



Curry County Commercial Kitchen Feasibility Study

August 2025



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Executive Summary

Arrowhead Center at New Mexico State University (NMSU) was asked to prepare a feasibility study for the Curry County Community Commercial Kitchen to assess the feasibility of the project. The Curry County Community Commercial Kitchen is a project proposed by the Clovis Economic Development Office to support local food entrepreneurs, enhance local food availability, and encourage economic development.

This feasibility study will include:

- Community Needs Assessment: Identify and understand the specific needs of the community.
- Market Analysis: Study the local market to assess competition, collaboration opportunities and gaps in available resources for food entrepreneurs.
- Program Development: Provide recommendations for program offerings that address community needs.
- Site Selection: Analyze one or more locations for potential sites of the commercial kitchen.
- Financial Projections: Provide projections for revenue, startup and operational costs for one or more scenarios; and provide recommendations for financing.
- Feasibility Assessment: Provide assessment of project feasibility and make a recommendation of the most viable strategy.

Community Needs Assessment

Overview of Curry County's Local Economy and Commercial Kitchen Context

Curry County, New Mexico, is a rural region with a population of roughly 47,156. The local economy is anchored by agriculture and the Cannon Air Force Base, with retail and construction also contributing significantly. However, accommodation and food services, including restaurants and caterers, account for about 13.9% of total employment in the local economy (compared to 13.1% and 10.9% at state and national levels respectively), underscoring the sector's relative strength in Curry County. The sector has potential to serve as a platform for further food-related entrepreneurship and value-added activities, highlighting an underdeveloped food sector and a potential area for growth.¹

Despite the county's agricultural strength, many residents face economic hardship and barriers to food access. The median household income is approximately \$43,273, and about 20–21% of residents live below the poverty line, which is significantly higher than the national average (\$69,985 median income and 12% poverty level). Food insecurity affects an estimated 15% of the population, and many families, especially in rural areas, must travel long distances for groceries. The county's food environment index is low, and there are only about 2.1 healthy food outlets per 100,000 people, well below the national average of 5.9.²

Curry County's agricultural sector is robust, with 27 dairies contributing to a \$600+ million regional dairy economy.³ Major crops include wheat, sorghum, corn, and various seasonal produce. The Clovis Farmers' Market, operating twice weekly from July to October, demonstrates both supply and demand for local food, accepting Electronic Benefit Transfer (EBT) and senior nutrition vouchers to ensure access for all residents.⁴ However, most agricultural products are sold in bulk or exported, with limited local processing or value addition. Excess produce often goes to waste and aspiring food entrepreneurs lack legal options to prepare products for sale locally.

A community kitchen incubator directly addresses these gaps. It would provide licensed commercial kitchen space for entrepreneurs, farmers, and community members, removing the high startup costs of building individual kitchens. Currently, there is no shared

¹ (U.S. Census Bureau, 2025; Economic Development Department, 2024)

² (Bureau of Labor Statistics, 2024; Data USA, 2023; USN & World Report, 2023)

³ (Clovis-Curry County Chamber of Commerce, 2025)

⁴ (Clovis MainStreet, 2024)

commercial kitchen in Curry County; the nearest facilities are hours away in Albuquerque or Santa Fe. A local incubator might allow residents to test and launch businesses with lower capital investment, keeping more food production and economic activity within the county.

Statewide, over 90% of food consumed in New Mexico is produced out of state, resulting in significant economic leakage. Encouraging food entrepreneurship and value-added agriculture is seen as a strategy to reverse rural economic decline and recirculate dollars locally. Other New Mexico communities, such as Silver City, Gallup, Taos, Española, Santa Fe, and Las Cruces, have established or are developing community kitchens, often through partnerships between local governments, non-profits, and educational institutions.⁵ Curry County might benefit from leveraging these models to strengthen its own food system.

Stakeholder Engagement Methodology (Surveys & Interviews)

To ensure the feasibility study reflects on-the-ground needs, we conducted a stakeholder engagement with a goal to gather input from potential users and partners of the kitchen incubator. This includes local farmers, ranchers, gardeners, cottage food producers, aspiring food truck owners, restaurateurs, youth organizations, and other food entrepreneurs in Curry County and the surrounding region.

Community engagement in this assessment included surveys with potential users and partners. The online survey asked about current food business activities, interest in using a shared kitchen, needed equipment or training, and barriers to starting or growing a food business (See survey questions in Appendix). To ensure broad participation, the survey was disseminated through key institutional partners in Curry County. These included the Clovis-Curry County Chamber of Commerce, Clovis Community College (Training Institute and Small Business Development Center), the Eastern New Mexico University (ENMU) Culinary Arts Department, the Curry County Extension Office, and the Clovis Farmers' Market. In addition, the Clovis Economic Development Corporation (CEDC) supported distribution through its broad contact list and newsletter outreach.

To complement direct outreach, we also conducted robust digital trends analysis using tools like Google Trends, Google Keyword Planner, and Meta's Ads Manager. This helped identify general interest in food-related entrepreneurship across the region. While search volume for commercial kitchens was low, related terms like "food truck" showed comparatively higher engagement, reinforcing the need to include mobile food vendors in

⁵ (Finance New Mexico, 2024)

our target audience. These insights guided both survey targeting and interpretation of emerging themes from community responses.

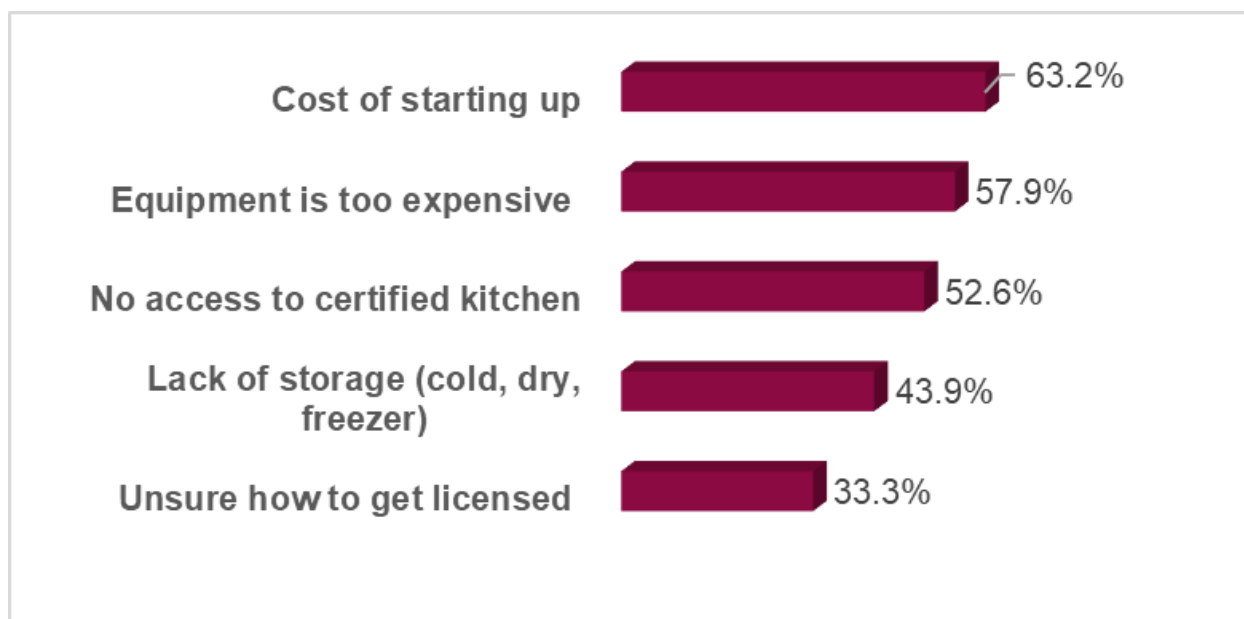
Finally, to ensure wider reach, we also conducted a 4-week Facebook promotional ad campaign for the survey and gathered approximately 30 additional responses. We received a total of 57 survey responses from Curry County respondents with interest in the shared kitchen space.

Key Survey & Interview Insights

The Curry County Community Kitchen Interest Survey (n = 57) confirms a strong latent demand for affordable, well-equipped, and accessible kitchen space. Responses show a clear willingness to engage with a shared kitchen model (61.4% of respondents have had a need for a community kitchen in the past), with interest cutting across food entrepreneurs, community organizations, and specialty producers. Five main themes emerged:

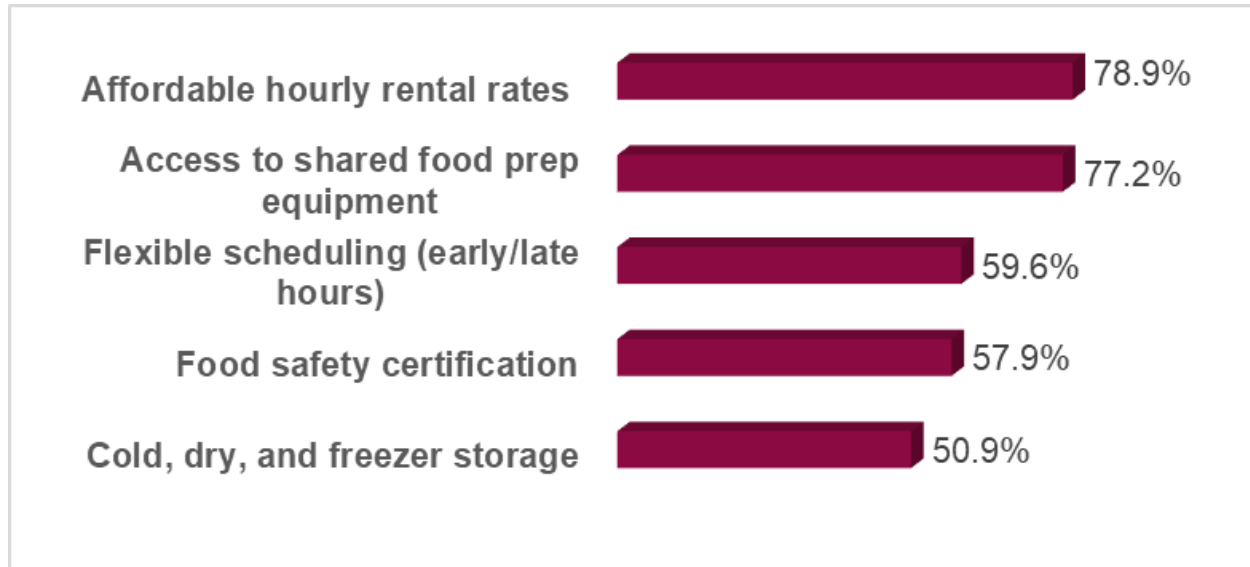
1. **Barriers to Starting or Growing a Food Business:** Cost and equipment access are the biggest hurdles, underscoring the need for low-cost, fully licensed facilities (see Figure 1).

Figure 1. Top barriers cited (% of respondents)



2. **Features and Services Most Valued in a Shared Kitchen:** Affordability and equipment access are paramount, but flexibility and compliance support also rank high (see Figure 2).

Figure 2. Most valued features and services (% of respondents)



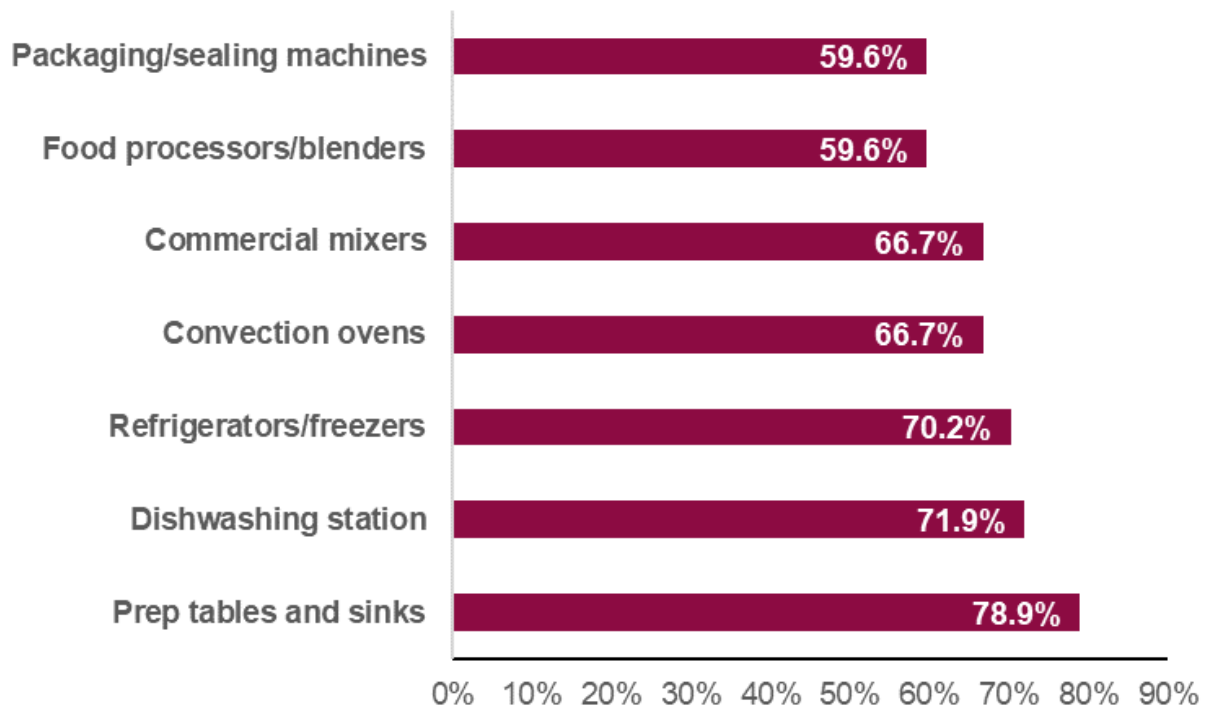
3. **Intended Uses of the Kitchen:** Demand spans from entrepreneurial ventures to community programming, indicating the kitchen could serve multiple markets (see Figure 3).

Figure 3. Planned uses of the shared kitchen (% of respondents)



4. Equipment Priorities: Prep space, refrigeration, and core cooking equipment dominate requests, shaping design and procurement priorities (see Figure 4).

Figure 4. Top requested kitchen equipment (% of respondents)



Open-ended responses highlight a desire for round-the-clock access, affordable hourly rates, and specialized equipment that would otherwise be out of reach for individual operators. Respondents also emphasized the value of cold storage, large-scale cooking appliances (e.g., smokers for BBQ), and opportunities for community-oriented programming such as cooking classes. Several participants noted that a shared kitchen could allow them to expand operations beyond what is possible in-home kitchens, take on larger catering orders, and test new food products without the financial burden of building their own facility.

The survey confirms a sizable and diverse user base ready to engage with a shared kitchen, with affordability, equipment, flexibility, and licensing support as non-negotiables. Pricing tolerance aligns with sustainable operating models seen in other New Mexico incubators, suggesting a well-designed facility could achieve strong utilization from launch.

Identified Gaps in Curry County's Food Business Ecosystem

The combined survey findings and secondary research reveal several persistent gaps that limit the growth of local food entrepreneurship and community-based food programs:

- **Limited access to licensed commercial kitchens:** 52.6% of survey respondents reported no access to a certified facility, with the nearest shared-use kitchens located hours away.
- **High startup and equipment costs** – 63.2% identified startup costs as a major barrier, while 57.9% said equipment is prohibitively expensive to acquire individually.
- **Inadequate storage infrastructure** – 43.9% noted a lack of cold, dry, or freezer storage, preventing them from scaling production or handling larger orders.
- **Regulatory and licensing challenges** – 33.3% are unsure how to navigate licensing requirements, and 63.2% expressed interest in assistance securing necessary permits.
- **Limited training and market linkage support** – Many respondents want food safety certification (57.9%), business coaching (35.1%), and connections to suppliers and buyers (45.6%).

Table 1 summarizes key needs assessment takeaways.

Table 1: Key takeaways from needs assessment

Key Question Asked	Survey- and Research-Backed Insight
Is there a clear need for a community kitchen in Curry County?	✅ Yes – many residents face barriers to affordable, licensed cooking space and business support. 61.4% of survey respondents reported no access to a certified kitchen, despite need.
Are there sufficient food preparation facilities currently available for public use?	❌ No – most existing kitchens are private, institutional, or unavailable for commercial use. The nearest shared-use facilities are hours away.
Are residents likely to use a shared kitchen facility?	✅ Yes – survey data shows strong interest, with 56.1% saying they would start or grow a food business and 57.9% intending to prepare food for community events.
What features or services are most requested?	✅ Affordable hourly rental rates (78.9%); access to prep tables and sinks (78.9%), refrigeration/freezers (70.2%), and convection ovens/mixers (66.7%). Flexible scheduling and food safety certification (57.9%) also rank highly.
Who are the likely users of the facility?	✅ Farmers, market vendors, food trucks, cottage food producers, caterers, nonprofit programs, and culinary trainees.
What barriers do users currently face?	❌ High cost of licensing and startup (63.2% cited startup costs; 57.9% cited equipment as too expensive), limited access to inspected facilities, and lack of business guidance (35.1% seek business coaching).

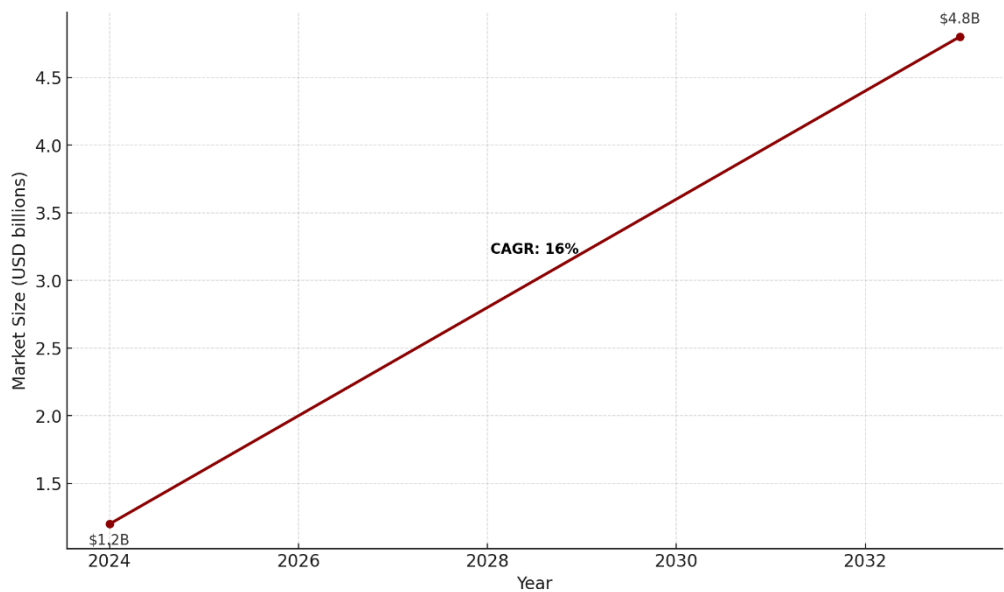
Addressing these gaps will be critical to ensuring the facility meets real, documented needs and can support a diverse mix of users.

Market Analysis

Global Market Analysis

The shared/commercial kitchen space is expanding quickly alongside broader “cloud/ghost kitchen” and food-entrepreneur ecosystems. Recent industry scans estimate the global shared-kitchen market at ~USD 1.2bn in 2024, growing to ~USD 4.8bn by 2033 (CAGR ~16.7%), as shown in Figure 5 below.

Figure 5. Global shared kitchen market growth⁶

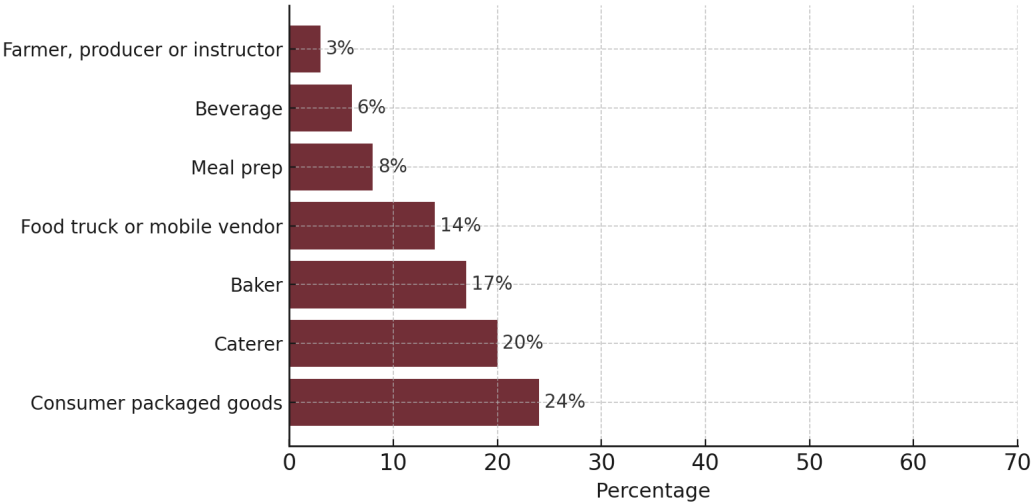


This growth is driven by thriving food entrepreneurship, the rise of delivery-based business models, and increasing demand for affordable, flexible production spaces.

Nationally, shared kitchens serve a wide spectrum of users—Figure 6 shows this ranges from caterers and bakers to food truck operators and consumer packaged goods producers, each leveraging the model for different operational needs.

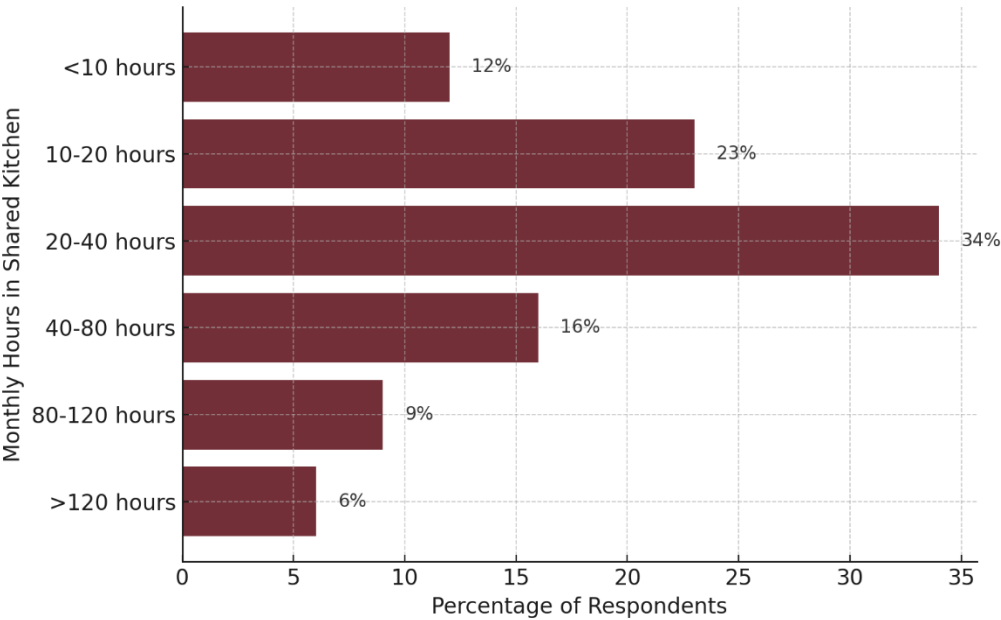
⁶ DataHorizzon Research, 2025

Figure 6. Common users and uses of shared kitchen nationally⁷



The average hours spent in shared kitchens (Figure 7) point to a mix of high-intensity users who rely on these facilities as their primary production site and part-time users who integrate shared kitchens into a broader business strategy. Together, these trends illustrate the sector’s adaptability and continued growth potential in both domestic and international markets.

Figure 7. Average hours spent in shared kitchen⁸



⁷ US Department of Agriculture, 2022

⁸ (U.S. Department of Agriculture, 2022)

Local Food Context

Curry County's food scene is small, but has untapped potential. The Clovis-Curry Chamber of Commerce counts approximately 60 food establishments: a mix of local cafes, family-run Mexican and BBQ spots, and national fast-food chains. While this shows steady demand for everyday dining, the area lacks specialty food producers or manufacturers beyond the large Southwest Cheese plant (a corporate facility not for general public use).⁹ A handful of home-based bakers, jam makers, and caterers operate under New Mexico's cottage food laws, the Homemade Food Act,¹⁰ but they are constrained by regulations: they can't sell perishable items like cream-filled pastries or fresh salsas without a licensed kitchen¹¹. In fact, the Act only permits low-risk, non-perishable goods—such as honey, dried chile, jams, or baked goods without dairy fillings—and requires that sales be made directly to consumers rather than through wholesale or retail outlets. Currently, no public commercial kitchens or commissaries are available in Curry County. Aspiring businesses who need to use a kitchen space often have to improvise. They sometimes rent church kitchens or partner with restaurants during off-hours; this arrangement can be costly and inconvenient. This gap puts Curry County at a competitive disadvantage, as it likely impedes the development of new food businesses in the county.

In terms of retail and distribution, there are also limited local options for selling products. The major grocery stores in Clovis are Albertsons and Walmart, which mainly carry national brands, but small local stores and the seasonal Clovis Farmers' Market offer niches for homegrown products. A food entrepreneur who is looking to sell value-added goods would likely aim for wholesale placements with local shops, restaurants, or through the New Mexico Chile Co-op online store. This suggests collaboration networks could be formed around the kitchen incubator, thereby creating ripple effects for the Clovis economy.

Regional patterns in food entrepreneurship demonstrate similar trends to these observations. A Google Keyword Planner data search indicates that people in the area search for "food truck" more often than other food business-related terms, indicating the rising popularity of mobile food options. This search data likely reflects both consumer demand and entrepreneurial interest; thus, it should be viewed as a proxy for overall visibility rather than solely new business intent. Other terms like "kitchen incubator" and

⁹ (Clovis-Curry County Chamber of Commerce, 2025)

¹⁰ The Homemade Food Act is administered at the state level by the New Mexico Environment Department in coordination with local public health offices. Limited exemptions exist for certain acidified foods (e.g., pickled products) if producers follow FDA-approved processes and training requirements such as HACCP. https://pubs.nmsu.edu/_e/E510C/index.html

¹¹ (New Mexico Environment Department- Home Made Food Act, 2024)

"shared kitchen space" appear occasionally in search results, although with low search volumes given the size of the market. These results indicate a growing interest (albeit informal) in starting a food business. Interestingly, Clovis already has some active food trucks and informal vendors who rely on social media and word-of mouth referrals for marketing. These early findings may point to the relevance of mobile-friendly infrastructure and vendor training as design considerations for any future kitchen models.

Taken together, these patterns – robust agriculture activity, modest retail demand, and an active informal food sector – may help identify likely users of a potential shared commercial kitchen and inform decisions around its scope and services.

Demand Drivers for a Shared Commercial Kitchen in Curry County

Several factors are likely to influence the demand for a shared kitchen in Curry County. Drawing from secondary data sources and the survey conducted, the following drivers have been identified:

1. Targeted User Segment

- **Local Farmers and Ranchers:** Curry County's agricultural base—anchored by dairy, grains, and seasonal produce—offers clear potential for value-added processing. Farmers and ranchers could use the kitchen to convert surplus or imperfect produce into market-ready products like jams, salsa, or dried goods. In the survey, 52.6% of respondents cited lack of certified kitchen access as a barrier and 43.9% noted inadequate storage. These users are likely to require flexible, seasonal scheduling; specialized equipment such as dehydrators, canning equipment, and food processors; and targeted training in food safety, packaging, and marketing.
- **Aspiring Food Entrepreneurs and Cottage Producers:** Home-based bakers, cooks, and specialty product makers operating under New Mexico's cottage food rules face regulatory limits on what they can sell. The kitchen could help them scale production, introduce refrigerated or cooked items, and reach new markets. Survey results show 56.1% would use the space to start or grow a food business, with 40.4% specifically aiming to package and sell baked goods. Key needs include affordable hourly rentals, access to commercial ovens, dedicated prep areas, and business incubation services.
- **Food Trucks and Mobile Vendors:** Food truck operators need a licensed commissary for food preparation, storage, and sanitation. A Curry County kitchen could fill this role by offering 24/7 access, refrigeration, dishwashing, and possibly

overnight vehicle parking. While 31.6% of survey respondents identified cooking for a food truck or catering as a planned use, broader market signals—from Google Trends and local observations—show food trucks are a growing and popular segment in the county.

- **Caterers and Emerging Restaurants:** For small-scale chefs and caterers, a shared kitchen offers a low-risk platform to handle large orders, cater events, or test new menus before committing to a permanent location. Curry County hosts roughly 60 dining establishments (47 restaurants and 13 fast-food outlets), but entry into the sector is constrained by the cost of building out commercial kitchens. The incubator could also attract operators from neighboring counties who wish to pilot culinary concepts in Clovis or Curry.
- **Community and Educational Groups:** A well-designed kitchen could serve as a venue for cooking classes, nutrition workshops, or media production. Schools, nonprofits, and extension programs could leverage the space for culinary training, community meals, and skill-building activities. Survey responses indicate 40.4% would use the kitchen for workshops or classes, highlighting its potential as both a business incubator and a community hub.

2. Economic and Sector Growth

Agriculture is the leading economic sector in Curry County, with dairy alone contributing over \$600 million annually. Many farmers lack access to facilities for value-added processing. Value-added agriculture is a proven economic development strategy because it allows producers to capture more of the food dollar, diversify income streams, build local supply chains, and encourage product innovation. Beyond individual operations, these activities keep wealth circulating within the community and generate local jobs, creating a broader and more resilient foundation for economic growth.¹² A shared kitchen could help them turn surplus produce or primary crops into marketable products, reducing waste and increasing income.

Retail is one of the county's top employment sectors with a location quotient (LQ) greater than 1. This suggests that retail activity is concentrated and likely serves not only local residents but also surrounding communities and travelers passing through the county. Such concentration creates opportunities to support shelf

¹² See Jablonski et al. (2020), Value-added agriculture and economic development: State policy evidence from the United States, *Journal of Agriculture, Food Systems, and Community Development*. <https://www.tandfonline.com/doi/full/10.1080/15575330.2020.1854804#abstract>

space or outlets for locally made food products, and future growth in this sector could amplify demand for regional food offerings.¹³

Tourism and seasonal events like the Clovis Music Festival and county fairs draw large crowds. These events present seasonal spikes in demand for catering, food trucks, and temporary vendors, all of which may benefit from kitchen access to scale production.

3. Infrastructure and Accessibility Advantages

Starting a food business in Curry County currently requires either building a licensed kitchen from scratch or negotiating access to private or institutional facilities — both high-barrier options. A shared-use kitchen would dramatically reduce these barriers by offering:

- **Lower capital investment** – Hourly rental or membership models avoid the upfront expense of building a compliant facility.
- **Licensing-ready workspace** – A fully inspected and compliant kitchen removes the uncertainty of meeting health and safety codes.
- **Specialized equipment access** – Survey data highlights demand for prep tables and sinks (78.9%), refrigeration/freezers (70.2%), and convection ovens/mixers (66.7%).
- **Flexible scheduling** – Early morning, evening, and weekend access meets the needs of part-time operators and seasonal producers.

Proximity to the Cannon Air Force Base and surrounding rural communities further broadens the kitchen’s catchment area, creating opportunities to serve both local and regional users.

4. Entrepreneurial Activity

Curry County’s entrepreneurial food scene is small but active, with a mix of informal vendors, cottage food producers, and food truck operators relying heavily on social media and word-of-mouth for marketing. While only 31.6% of survey respondents indicated they currently operate a food truck or catering service, regional Google Trends data shows “food truck” searches far outpace other food business terms, suggesting a latent interest in mobile vending.

The county’s existing home-based producers are constrained by New Mexico’s cottage food laws, which prohibit the sale of certain perishable items without a

¹³ (New Mexico Economic Development Department, 2024; Data USA - Curry County- 2023)

licensed facility. Many respondents noted that access to a shared kitchen would allow them to expand their product lines, reach wholesale markets, and secure larger orders.

Competitive Landscape and Pricing

While there are several community kitchen incubators in New Mexico’s urban centers (e.g., Albuquerque and Santa Fe), there are currently no shared commercial kitchens in Curry County or the surrounding region. The nearest facilities are hours away, creating a significant gap in the market. Existing models in other parts of the state demonstrate a range of operating structures, from non-profit hubs like Three Sisters Kitchen in Albuquerque to membership-based models like The Kitchen Table in Santa Fe. These facilities offer a mix of production space, business support, and community programming, and are often supported by a combination of rental fees, grants, and public funding.

Table 2 below highlights a range of pricing structures and service models across New Mexico’s community kitchens. Las Cruces and Albuquerque offer some of the most affordable hourly rates (\$5–\$7/hour), often subsidized by grants or public funding. These models help reduce barriers for entry-level entrepreneurs. In contrast, Santa Fe uses a membership-based system with higher fees but more bundled access, better suited to frequent users. In terms of operating viability, it’s worth noting that many incubators are structured as non-profits, not expecting full cost recovery from user fees alone.

Table 2: Pricing and service models of similar incubators statewide¹⁴

Facility & Location	Key Features	Costs to Users	Add on Services
The Kitchen Table – Santa Fe	Shared commercial kitchen (membership model). 24/7 access for members. Event space available.	Membership plans: Starter \$450/month for 15 hrs, Lite \$750/month for 30 hrs., Pro \$1,000/month for 50 hrs., Expert \$1,500/mo. for 80 hrs. (Effective hourly rates range \$18–\$30). Additional hours billed at \$18–\$30/hr depending on plan. Storage available at extra cost (discounted for higher tiers).	Offers mentorship, networking, and city-supported programs for food startups. Emphasis on keeping things local. Suitable for businesses that need regular hours each month.
El Calvario Kitchen – Las Cruces (incubator program)	Commercial kitchen with an incubation program (up to 5 years). 24/7 access. Focus on low-income entrepreneurs.	Program fee: \$635/month (heavily subsidized to \$150 in 1st year, then \$250, \$350. up to \$540 by 5th year). Plus: \$25 membership fee, storage fees (\$10 dry, \$15 cold per month), and hourly kitchen rates of \$5/hr (prep) or \$7/hr (cooking).	High support model: includes on-site consultant, help with distribution. Sliding scale pricing is very affordable for beginners (only \$150/month in year 1). Good for serious startups who will grow over several years.
Mixing Bowl @ SVEDC – Albuquerque	Large shared-use kitchen (3,500 sq ft) inside business incubator center. Hosts many food startups.	Fees: Similar to El Calvario model (historically ~\$25 membership and single-digit hourly rates). SVEDC’s Food Program had fees like \$5–\$7/hr and small storage fees, to keep costs low. (Subsidized by county funds and grants).	Provides business workshops, networking. Fills nearly to capacity with diverse users, showing strong demand. As a mature facility, ~60 businesses actively use it and dozens “graduate” to their own establishments.

¹⁴ (SVEDC; Kitchen Table; El Calvario; Three Sisters, 2025)

Facility & Location	Key Features	Costs to Users	Add on Services
Three Sisters Kitchen – Albuquerque	Non-profit community kitchen + cafe and classroom. More of a community space; not purely rental-based.	Fees: Offers a range of programs; kitchen use is often tied to participation in their training programs. (e.g., fellows or cohort members get kitchen time as part of a program – pricing not publicly listed like others.) Likely has nominal rental fees for community use.	Focus on education and community health. Helps entrepreneurs with product development and has a cafe to test products. Not a direct competitor, but a model for community integration.
Albuquerque Commercial Commissary Kitchen	24/7 access; secure indoor storage; commercial prep and clean-up space; dedicated delivery/pick-up zones; patio and event space for pop-ups	Flat monthly rates (no hourly charges)	License permitting support; pop-up event hosting; market access assistance; flexible storage space options. Marketed as a “food truck commissary” hub; flat-rate monthly pricing; no hourly fees

Additional services are another key differentiator. Many of the kitchens profiled offer mentorship, training, or business support alongside rental space. For Curry County, partnerships with NMSU Extension or the Small Business Development Center could help deliver similar value-added programming—support that not only justifies fees but also improves outcomes for food entrepreneurs. The comparison also confirms that no private commercial rental kitchens currently exist in Curry County, suggesting little direct competition, but this could change if unmet demand persists.

Survey respondents indicated a willingness to pay \$10-15 per hour for kitchen rental, with demand highest during evenings and weekends. The most popular rental models are flexible hourly rates and monthly memberships. Additional revenue streams could include storage fees, business support services, and licensing support fees. Facilities in other

regions have achieved financial sustainability through a mix of earned income and grant support, with subsidized rates for low-income entrepreneurs.

Potential Collaborations and Niche Opportunities

To ensure long-term success, if the Curry County kitchen incubator is built, it has the potential to integrate with the broader local economy. Key opportunities include:

- **Institutional Partnerships:** Schools, hospitals, and Cannon Air Force Base could use the facility directly or support programs (e.g., after-school culinary classes, healthy cooking workshops). Farm-to-school contracts could create steady demand for locally made products like snacks or sauces.
- **Tourism and Regional Branding:** Products made at the incubator could carry a Curry County brand (e.g., *High Plains Harvest*) and be sold at fairs, visitor centers, or online. The kitchen can target nearby Texas markets with e-commerce or export support.
- **Education and Community Outreach:** Partnering with NMSU Extension, ENMU Culinary Department or health agencies allows for food safety classes, preservation workshops, or healthy eating programs, broadening reach and introducing more people to the kitchen.
- **Co-packing and Small-batch Production:** The incubator could serve as a co-packing site for local producers needing small-run packaging. Over time, it could become known across eastern New Mexico for affordable, quality processing services.
- **Statewide Collaboration:** Joining a network of New Mexico incubators enables knowledge sharing, referrals, and potential joint funding for rural food infrastructure.

These partnerships can increase utilization, diversify income streams, and help the incubator become a community hub.

Market Assessment Conclusions

Table 3: Market Opportunities, Challenges, and Recommendations

Opportunities	Challenges	Key Recommendations
Growing interest in local food entrepreneurship and value-added products	Limited awareness of commercial kitchen services among target users	Implement a targeted marketing campaign highlighting benefits and success stories
Demand for flexible scheduling, affordable hourly rates, and business support services (per survey)	Low population density may limit the scale of consistent usage	Offer hybrid pricing models and outreach to regional users beyond Curry County
Potential collaborations with local producers, schools, and economic development agencies.	Limited transportation options for rural users	Explore mobile kitchen options or partner with local transport services
Ability to leverage best practices from other NM incubators to accelerate setup	Competition from cottage and home-based food operations under NM law	Position facility as an upgraded pathway from home-based production to retail/commercial markets
Access to rural development and food system grant.	Overreliance on grant funding may challenge long-term sustainability	Develop diversified revenue streams early (rentals, training programs, events)

Program Development

Drawing from the needs assessment, market analysis, and detailed survey responses, this section outlines proposed program elements for the Curry County Community Kitchen. It organizes insights into five focus areas: facility access and scheduling, required services, additional support services, equipment needs and pricing and rental model. These elements are based on actual community preferences, supplemented with practical suggestions provided in open-ended survey feedback.

1. Facility Access & Scheduling

Survey data shows a strong preference for **flexible access**, with 59.6% of respondents indicating this as a key factor in their use of the kitchen. Open-ended responses emphasized the value of **24-hour access**, similar to shared kitchens in larger cities, to accommodate varying production schedules.

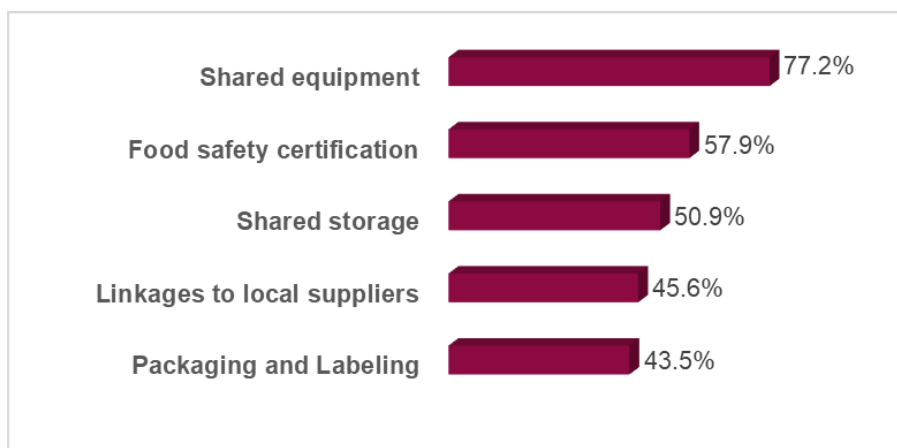
Recommendations:

- Adopt a **tiered access model** (peak/off-peak/24/7 access) to serve full-time and part-time food producers.
- Introduce a secure **key-card entry system** for after-hours use.
- Schedule **mandatory cleaning blocks** between rentals, reinforcing shared responsibility for maintenance.

2. Required Services

Top responses from the question on required services are shown in Figure 8.

Figure 8. Required services (% of respondents)



Respondents also expressed interest in hosting cooking classes, both as a way to generate revenue and to engage the community.

Recommendations:

- Design a multi-zone kitchen with cooking, storage and packaging areas.
- Allocate dedicated space for classes or demos, equipped with seating and audiovisual capacity.
- Build in ample storage capacity with flexible rental options (daily, weekly, monthly).

3. Additional Support Services

Survey results show that respondents see help securing licenses and permits as the single most valuable additional service, with 63.2% selecting it. This underscores the regulatory challenges that small food entrepreneurs face and the opportunity for the kitchen to serve as a compliance hub.

Other high-priority services include:

- Food business incubator support (49.1%), reflecting interest in longer-term business development guidance.
- Meeting rooms/offices (42.1%) for client meetings, co-packing negotiations, or workshops.
- Photography, branding, and marketing services (36.8%) to help producers increase sales through better product presentation.
- Access to trained food workers (35.1%) to address seasonal or peak-demand labor shortages.

Recommendations:

- Make licensing and permitting assistance a core service—possibly through partnership with the New Mexico Environment Department and city/county licensing offices.
- Develop a food business incubator program with mentorship, market linkage, and phased graduation plans. This can be based on seasonal calendars.
- Include shared meeting and office space in the facility design for client-facing work and administrative needs.
- Partner with local marketing professionals or Clovis Community College media students to offer low-cost photography/branding packages.

4. Equipment Needs

See Figure 4 in the need assessment section above.

Top requests included:

- Standard small wares and food prep tools
- Dishwasher
- Large smoker, ovens, mixers
- Dehydrator and food processors
- Stove tops for sauces and canning equipment
- Adequate refrigeration and freezer space

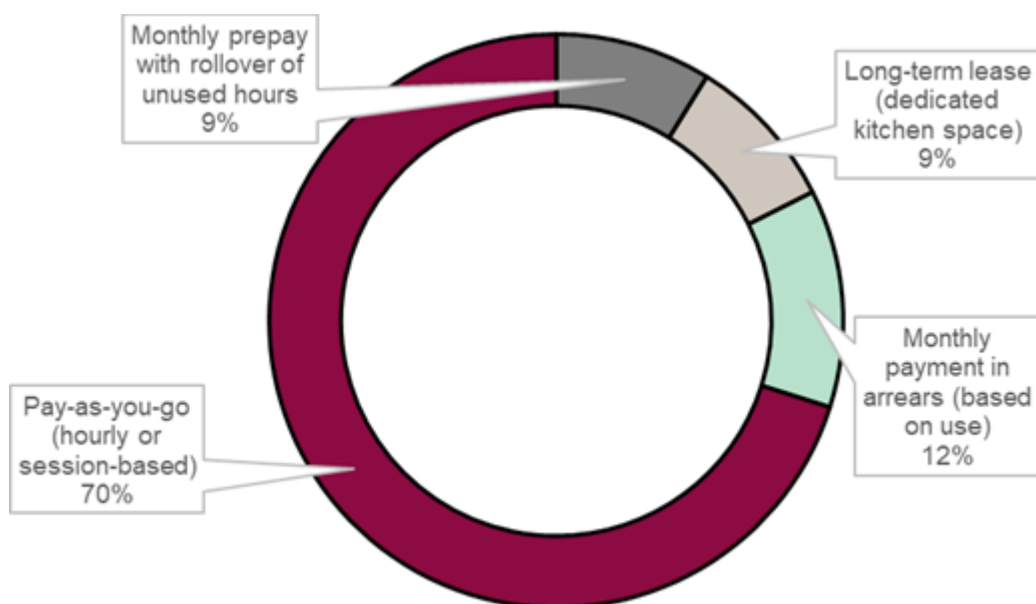
Recommendations:

- Prioritize acquisition of core production equipment, followed by specialty items that differentiate the kitchen from competitors.
- Establish a reservation system for high-demand equipment.

5. Pricing and Rental model

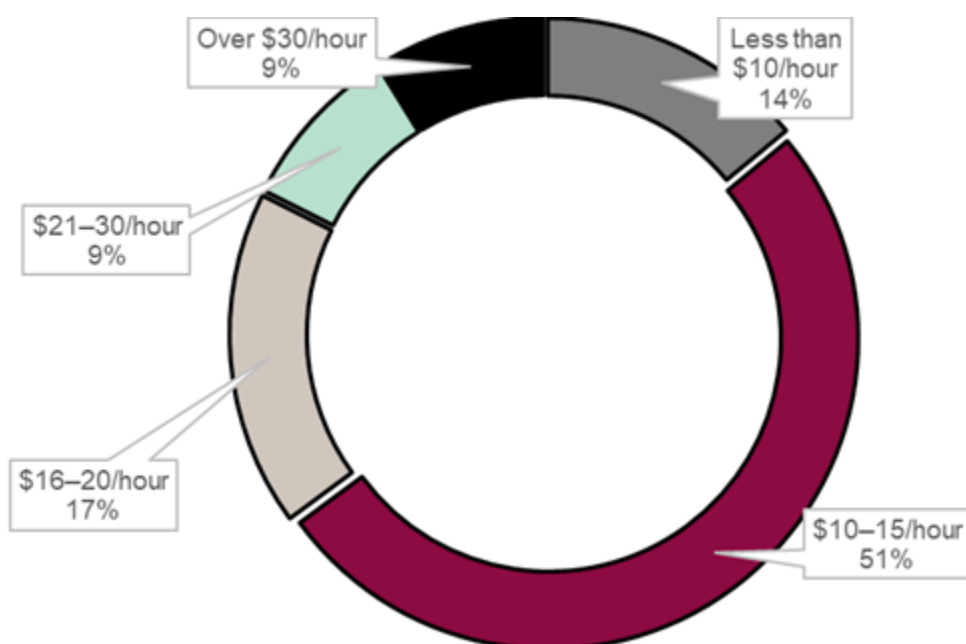
Survey results (Figure 9) show a strong preference for pay-as-you-go billing (70.2%), with significantly fewer respondents opting for fixed-term options like monthly prepay without rollover (12.3%) or monthly in arrear models (8.8%). Long-term leases and monthly prepay with rollover each accounted for 8.8%. This suggests that Curry County's target market—largely small-scale, part-time, or seasonal producers—values flexibility and the ability to scale usage up or down without long-term commitments.

Figure 9. Billing and membership model (% of respondents)



However, the competitive analysis reveals that many established shared kitchens in New Mexico and comparable rural markets rely heavily on monthly or hybrid memberships to secure predictable revenue streams and ensure efficient scheduling. These models often combine a base monthly rate (covering a set number of hours) with additional pay-as-you-go hours, encouraging consistent use while accommodating fluctuating production needs.

Figure 10. Hourly rate preference (% of respondents)

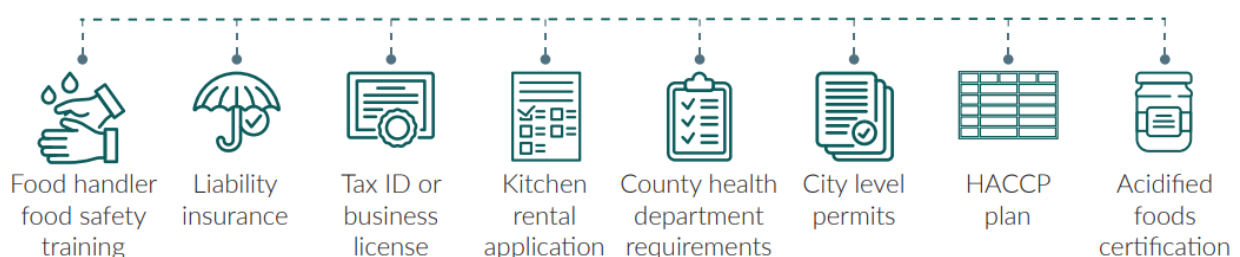


For hourly rates (Figure 10), the majority of respondents (50.9%) favor a \$10–\$15/hour rate, followed by 14% preferring less than \$10/hour. A smaller but notable group (17.5%) is willing to pay \$16–\$20/hour, while higher rates draw limited support (<9%). This reinforces the need for a competitively priced core offering, with higher rates only justified for premium time slots or equipment-intensive use.

Recommendations:

- Lead with a pay-as-you-go model as the entry point, consistent with survey preferences.
- Introduce optional hybrid memberships (e.g., monthly package of core hours with discounted add-ons) to align with best practices from competitive benchmarks and create a steadier income base.
- Anchor peak-hour rates at \$10–\$15/hour for members and slightly higher say \$20 for non-members, with opportunities to offer lower off-peak pricing discounts.
- Reserve premium pricing tiers for high-demand slots, specialized equipment (e.g., dehydrators, ovens), or bundled storage services.

Figure 11. Required training, licensing and certifications for operating a shared kitchen¹⁵



It is also important to ensure all shared kitchen users and the operator meet core compliance requirements—including food handler safety training, liability insurance, business licensing, and health department approvals—with specialized certifications (e.g., HACCP plans, acidified foods) as needed. This safeguards public health while strengthening the credibility and growth potential of participating businesses.

¹⁵ US Department of Agriculture, 2022

Site Selection

The proposed site for the shared commercial kitchen is Clovis Community College's new facility, located in a former call center building. The call center property identified for the Clovis Community College kitchen project offers approximately 34,700 sq. ft. of total space—consisting of 22,250 sq. ft. of call center floor area and 12,450 sq. ft. of office, training, and cafeteria space. This generous footprint provides significant flexibility for long-term growth, including future expansion into adjacent functions such as classrooms, storage, or food business incubator offices. For the purposes of this study and the financial projections that follow, however, we assume that **only 1,000–2,000 sq. ft. of the total facility will be retrofitted** into shared commercial kitchen space in the initial phase. The college has begun the process of purchasing the property with the intent to house the kitchen, making it a strategic choice for this project. Its central location in Clovis offers convenient access for entrepreneurs, farmers, and vendors across Curry County, while the existing building infrastructure, electrical, plumbing, and HVAC, can be retrofitted more cost-effectively than constructing a new facility. Operating under the college's umbrella also streamlines compliance with zoning, health, and ADA regulations, and the site layout supports secure, multi-user access. Leveraging an existing structure reduces capital costs, allowing more resources to be directed toward kitchen equipment, training programs, and operational development.

Financial Projections

To support the program development strategy and estimate the return on investment of the Curry County Community Commercial Kitchen, a financial projection was prepared. The key assumptions of this financial projection are based on internal projections, available data, and estimated costs and pricing.

Table 4. Revenue assumptions¹⁶

Service	Unit Price (\$)	Utilization	Y1 Revenue (\$)	Y2 Revenue (\$)	Y3 Revenue (\$)	Y4 Revenue (\$)	Y5 Revenue (\$)
Kitchen Rental -High frequency	12/hr	2 members x 40hrs/month	11,520.00	28,800.00	31,104.00	33,592.32	36,279.71
Kitchen Rental -Moderate frequency	15/hr	2 members x 20hrs/month	7,200.00	18,000.00	19,440.00	20,995.20	22,674.82
Kitchen Rental - low frequency	25/hr	6 members x 10hrs/month	18,000.00	30,000.00	32,400.00	34,992.00	37,791.36
Dry Storage - Full Unit	60/month	20 units x 12 months	14,400.00	15,552.00	16,796.16	18,139.85	19,591.04
Cold storage- Full unit	40/month	20 units x 12 months	9,600.00	10,368.00	11,197.44	12,093.24	13,060.69
Licensing and permit	150/permit support	15/year	2,250.00	2,430.00	2,624.40	2,834.35	3,061.10
Other support services	25/service	5 units x 12 months	1,500.00	1,620.00	1,749.60	1,889.57	2,040.73
Total Revenue			64,470.00	106,770.00	115,311.60	124,536.53	134,499.45

Projected revenues for the Curry County Community Commercial Kitchen in Table 4 above are based on planned service offerings (kitchen rentals, storage, licensing support, and ancillary services) and are priced according to industry benchmarks and local survey data. Forecasts assume an initial cohort of 10 users per month in Year 1, scaling up to 20 by Year 2 as the program matures. From Year 3 onward, revenues are projected to grow at an annual rate of 8%, consistent with early-stage growth patterns for comparable shared-use kitchens. Projections are based on stable pricing and 250 operating days per year.

¹⁶ Most data are drawn from [The Food Corridor 2023 Shared Kitchen Operator Survey](#) and [Shared-Use Kitchen Facilities in Virginia](#), alongside our own calculations from survey responses.

Table 5. Staffing assumptions¹⁷

Position	Full Time Equivalent	Hourly Wage (\$)	Annual Salary +10% benefit (\$)	Y2 Total (\$)	Y3 Total (\$)	Y4 Total (\$)	Y5 Total (\$)
Kitchen Manager	1	12	27,456	28,828.80	30,270.24	31,783.75	33,372.94
Part-time Assistant	0.5	12	13,728	14,414.40	15,135.12	15,891.88	16,686.47
Admin/Cleaning Support	0.25	12	6,864	7,207.20	7,567.56	7,945.94	8,343.23
Total			48,048.00	50,450.40	52,972.92	55,621.57	58,402.64

Staffing projections include one full-time Kitchen Manager, a part-time Assistant, and a part-time Admin/Cleaning role (total 1.75 FTE), all paid at New Mexico's \$12/hour minimum wage plus 10% for benefits. This setup matches industry benchmarks for shared-use kitchens. Labor costs—including salaries and benefits—are projected to rise by 5% annually over three years to support retention and workplace culture.

Table 6 outlines the projected operating expenses (OPEX) for the facility, with Year 1 costs at \$25,832, rising to \$29,074 by Year 5. A 3% annual escalation reflects the current inflation outlook (2.7%) to maintain real cost levels over time.

Table 6. Operating costs¹⁸

Category	Basis	Y1 (\$)	Y2 (\$)	Y3 (\$)	Y4 (\$)	Y5 (\$)
Utilities (Water, Electricity, Gas, Internet)	6% of sales value	6,273	6,461	6,655	6,855	7,060
Repairs & Maintenance	2% of Sale value	2,091	2,154	2,218	2,285	2,353
Supplies (Cleaning, Consumables)	Bulk purchase	3,768	3,881	3,997	4,117	4,241
Insurance (Liability, Property, Equipment)	Based on comparable facilities	1,500	1,545	1,591	1,639	1,688
Marketing & Outreach	5% of sales value	5,228	5,384	5,546	5,712	5,884
Professional Services (Accounting, Legal)	Annual retainers and occasional services	1,500	1,545	1,591	1,639	1,688
Licensing & Permits	Annual health, safety, and business compliance	1,500	1,545	1,591	1,639	1,688
Regulatory Compliance Costs	Inspections, certifications, safety training	1,500	1,545	1,591	1,639	1,688
Software Subscriptions	Scheduling, billing, inventory	2,472	2,546	2,623	2,701	2,782
Total		25,832	26,606	27,405	28,227	29,074

¹⁷ Same as 14

¹⁸ Assumptions are based on industry data from [Shared-Use Kitchen Facilities in Virginia](#), with adjustments made for Curry County-specific conditions.

Table 7. Commercial Kitchen equipment list per 1000 sq ft¹⁹

Equipment Item	Description	Qty	Unit Price (\$)	Amount (\$)
Cooking Equipment	Commercial Four-burner range w/ grill & double oven	1	\$5,938	\$5,938
	Commercial four-burner range w/ single oven (switch to convection)	1	\$2,399	\$2,399
	Commercial five-shelf convection oven	1	\$2,395	\$2,395
	Portable convection ovens	2	\$1,200	\$2,400
	Dehydrator	1	\$300	\$300
	Proofer	1	\$1,249	\$1,249
Refrigeration	Three-door commercial freezer	1	\$3,899	\$3,899
	Commercial refrigerators	3	\$1,995	\$5,985
	Walk-in cooler (10×10)	1	\$8,970	\$8,970
	Walk-in freezer (8×12)	1	\$9,293	\$9,293
Food Prep	Meat slicer	1	\$500	\$500
	Meat grinder	1	\$500	\$500
	Simple table-top mixers	2	\$1,493	\$2,987
	20-qt Hobart floor mixer	1	\$4,635	\$4,635
	Immersion blender	1	\$389	\$389
	Microwave	2	\$209	\$418
	Stainless steel /mixing bowls	2	\$155	\$310
Storage & Handling	Baker's racks	3	\$109	\$327
	Baking sheets	10	\$35	\$350
	Rolling carts for transporting goods	3	\$95	\$285
	Food warmer	1	\$330	\$330
	Stainless steel prep tables	5	\$114	\$569
Cleaning & Sanitation	20" x 20" Rack Undercounter High-Temp Dishwasher 220V 60Hz 1Phase	1	\$4,535	\$4,535
Other Equipment and smallware	Commercial salad spinner	1	\$136	\$136
	Rice cooker	2	\$150	\$300
	Smallwares bundle (utensils, pots, pans, cutting boards, containers, etc.)	—		\$1,200
TOTAL				\$60,598

¹⁹ Based on retail price search online for most equipment on Amazon, Target, Walmart, eBay, etc.

Table 8. Estimated startup costs²⁰

Category	Description	Cost (\$)
Kitchen & Facility Equipment	See Table 7	60,598
Furniture & Fixtures	Office desks/chairs, storage racks, community space seating/tables	2,400
Technology & Hardware Setup	POS hardware, computers/tablets for bookings, initial software setup fees	2,800
Renovation / Build-Out Costs	Plumbing, electrical, ventilation, flooring, lighting, wall finishes, signage	25,000
Contingency Fund	~5% of total start-up budget to cover unforeseen costs	7,320
Total Start-Up Costs		95,338

The commercial kitchen's initial capital requirements include two major components: kitchen and facility equipment and other start-up costs. The equipment list (Table 7) captures all major appliances and tools needed for full operational capacity, totaling \$60,598. Additional start-up costs cover furniture and fixtures, technology and hardware setup, moderate renovation/build-out works, and a contingency fund for unforeseen expenses. Combined, these bring total start-up requirements to \$95,338 as shown in Table 8.

Table 9. 5-year Income projections²¹

Particulars	Y1 (\$)	Y2 (\$)	Y3 (\$)	Y4 (\$)	Y5 (\$)
Revenue	64,470	106,770	115,312	124,537	134,499
Operating Costs (Variable/OPEX)	(25,832)	(26,606)	(27,405)	(28,227)	(29,074)
Gross Profit	43,849	85,530	93,435	102,003	111,290
General & Administrative (staff etc.)	(48,048)	(50,450)	(52,973)	(55,622)	(58,403)
EBITDA	(4,199)	35,080	40,462	46,382	52,888
Depreciation (10 yrs on \$153,720)	(9,534)	(9,534)	(9,534)	(9,534)	(9,534)
Earnings Before Interest & Tax (EBIT)	(13,733)	25,546	30,928	36,848	43,354

Table 10. ROI and IRR Calculations²²

Year	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cashflow	(\$95,338)	(\$13,733)	\$25,546	\$30,928	\$36,848	\$43,354	\$27,605
IRR							7%

²⁰ All start-up cost assumptions are modest estimates based on comparable commercial kitchen projects in similar rural and small urban markets, with adjustments for minimal customer-facing space and moderate renovation needs.

²¹ Based on projected calculations.

²² Based on projected calculations.

Tables 9 and 10 present the five-year income projections alongside the internal rate of return (IRR) calculations for the community kitchen project. The analysis incorporates the upfront startup costs of \$95,338 and projected net operating profits over a five-year period. The projected cash flow stream also yields a positive IRR of 7%, suggesting the investment is modest but viable over the five-year horizon.

Breakeven analysis indicates that the kitchen would require approximately 14 active users per month to cover operating costs. Under the base-case assumptions, EBIT only turns positive in Year 2 as monthly active users grow from 10 in Year 1 to 20 in Year 2. A larger user base will make the investment more attractive. If paid users cannot be sustained above 14 active users, based on our assumptions, the project would not be profitable.

It is important to note that these calculations reflect only direct financial performance. They do not account for wider economic and social benefits, such as supporting local entrepreneurs, enhancing food access, and fostering workforce development—impacts that significantly strengthen the overall value proposition of the project.

Feasibility Assessment

Our analysis indicates that the Curry County Community Commercial Kitchen project is feasible, but financially sensitive to upfront capital costs, kitchen incubator membership, and external funding support.

Market and Demand

Demand for shared-use commercial kitchens continues to grow regionally and nationally, driven by small-scale food entrepreneurs, caterers, and farm-to-market producers. Research and surveys confirm strong utilization potential when facilities are well-equipped and accessible. Curry County's lack of existing commercial kitchen capacity positions this project to fill a critical infrastructure gap.

Financial Viability

As shown in Tables 9 and 10, the 5-year income statement yields positive net operating profits (EBIT) beginning in Year 1, with steady growth through Year 5. The project achieves an estimated IRR of 7%, demonstrating a modest but financially viable model over the medium term. Importantly, these returns are based on conservative assumptions and do not yet include potential grant inflows, which could improve cash flow and accelerate project break-even. However, financial viability is contingent on sustaining at least 14 active users per month—the calculated breakeven threshold. Below this level, operating costs would not be fully covered, and profitability would be delayed. This underscores the importance of effective outreach and user retention strategies in addition to capital investment and securing additional funding sources.

The main challenge is the capital-intensive nature of kitchen buildout and equipment acquisition. Even using more conservative benchmarks, estimated startup costs remain significant. This underscores the importance of supplementing local investment with external funding.

Operational Considerations

The project will require:

- Careful selection of kitchen equipment to balance functionality and cost-efficiency, avoiding over-specification.
- Facility modifications of the former college call center (plumbing, ventilation, electrical) to meet commercial kitchen standards.
- Clear governance and staffing models to manage scheduling, compliance, and user support.

These are surmountable with phased planning and stakeholder coordination, but delays in finalizing facility ownership may impact timing.

Risks and Mitigation

- **High Capital Costs** → Mitigate by refining equipment list to align with actual demand and leveraging vendor discounts and used or surplus equipment.
- **Funding Uncertainty** → Pursue multiple funding streams simultaneously, including state, federal, and philanthropic grants.
- **Utilization Risk** → Mitigate through early outreach to food entrepreneurs and formalizing partnerships with local producers and vendors.

Critical Mass Analysis

In addition to financial viability, the project meets the “critical mass” thresholds used in feasibility studies to assess long-term sustainability:

- **Critical Mass of Immediacy (CMI):** There is a ready pool of early adopters (caterers, vendors, food entrepreneurs) who can begin using the kitchen within its first year.
- **Critical Mass of Potential (CMP):** Curry County’s pipeline of food entrepreneurs, coupled with consumer demand for local food and training programs, ensures long-term user growth.
- **Critical Mass of Resources (CMR):** Although this appears to be the weakest of the three dimensions, the presence of a committed champion (Clovis EDC), potential access to targeted grants, and a supportive entrepreneurial ecosystem suggest that the resources needed for launch and scale are likely attainable.

Funding Opportunities

Several state, federal, and philanthropic programs are directly aligned with the objectives of the Curry County kitchen project and represent viable opportunities to secure external funding:

- **New Mexico Collaborative Zone Grant** – flexible, collaborative funding for community infrastructure.
- **USDA Rural Business Development Grant** – supports rural job creation and kitchen buildout.

- **Local Food Promotion Program (LFPP)** – funding for marketing, distribution, and producer support.
- **McCune Charitable Foundation and Thornburg Foundation** – philanthropic partners with interest in food system development.
- **Kitchen Work Foundation Grants** – dedicated to emerging food businesses and underserved communities.

A blended funding strategy combining public-sector grants, philanthropic support, and possible county allocations will materially strengthen financial feasibility and lower reliance on debt or local subsidy.

Recommendations

The project is feasible and strategically valuable, but its success depends on maintaining a breakeven level of 14 active users, active pursuit of diversified funding and cost discipline in equipment and renovation planning. The most viable strategy is to:

1. Confirm facility specifications (square footage, renovation scope, equipment needs) to refine cost estimates.
2. Prioritize external funding applications across the identified state, federal, and philanthropic programs.
3. Phase implementation — beginning with essential kitchen operations and expanding capacity as utilization and funding grow.
4. Engage stakeholders early (food entrepreneurs, farmers, community groups) to secure commitments and ensure utilization.

With these steps, Curry County can establish a financially sustainable and mission-aligned community kitchen that catalyzes local food entrepreneurship and economic development.

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Appendix

Curry County Community Kitchen Interest Survey

This survey is part of a feasibility study being conducted on behalf of the Clovis Economic Development Corporation (CEDC) to evaluate the potential for a shared commercial kitchen in Curry County. Your feedback will help inform whether such a facility is needed and how it could best serve the community. The survey is anonymous and should take less than 5 minutes to complete. Thank you!

* Indicates required question

1. About You *

Check all that apply.

- ☐ I live in Curry County
- ☐ I live in another county → Please specify in next question below
- ☐ I Work in Curry County
- ☐ I own a food-related business
- ☐ I am interested in starting a food business
- ☐ I grow or produce food locally
- ☐ I am a food truck or mobile vendor
- ☐ I am a local farmer or rancher
- ☐ Other: _____

If you selected 'I live in another county,' please tell us which county:

2. Have you ever needed access to a licensed commercial kitchen? *

- ☐ Yes
- ☐ No

3. What are your biggest challenges in starting or growing a food business? (Check all that apply) *

- ☐ No access to certified kitchen
- ☐ Equipment is too expensive
- ☐ Unsure how to get licensed/approved
- ☐ Lack of storage (cold, dry, freezer)
- ☐ Need business training or support
- ☐ Cost of starting up
- ☐ Transportation or location issues
- ☐ Other: _____

4. If a shared kitchen were available, how would you use it? (Check all that apply) *

- ☐ Start or grow a food business
- ☐ Prepare food for community or family events
- ☐ Cook for a food truck or catering service
- ☐ Package and sell baked or canned goods
- ☐ Upscale and increase distribution outside the county
- ☐ Attend workshops or cooking classes
- ☐ Other: _____

5. What services or features would you value most in a shared kitchen? (Check all that apply) *

- ☐ Affordable hourly rental rates (with sliding scale options)
- ☐ Cold, dry, and freezer storage options
- ☐ Flexible scheduling (early mornings, late nights, weekends)
- ☐ Access to shared food production equipment (mixers, ovens, vacuum sealers, etc.)
- ☐ Access to packing and labeling areas or services
- ☐ Food safety certification and regulatory assistance
- ☐ Business coaching, planning, or mentoring

- ☐ Linkages to local suppliers, distributors, or buyers
- ☐ Access to branding, marketing, and sales guidance

6. Would you be interested in any of the following additional support services? *

- ☐ Food business incubator or start-up support
- ☐ Access to trained food workers or interns
- ☐ Photography, branding, or graphic design help
- ☐ Meeting rooms, offices and co-working spaces
- ☐ Help securing licenses and permits
- ☐ Other: _____

7. What kitchen equipment would be important for your use? (Check all that apply) *

- ☐ Convection ovens
- ☐ Commercial mixers
- ☐ Refrigerators/freezers
- ☐ Food processors/blenders
- ☐ Dehydrators or vacuum sealers
- ☐ Packaging/sealing machines
- ☐ Prep tables and sinks
- ☐ Dishwashing station
- ☐ Other: _____

8. What billing or membership model would best suit your needs? *

- ☐ Pay-as-you-go (hourly or session-based)
- ☐ Monthly prepay with no rollover
- ☐ Monthly payment in arrears (based on use)
- ☐ Long-term lease (dedicated kitchen space)
- ☐ Monthly prepay with rollover of unused hours

9. What would be a reasonable hourly rate for kitchen use during peak hours? *

- ☐ Less than \$10/hour
- ☐ \$10–15/hour
- ☐ \$16–20/hour
- ☐ \$21–30/hour
- ☐ Over \$30/hour

10. Is there anything else that would help make a shared kitchen accessible or useful to you?

11. Would you be interested in participating in a small focus group to share more about your experience or ideas? *

- ☐ Yes, I'm Interested - Please contact me
- ☐ No

If yes, please enter your name and preferred contact (email or phone):

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