybe limited on sales if they cannot be able to keep up production if to do interstate shipping as the larger markets require a certain amount of units. The cost as there are many expenses to start up with the licensing and labeling and supplies to just name a few.

58. Lack of need or interest for such a facility.

As a lifelong Cheyenne resident I have been aware of the odd market with the long time residents preferring chain type stores and food businesses. The marketing effort would have to include a major education effort to try to sway the Cheyenne residents that local is as good as or better than national chains. Perhaps this would be a good time to launch the "localvore" campaign that is flourishing in other areas.

13. What other information should we know about your organization and your service area in regards to shared-use kitchen facilities?

I am basing this on the possibility of needing a facility for a training program. However, we would need to do some research to even see if there is a need for such a program in our area. So, please understand that I based my answers on speculation. But, if you move forward, would be very willing to look into that need. Thank you.

We sent a similar survey several years ago, and included food processors in the state. While the interest level for a shared-use facility is apparent, there is very little interest from people for paying for use of the facility or helping manage the facility.

Our organization (WyomingEntrepreneur.Biz) has expertise in assisting small businesses and entrepreneurs in a variety of small business areas. We also have six offices located in strategic areas of WY. The

Market Research Center is one of our programs and they can help with many research and marketing questions for such a facility.

Think it is a great idea - our new facility will have the ability, space and site to offer such a service. Also

our access to legal, labeling information and onsite sales, marketing and promotion would be a boon to anyone considering using our facility. We hope to have the facility completed by December 2009. We'd be open to meeting with any interested party or anyone wanting to offer their insight on the development of the space. Please contact us with any questions as our project will be on the ground in a few weeks.

5. The WY Department of Ag is supportive of adding value to locally grown foods.
6. Our current kitchen is not a commercial kitchen, but it is close.
7. We are involved with standards as they apply to any situation.
8. The Fairground kitchen is only partially certified. It is frequently in demand for other social functions.
9. I am unsure what information you are asking for. The kitchen in our fair building is used when we rent the facilities during the year. It would not be available on a long term basis and is just a kitchen.
10. Concept good, but in some counties you will need to look outside of the area where the fair buildings are located. Especially counties like Carbon County.
11. None, but you need to put unsure or "other" as answers for some of your questions.
12. There is not enough collaborated communication to increase both awareness of needs or facilitated kitchen facilities participation.

We have a strong connection to all county fairboards in the state and can be sharing proposals,
13. information, opportunity, etc. with them all through our network of employees located in each county.
14. We have a certified commercial kitchen located at the Niobrara County fairgrounds in Lusk.
15. This would not be a resource that I would personally use. I'm not sure why I received this survey.

The Wyoming Business Report is the statewide business journal, with outlets both online and in print.
16. We support the diversification of our economy, and see the development of regionally produced food as a win-win for producers and suppliers.
17. The kitchen is not kept very clean between uses.
18. Furnished equipment, times of operation, availability of an inspector
19. We would help connect entrepreneurs to the facility.

Please contact Rosemary Bratton, Executive Director, Wyoming Women's Business Center (307) 766-3087 or E-Mail: rbratto1@uwyo.edu and glean her thoughts on the topic.
20. Best of luck with your search... Please feel free to contact us if and when a business plan is developed. We'd certainly assist with the effort.

We are professionals, employed by UW through funding from NIST (National Institute of Standards and Technology) and the Wyoming Business Council (WBC) residing at key locations around the state,
21. delivering solutions for creating wealth, to manufacturing and technology entities of any size and any sophistication.

Sublette County is really divided by North and South. The fairground is located just north of Big Piney, about 35 miles from Pinedale (the County Seat). It might be useful to look into two separate kitchens for this County. I don't imagine many "Northerners" would drive to Big Piney to utilize a kitchen.

- I am the Market Manager and Organizer of the Pinedale Farmers Market and would love to host
22. events at the Kitchen. Please keep me in the loop and volunteer me to help in any way.
 23. We coordinate most community events.
 24. The Lincoln Community Center here in Laramie recently received their CDBG funding to re-develop the old Lincoln School. Part of their plan is to incorporate a commercial kitchen for entrepreneurs.
I have had 2 people in my office in the last few months telling me that they would like to have the
 25. opportunity to use a shared commercial kitchen facility, but it's too expensive for one individual to invest in.
 26. I am very interested in working with you to put together food production and packaging programs to help entrepreneurs develop and market products ... call me!
As an economic development agency, we recognize the importance of diversifying the business base.
 27. A shared kitchen could encourage the creation and 'incubation' of food oriented businesses, as well as the production of value-added products. CAEDA can assist in various ways, such as site location, community introductions, and business resource, demographic and community information.
 28. It is a perfect opportunity to enhance the community garden and farmer's market plans currently underway.
 29. This is a good idea to further explore. We would be interested in assisting in any way possible and we would be interested in knowing the outcome of the survey
 30. This would be a decision left to the Goshen County Fair Board and fairgrounds manager.
Forward Cody (James Klessens) has discussed this idea. Northwest College went so far as to equip a
 31. kitchen at the old air force housing site (now NWC Center for Training & Development) but has run into several snags.
Forward Sheridan would probably support the idea of a shared kitchen facility, as it could be an economic development tool to grow the restaurant industry in Sheridan, and provide an attractive amenity for recruiting employees to other businesses and to recruit and retain young professionals.
 32. However, this would not be a top-priority project for the organization, as we are focused on creating a business park, a facility to house start-up technical businesses, and recruiting new high-tech companies to Sheridan.
 33. We are a community initiative which provides recovery support and wrap around services. We are one of the primary organizations taking the lead on the issues of housing and homelessness.
 34. We have a certified kitchen at the fairgrounds; We manage the Farmers' Market in Torrington now.
 35. Presently we are self contained with all that we need, thank you
Eastern Wyoming College's workforce department would welcome a shared-use kitchen facility in
 36. order to respond to training needs that might arise from our area businesses and industries--such as food safety handling, culinary topics, and catered meals in remote or rural locations.

37. Cooperative Extension Service works with the public so we can surely use it!

I'm in favor of the county acquiring additional infrastructure when it's available, but I'm frankly not optimistic about the amount of commercial use such a facility would have here. I think a shared kitchen facility on the fairgrounds would get a fair amount of non-commercial use. The decision-makers relative to the fair facilities at the Crook County Fair are the Fair Board and its Manager and the County Commissioners. They may have a different view and should probably be asked. We are advisory only with regard to the fair facilities.

38. My observations indicate that there are local entrepreneurs, potential food processors and growers that have expressed interest developing food products, but lack access to facilities and expertise to fully develop their ideas.

39. With the economy now, there is a renewed interest in selling excess garden produce. They need an approved place to process the food.

40. As far as regulatory a facility does not guarantee that all types of food processing can be done. There are certain requirements for the different types of food processes such as meat and retort type processing. These types would be limited as they are expensive and require expensive specialty equipment and training of processors as well as regulatory personnel.

41. None at this time.

42. In my position with the college, I often set up and offer cooking classes for the community - they are very popular. Finding places to hold them is often difficult. I am also involved with a local group of small, sustainable producers who would welcome a location to process their products for market. A local, approved, accessible kitchen would be fantastic.

43. The Wyoming Women's Business Center (WWBC) exists to assist entrepreneurs to start or expand their businesses throughout Wyoming. We offer business counseling, access to capital through microloans (up to \$10,000), Individual Development Accounts (IDA's) which offer a 1:1 savings match up to \$2,000 to start or expand a business, further education, and buy or renovate a home. been

APPENDIX B: Summary of Fair Board Member Survey

Summation of Fair Board Survey to Assess for Interest in a Shared-Use Kitchen Incubator Facility

In order to update our information, an online survey was sent to each of the 23 county fair managers in Wyoming in June 2011. The survey was designed to assess the interest in each county for having access to a shared-use kitchen that would allow for local producers to process their products in a licensed commercial kitchen. The survey also provided data as to current kitchen facilities and use for each county. Although the survey was sent to 23 fair managers who were encouraged to pass along the survey to all of their fair board, only 8 of the 23 responded for a rate of 34%. The early summer timing of the survey may have affected the response rate as fair managers are preparing for fair time.

Following up on the online survey, several of the counties were visited by WDA and others were contacted by phone. The on-site visits provided a much better response rate from the actual fair managers. Counties visited include: Albany, Carbon, Crook, Fremont, Hot Springs, Johnson, Park, Platte, Sheridan, Sublette, Sweetwater, Teton, Uinta, Washakie and Weston. Campbell, Laramie, Lincoln, Uinta, Converse, and Natrona

counties were also contacted. Data from the survey concluded the majority of the respondents felt upgrading their current kitchen facility or constructing a new facility would add value to their county. Not only would the kitchen be an asset during the county fair, but could then be utilized for value-added local production in the off months. Many of the facilities are currently rented out for wedding receptions or other events, but lack capability to have food served and must have food catered in. Having a licensed facility would allow more options for events and kitchen use.

Albany: Feedback from local residents indicates high interest in having a certified kitchen available for value-added or home production. Survey results showed little interest at this time from the fair management in pursuing this project. The fair manager was unable to visit about the facility during a follow up on-site visit.

Big Horn: No additional information

Carbon: Money is main thing preventing Carbon County from pursuing the project at this time. The fair manager and fair board are in favor of renovating the current kitchen and being able to increase its use outside of county fair time. The building is available and the project is supported by the fair board as well as the community. A modular unit was also discussed to help increase usage of a newly constructed facility. With money being the limiting factor, the fair board is very excited about the prospect of working with the Wyoming Department of Agriculture to obtain grant funding to complete the project.

Campbell No change at this time.

Converse: Converse will be upgrading the Fort Casper kitchen in the near future.

Crook: Crook County has a small, seldom used kitchen facility recently updated with a new sink, cupboards and newer stove and refrigerator. The renovations suit their needs and they are not interested in further improvement of the existing kitchen. However, some interest was expressed as to funding being available for their concession stand. Modifying their concession trailer to be a certified unit would increase its use for sporting and other events. Although the population in Crook County is low, the fair manager felt that many of their citizens would take advantage of a commercial kitchen for processing goods for personal use.

Fremont: Lack of funding is the limiting factor for this county. The current kitchen needs upgrading and improvement. The building and kitchen are currently used for many events outside of fair. Riverton has an increasing number of local growers that would utilize a commercial kitchen for processing goods. The fair manager is in favor of the project.

Goshen: Goshen County is in the process of upgrading the facility.

Hot Springs: The kitchen in Thermopolis is not inspected, but serves the purpose of the community. They are not interested in upgrading the current facility. However, the group would be very interested in constructing a new concession unit. The unit would be located in another building on the grounds frequently used for outside events. Currently, the building lacks a concession facility which would greatly enhance the events.

Johnson: Buffalo's fair manager and board are very open to further enhancing their current kitchen for additional use. The kitchen recently received a concession window and equipment was moved around for

more efficient use. The space is rather small with room to add on. Financing and time are the limiting factors for acting on this project.

Laramie: Laramie County is planning on constructing a new building with a kitchen facility. They have requested a meeting with the WDA and would like to tour several nearby shared-use kitchen facilities.

Natrona: Casper's fair manager is open to the idea but has reservations as to where to get the funding. The kitchen, at one time had a business using it to produce a value-added food product. Since that time most of the equipment has been removed due to age.

Niobrara: No additional information.

Park: Powell has already begun steps for approving a new kitchen facility and setting aside funding. Although they have started the process, funding is their greatest inhibitor. The facility will be placed in an existing building centrally located on the fairgrounds. The building is currently rented out for events, but does not contain a kitchen. The building is large enough to construct a commercial kitchen area and still allow room for wedding receptions or meeting events.

Platte: Platte County is very limited in their options for renovating the current kitchen due to the age of the building. As the building is protected under "grandfather clause" many updates and modifications have not been completed on the building. Any expansion or structural changes to the current facility would nullify the "grandfather clause" and the entire building would need to be brought up to code. The financial implications of the project have prevented the fair board from pursuing action for several years. The current kitchen area needs to be completely gutted. Because the area is small, it would be preferable to add-on. The fair board has met and voted to pursue the project. Rather than work on the existing building, the board would like to pursue the option of a modular kitchen unit placed near the existing building. The Rural Development Council for Wheatland and Extension Educator for the area have committed to aiding the project.

Lincoln: The idea of a kitchen on the fairgrounds let alone a shared use facility does not seem to be a high priority at this time.

Sheridan: Sheridan had other projects taking precedence and felt that time and money would be too great at this time.

Sublette: Sublette has many active local growers and has been pro-active in pursuing "Farm to School" activities along with additional agricultural education and healthy foods for their students. Funding, space and timing are inhibiting factors at this time.

Sweetwater: Sweetwater is interested in expanding the facility in order to increase usage by the community.

Teton: The building that has the kitchen facility is a leased so it does not make sense to upgrade the kitchen at this time.

Uinta: Not interested at this time

Washakie: Worland is very interested in having a shared-use facility; however, they feel the fairgrounds would not be the best place for its location. Worland is home to the Wyoming Girls School and they feel this may be a better location for a kitchen facility. The Girls School currently has a garden and wishes to pursue the completion of a hoop house to extend growing season. With a licensed kitchen on-site, the produce could be processed for sale at farmers markets and used for school meals.

Weston: Newcastle recently completed a new commercial kitchen. Resulting from the WDA visit, the fair managers met their engineers and made a few plan changes to allow them to be licensed. The fair board and managers had not considered a shared-use facility, but would like to implement a use system so the kitchen would be used more often. Upon completion, they will begin working with their CHS inspector and citizens of Goshen County to develop a rate scale and determine additional equipment needed. As Goshen County has already completed their kitchen incubator, Weston County plans to model their plan after Goshen County.

In summary, many counties are interested in improving their current facilities and having the capacity to rent the space out. Major limiting factors are: 1. Funding, 2. Time, 3. Space, 4. Lack of knowledge on how to pursue such a project and 5. Labor and maintenance.

APPENDIX C: Grant Funding Opportunities

Wyoming Community Development Block Grant Program

The Community Development Block Grant Program (CDBG) is a federally funded pass through grant program from the U.S. Department of Housing and Urban Development. The Business Council is Wyoming's designated agency for administering the program. CDBG funds may be used for community development activities (such as real estate acquisition, relocation, demolition, rehabilitation of housing and commercial buildings), construction of public facilities and improvements (such as water, sewer, and other utilities, street paving, and sidewalks), construction and maintenance of neighborhood centers, and the conversion of school buildings, public services, and economic development and job creation/retention activities. CDBG funds can also be used for preservation and restoration of historic properties in low-income neighborhoods.

Wyoming Business Ready Community Program

This program provides financing for publicly owned infrastructure that serves the needs of businesses and promotes economic development within Wyoming communities. Cities, towns, counties, joint powers boards and both Tribes are eligible to apply for funding. Public infrastructure that is eligible for funding includes water; sewer; streets and roads; airports; rights of way; telecommunications; land; spec buildings; amenities within a business park, industrial park, industrial site or business district; landscaping, recreation and educational facilities; and other physical projects in support of primary economic and educational development.

Wyoming Specialty Crop Block Grant Program (SCBGP)

The purpose of the Specialty Crop Block Grant Program (SCBGP) is to solely enhance the competitiveness of specialty crops. Specialty crops are defined as "fruits, vegetables, tree nuts, dried fruits, horticulture, and nursery crops (including floriculture)."

Rural Business Opportunity Grants (RBOG)

The RBOG program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs, and economic development officials and to assist with economic development planning.

Rural Business Enterprise Grants (RBEG)

The RBEG program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses help fund distance learning networks, and help fund employment related adult education programs. To assist with business development, RBEGs may fund a broad array of activities.

The Farmers' Market Promotion Program (FMPP)

The Farmers Market Promotion Program (FMPP) was created through a recent amendment of the Farmer-to-Consumer Direct Marketing Act of 1976. The grants, authorized by the FMPP, are targeted to help improve and expand domestic farmers markets, roadside stands, community-supported agriculture programs, agri-tourism activities, and other direct producer-to-consumer market opportunities. Approximately \$5 million is allocated for FMPP for Fiscal Years 2009 and 2010 and \$10 million for Fiscal Years 2011 and 2012. The maximum amount awarded for any one proposal cannot exceed \$100,000. Entities eligible to apply include agricultural cooperatives, producer networks, producer associations, local governments, nonprofit corporations, public

benefit corporations, economic development corporations, regional farmer's market authorities and Tribal governments.

The Community Food Project Grants Program (CFP)

The Community Food Projects Competitive Grant Program (CFPCGP) has existed since 1996 as a program to fight food insecurity through developing community food projects that help promote the self-sufficiency of low-income communities. Community Food Projects are designed to increase food security in communities by bringing the whole food system together to assess strengths, establish linkages, and create systems that improve the self-reliance of community members over their food needs. These grants are intended to help eligible private nonprofit entities that need a one-time infusion of federal assistance to establish and carry out multipurpose community food projects. Projects are funded from \$10,000-\$300,000 and from 1 to 3 years. They are one-time grants that require a dollar-for-dollar match in resources.

The Rural Micro entrepreneur Assistance Program

Provide rural micro entrepreneurs with the skills necessary to establish new rural microenterprises and to provide continuing technical and financial assistance related to the successful operation of rural microenterprises. (1) Make direct loans to Microenterprise Development Organizations (MDO), which may be a non-profit entity, Indian Tribe or public institution of higher education for the purpose of capitalizing microloan revolving funds to provide fixed interest rate business loans of the lesser of \$50,000 or 20 percent of the amount loaned to an MDO for startup and growing rural microenterprises. The maximum loan amount an MDO may borrow under this program will not exceed \$500,000. (2) Make grants to MDOs to support rural microenterprise development. These grants are known as operational enhancement activities or services grants. These grants will be used to seek training and other enhancement services to strengthen their own organizations. These grants will not exceed \$25,000 or 10 percent of available funding, whichever is less in any given year. (3) Any MDO that receives a loan under this program is eligible for a grant to assist micro entrepreneurs who have received or are seeking a microloan from an MDO. These grants are known as technical assistance (TA) grants and may be used by an MDO to provide marketing, management, and other technical assistance to micro entrepreneurs. TA grants will provide assistance specifically tailored to the needs of one or more micro entrepreneurs.

A more complete list of Federal funding for local and regional food systems can be found at

<http://sustainableagriculture.net/wp-content/uploads/2010/06/6.18-FINAL-Food-System-Funding-Guide2.pdf>

APPENDIX D: References and Resources

Additional References and Resources

PA Keystone Kitchens Incubator Feasibility Study Statewide Survey Report

Prepared for: Commonwealth Financing Authority/Pennsylvania Department of Community and Economic Development Contract No. C000016903

Prepared by: Larry P. Grunden and Alan L. McConnell Pennsylvania Technical Assistance Program
The Pennsylvania State University And Winifred W. McGee Lebanon County Extension Pennsylvania State University (December 31, 2006)

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Developing Shared-use Food and Agricultural Facilities In North Carolina

By Smithson Mills Center for Assessment and Research Alliances at Mars Hill College
And Cameron Wold, Wold & Associates (February 2007)

Some Costs and Considerations for Establishing an Entrepreneurial Community Shared-Use Kitchen or “Test-Kitchen Incubator” The Examples of the Hamakua Incubator Kitchen & Crafts

and the Honokaa Ohana Kitchen Project Extension Service College of Tropical Agriculture and Human Resources University of Hawaii at Manoa James Hollyer and Luisa Castro, Agricultural Development in the American Pacific Project, CTAHR Cathy Salgado, Hamakua Incubator Kitchen & Crafts, Inc. Linda Cox, Department of Natural Resources and Environmental Management, CTAHR Aurora Hodgson, Department of Tropical Plant and Soil Science, CTAHR Wayne Thom, Community Economic Development Program, Hawaii Department of Business, Economic Development and Tourism Carol Yurth, Honokaa Ohana Kitchen, Hawaii County Economic Opportunity Council Peter Kam, First Commercial Kitchen, Milton Kwok, Business Action Center, Hawaii Department of Business ,Economic Development and Tourism Cooperative (March 2000)

Exploratory Study for a Kitchen Incubator in West Memphis, Arkansas

Sarah Clark, Harvell Howard, Viviane S. V. Rossi (APRIL 2009)

Redeveloping a Montana Food Processing Industry: The Role of Food Innovation Centers

Jessica Babcock Professional Paper for the degree of Master of Science in the Environmental Studies Program The University of Montana – Missoula In partnership with Grow Montana, a coalition working to strengthen Montana’s food and agricultural economy, www.growmontana.ncat.org (December 2008)

Bureau of Business Research and Economic Development **Specialty Food Kitchen Incubator Feasibility Study: Value-Added Product Development Technical Assistant Center** Prepared for the Georgia Rural Economic Development Center, East Georgia College and Regional ICCAP, South Georgia University

Mobile Food Processing Unit Feasibility Study Prepared for North Dakota Department of Agriculture 600 E. Boulevard Avenue, Dept. 602 Bismarck, ND 58505 By: N.C. Doty & Associates, LLC Fargo, ND 58104 (July 28, 2009)

Community-Based Food Processing Strategies in the Northeast Prepared by Duncan Hilchey, Farming Alternatives Program, Department of Rural Sociology, Cornell University, Ithaca, NY. (April 8, 1999)

Wyoming Community Assessments Prepared by Wyoming Community Network
<http://www.wyomingrural.org/wcn.asp>

Agri-food Business "The Potential for Business Incubation" By Benjamin Dent Imperial College, University of London United Kingdom

Wyoming Market Research Report on Value-added Agriculture, Mike Lambert Market Research Center Laramie, WY (2011)

Wyoming Association of Fairs <http://www.wyomingfairs.org/>