

SPIRIT IN BUSINESS GUIDE FOR STARTING A COMMUNITY CAFE

One World Everybody Eats would like to thank all of the people and entities who have helped us through the years. As we have grown, so has the list which has become too long to mention here. So we will just say a BIG THANK YOU to all of our patrons, special supporters, employees and volunteers, and other community cafes and their supporters, who have helped us and our mission spread. We cannot do this without you, nor would we want to.

One World Everybody Eats truly wants to help humanity. We believe that anybody who wants to do this type of work will be making a real difference and a significant contribution to the world and their community in their lifetime. Setting up a community cafe might feel to you like you're jumping off the rim of the Grand Canyon. I know that's how I felt when I first started and I was sure I would splat at the bottom. But now that I and others have done it, I suggest you take the leap. We are at the bottom looking up at you. Our experience can be your safety net. We've done it and have proved it can work!

Denise Cerreta
Founder, One World Everybody Eats

Overview

The need for a community cafe lies in the urgency for another way to address food insecurity and a place for people in a community to form better relationships with one another.

First, a most basic need for people is to know they have control over what and how they eat. One World Everybody Eats serves what we believe is the healthiest, most well-prepared food that we can. This, say our customers, is part of what makes it a place they want to share and return to again and again.

Second, One World Everybody Eats is a community space. All people from the community are invited and welcomed to enjoy the quiches, salads, desserts, soups, and entrees in an environment where people aren't seen primarily in terms of any of the common definers: class, age, race, ethnicity, nationality, economic level, education, gender, orientation, lifestyle, politics, religion, or ability. The intent of One World Everybody Eats speaks through its food. The people, looking for good food, feel the intent, decide to engage, and help create the atmosphere.

The atmosphere of community in each venue and the service it provides becomes something other people want to re-create in their own cities and towns. And we want to help them do this.

So many people have told us they want to establish their own community cafes; we have to assume the true desire is even greater. So we've developed this, our guide for starting a community cafe. The board of One World Everybody Eats is not interested in franchising or otherwise restricting the free flow of information to help build community and end hunger and food insecurity, so we are providing this guide to help you offer meals to all members of your community in socially supportive ways. We ask only that the intent is honored, which is the forming of an eating establishment that includes the following aspects as they can best relate to your unique community:

- Operate in a no-set-price, no-set-menu manner with as many options to eat with dignity as possible. This builds community through personal responsibility.
- Choose your own portions. This helps each person play a role in ending food waste.
- Serve organic food, as well as antibiotic- and hormone-free meat and dairy, as much as possible. This promotes good health, supports organic farmers, and helps the environment recover. Encourage volunteerism. Give people the opportunity to give back to the community and café, or to donate their time to pay for their meal.
- Provide job training skills for those who want to move into other areas of the food industry. This is a hand-up rather than a hand-out.

a. No Set Prices

This is one of the bedrocks upon which the concept is built, and it is crucial to our goal of ending hunger, food insecurity, and food waste. When people choose and pay for the amount of food they eat, offered at suggested reasonable prices, they usually eat everything on their plate. And no people have to feel they don't get enough to eat since they can always come back for more. This almost guarantees lower food waste.

We also don't force people to overeat (too much on the plate) or waste food (getting things they don't want), which often happens in other restaurants that choose portions for their customers. In this way, people really do get the most for their money. We do suggest fair prices, which can eliminate the stress placed on customers who want to be fair but do not know what to pay. This also allows our cafes to treat themselves fairly and pay their bills. We believe that if we have enough options for people to do the right thing, they will. The options that we suggest are:

1. Pay the suggested price for the amount of food you take. The suggested prices are listed on a menu board that you see before you are asked to select your food.
2. Volunteer and earn a meal as well as a skill in the food industry.
3. Enjoy the complimentary dish that is our gift to everyone who enters the café. This helps people who are on very limited budgets; if they have no time or money, they can still enjoy a dish on us with a clear conscience.

Point of Accountability (POA)

Through the years we have tried many different ways to help the food-insecure and all others in the community eat healthy, organic food, end waste in the food industry, and bring the community together. We have tried many different payment methods, some of which were more than trusting and fair to the diner but unfair to the community cafe. We will not go into detail about all our trials and errors, but we will share with you what has worked best and let you incorporate it as you wish.

We find that having some "point of accountability" (POA) in the system helps people choose an option that is fair to you and them. The POA can be a cash register, a box with a slot, or any other device as long as customers are HANDING their donation to someone. This automatically cuts down on the number of people who would pay far less than they should because nobody will know.

We used to take on being the POA, when it was an unmonitored drop box and that can still work, although it is important to realize that you are still creating a POA and it's your time and energy spent in this manner. We found that our time was taken up having to keep track of people who were not donating money or taking us up on any of the other options. We did a lot of soul searching and realized what was truly important to us: to end hunger, stop food waste, and build a healthy community. For that to happen, we feel we must all work together and treat each other fairly. So we changed the payment structure of the "honor" system (an unmonitored drop box) and moved into the "honorable" system (a POA).

We want to help those with food insecurities and will accept a smaller donation that is still "in the ballpark." That is why some people give a little more. The atmosphere is relaxed and all donations are accepted with gratitude. Any extra donation also goes towards covering volunteer-earned meals and the "community dish" that nobody is expected to pay for. Some members of our community, we feel, need our extra support and

acceptance, and to them we provide full meals with no financial obligations or volunteering necessary. It becomes a relationship.

What about those who are able to contribute but are neither contributing nor volunteering? People whom you notice at the PoA but are not making it up every other time etc.? They present us with an opportunity to "hear their story," invite them to volunteer, or ask them to incorporate our "complimentary dish" into their selection to be fair and respectful of what we are trying to provide in our community. This is a unique concept and not everybody understands how it works.

b. No Menus

The no-menu philosophy is also crucial for many reasons:

- It lets us eat with the seasons—which we believe is healthier—as well as work with local farmers.☐
- It lets us buy produce in season at a reasonable cost, making good business sense. We don't have to participate in driving a "false market" for out-of-season produce.☐
- It lets cooks be constantly creative.☐
- It lets our customers share their inspired cooking and family ideas with us.☐
- Patrons come more frequently because they don't want to miss out on fabulous dishes. Thus, we have more regulars because of our no-menu policy, and this is great for business.☐
- Our purveyors know that we create our dishes out of what we have, so if they need to move certain things, they give us a great deal on special items they otherwise might lose.
- It allows us to use fresh, local food donations immediately.

But when we say "no menus," we don't mean "no planning." We have to determine what we can afford and what is in season before deciding what weekly orders to place and which foods to prep on a daily basis. We may get a large number of "seconds" that we decide will be part of several types of foods over the following week. And we need to schedule employees and volunteers with the skills to prepare and cook those foods so they'll be ready to serve within a certain time frame. So, although we don't provide printed menus, we do have an idea of what we'll be serving tomorrow and how that will flow into the next day.

People & Positions

By now you have a good idea of what it takes to staff the kitchen. This responsibility—making sure that everything and everybody is taken care of without going overboard on payroll—rests with the managers. You need to have proper time management to keep your cost down and have things run smoothly. This is an important skill. We did not know how to properly schedule a full-functioning kitchen; as a result, we lost a lot of money for our organization by believing that it was being scheduled and run efficiently. You really need to talk to some experts in this area, see if you can observe a high-volume kitchen in your area, or call me to evaluate your situation before opening.

In the rush after some exceptionally good publicity, you might feel you need to staff up, but this can leave you overstaffed during the inevitable slow periods. Balance and flexibility are essential. A good mix of part-time and full-time staff and volunteers is important to meet all financial needs and stick to your operating budget. It is particularly important to have a strong list of volunteers that you can call on to help you through a few days of extra business without having to hire extra people.

a. Employees

When we opened, we had no kitchen experience, so we realized we would be wise to make our first employee someone with three to five years' experience in running a kitchen (including ordering). We ran the operation for around six months until it turned its first corner (remember, this was back when there were no other community cafes and everybody thought we were crazy!). Then we hired our first employee, who had five years of kitchen experience. It makes a world of difference to have someone with that kind of experience.

It is also important to find people with good people skills AND cooking skills AND a belief in what you are trying to do. This is important because the staff cooks and food is served from the kitchen counter. There should be harmony in the workplace. Customers know what they like, and what they like is a cohesive staff working together to make amazing food in a friendly, relaxed, professional atmosphere.

The staff likes it too because they aren't just cooking and serving. They are making a difference, and the community values them in their work. So the working environment is collegial, professional, and fun. The affection and respect our people have for one another is so palatable that our customers can taste it.

We have often hired employees from our volunteer staff or by placing an ad on craigslist. Your experience may be different. However, if you're bringing someone straight onto the staff, it's a good idea to have several people in on the interview process, including a board member if you are a nonprofit. More eyes and ears on potential employees can spot problems early. Ask them to volunteer in the kitchen for a shift or two so you can get a feel for their abilities and character. Finally, make sure they understand the mission. If new crew members do not work out, you are best to let them go sooner than later.

b. Volunteers

When we first opened One World Cafe back in 2003, we had no idea that the "community cafe" concept was about to develop. We did not start out with volunteers, and then when we had a few we did not schedule them in order to save payroll. You do not have to make this costly mistake! What we suggest is to spend time developing a volunteer program before you open. You should have regular employees that cover the operation bare-bones; fill in the rest with volunteers. The trick is to select reliable volunteers who are looking to do a community service and will commit one hour a week to your organization.

We schedule a "volunteer supervisor" for each shift. This person is in charge of all the other volunteers. If you are a larger operation, schedule two supervisors: one for the front of the house and one for the food service area. This person knows your system, how it should run, and the needs of the chef for the day. They can train others, sign them in, delegate work, and take charge of writing out meal vouchers for those who want them. Your "volunteer supervisor" is also responsible for gathering and maintaining a core group of people who will show up on their shift. We always have room for more, but this system provides more stability and develops a group that works well together as a team.

Our commitment has been to always provide a volunteer opportunity to anyone who wants one, especially if it is for a meal voucher. One of the nice things about our system is that all types of people volunteer for all types of reasons. Something we call "intangible mentoring" can take place when you have a wide variety of volunteers working together. Treat all volunteers honorably, whatever their reason for volunteering. Also, when looking for full-time workers, look first to your volunteer staff. You've had a chance to evaluate their

performance and personality and know them better than someone off the street. This is one of the reasons why establishing a volunteer program early is very important. Not only does it help fulfill the mission of giving people a hand by providing job training skills, it also provides a pool of trained and reliable workers.

Different states have different rules regarding who can work in the kitchen. Salt Lake City requires a food handler's permit for anyone on the food side of the operation. So even dishwashers, food preps and servers must have a current food handler's permit.

Everybody who wants to volunteer should be encouraged to get a food handler's permit. You can work with your Health Department to develop your own food safety class, specifically for your volunteers, which will not cost them any money. Check with your state's Health Department to find out what is required.

However, there may be people who want to volunteer but don't want to work in the kitchen or, due to other concerns, cannot be allowed in the kitchen. For them, handing out fliers, folding laundry, working in the garden, doing minor maintenance, or keeping the area around the kitchen and the building clean could work out for them. We accept everything from prayer and meditation to approved help for local, organic farmers. We're also mindful that there is a role for everyone within their skill set and physical capabilities. We even have an ongoing crocheted afghan that people can work on; when it is done, the kitchen sells it. Legitimate effort gets meal vouchers for all volunteers. When working with volunteers, set objectives, curriculum, and a process for completion of the work. OWEE uses volunteers in a way that will make the organization effective, efficient, and able to expand. This is important to our success. Sustainability of the model means letting people know they are needed and that they are contributing to the vision, not receiving a handout.

In the case of either volunteers or employees who show bad attitudes, bad intent, or poor learning ability, we suggest this be addressed quickly and openly with the individuals involved. If they are unwilling to work with you, they should be asked to leave. Utah is a right-to-fire, right-to-hire state, but your state laws for hiring and firing may be different. They might, for instance, require certain documentation. Check your own specific requirements. Negative energy poisons the atmosphere for everyone.

Here is a list of some common volunteer positions:

- prepping veggies
- creating side dishes and entrees
- washing dishes
- cleaning tables
- cleaning bathrooms
- sweeping
- mopping
- passing out fliers
- dusting
- serving food
- greeting at the door to communicate the concept
- clearing plates for diners

c. Selecting a Board of Directors

Most of the groups I mentor are nonprofits. This does not mean that a for-profit will not work, but nonprofits seem to be the norm.

Whether a Board of Directors or a group of supportive friends, you need a network of people to help you succeed.

It is often said that "you are only as strong as your Board," and we think this is true. It is important to have a committed yet diverse Board with different skills. Someone once told us that you should look for the 4 W's to have on your Board: Work, Wealth, Wisdom, and WAAAAAAAAAAAAAAAAAAAAAAAAAAAA!!!!!!

Work:

Board members who can put in the time working for the organization (IRS paperwork, fundraising, event planning, PR, marketing, etc.).

Wealth:

Members who have either wealth or connections to those who will donate money as needed.

Wisdom:

Someone who has wisdom and experience to share (in this case, knowledge of the restaurant industry, nonprofits, running an organization, working with volunteers, networking, etc.).

WAAAAAAAAAAAA:

Great networkers: people who can spread the word, generate excitement, and get people involved.

There are also people whom you would like to have on your Advisory Board. Advisory Board members are people who might not have much time to give but can be called on for their particular expertise at critical times (attorneys, marketing executives, architects, mechanics, electricians, etc.).

Budget & Structure

Our mantra is to Think BIG, but Start SMALL!! Do not get in over your head with your first venue; remember, you can grow from there!

There are no hard numbers here, in part because we don't know what you have to work with or what you have in mind, and costs vary depending on where you live. Consider salary and the number of employees you will need to function in the available space, as well as rent, utilities, food costs, equipment costs, furnishings, cleaning supplies, permits, upgrades and renovations, taxes, application fees, marketing costs (although very low), and auto expenses, just to name a few. Take your time: give yourself at least six months to a year to sit with the idea and accumulate equipment, expertise, community support, and resources you'll need to actually open.

Remember that this type of business is about community, so start networking and asking for help. Tell people what you're doing while you're doing it. Collect names and emails for future customers, volunteers, and Board members, gather your troops and scouting locations, find out about permits, look for equipment, start having a few fundraisers or look for seed money if you do not have it. Most people want to see people succeed at hard things because we all like everyday heroes.

When you start this in earnest, help will come at unexpected times, in unexpected places, and from unexpected people. That's part of the serendipity of this concept. Perhaps you can partner with another established nonprofit or even a for-profit; you might belong to a church or some other charitable group that might want to take this project on. Remember, a selling point is that once you open, this model can be sustainable and even make a surplus that you can use to help another communities start a cafe.

You do need to be realistic about money (the green stuff so many people want!). We believe that you can get a lot of things donated—equipment, dishes, etc.—but you will need some money to rent a space, buy food, and have some resources in reserve as your reputation for good food and a community service spreads. The closer you can get to opening your doors while owing nothing, the greater your chance of success.

We at the OWEE Foundation are happy to mentor groups or people through this process. We will also try to come out if your group is planning a fundraiser to add to its momentum.

a. For-Profit vs. Nonprofit

We ran One World Cafe Salt Lake City as a for-profit establishment for more than 2½ years before filing for nonprofit status. Initially, all we had was a business license for a DBA (Doing Business As). After operating a few months with our new model, we organized the One World Cafe, LLC (Limited Liability Company), on the advice of our accountant. After receiving tax exemption, we changed the name to One World Everybody Eats.

The conventional purpose for a company or corporation is to make money and to maximize profit. This is where we made a radical departure into social entrepreneurship. From the beginning our intentions were to eliminate world hunger and waste in the food industry—both of which are considered charitable purposes but not typical business purposes. We used a conventional business setting to conduct unconventional business purposes. At first, our intuition strongly guided us to be a for-profit business. The resulting experience:

- Helped us to create a successful, profitable business model²
- Helped us to become better business people²
- Made our business model appear more legitimate to the public²
- Helped us learn the power of community

Later, our intuition told us that the time was right to pursue nonprofit status. Again this was possible because our charitable purposes had not changed, even though the means to accomplish them had. This required creating a nonprofit corporation. A for-profit business is created as a DBA (sole proprietorship), a partnership, or some form of company or corporation.

b. What the Government Requires

Companies and corporations typically are required to establish a Board of Directors that is authorized to make decisions for the entity. The Board of Directors, in turn, must adopt a set of by-laws that govern the actions of the Board members. You will need to check if the by-laws need to be filed with your state's division of corporations.

A new company or corporation also has to file with the Internal Revenue Service (IRS) for an employee identification number (EIN) and with the state tax division to pay state sales and income tax. State income tax is usually referred to as "franchise tax." The company or corporation is issued a state tax identity number that is separate from its EIN. A company or corporation is legally equivalent to an individual and therefore has to pay taxes on both income and (usually) sales transactions.

The act of creating the nonprofit corporation also involves the filing of articles of incorporation with the state. The articles need to address the purposes of the nonprofit and confirm that those purposes are of a tax-exempt nature as viewed by the IRS.

In addition, the IRS looks at the articles of incorporation for two key requirements to determine whether the corporation is eligible to "receive an exemption" (i.e., become a nonprofit). The first is referred to as the "organization requirement." This requirement states what the purpose of the corporation is and must contain language that limits the corporation to only charitable purposes. The IRS closely examines the purpose to ensure that there is no for-profit purpose. The second key requirement is the "operated requirement." This means that the organization must be operated to further the exempt purposes specified.

Thus, the IRS looks for language that indicates:

- The organization will not engage in individual political campaigns at any governmental level.
- Assets and earnings do not unjustly enrich the board members, officers, or employees.☐
- The organization doesn't authorize the conduct of a trade or business.☐
- Upon dissolution, the assets will be disbursed to other tax-exempt organizations.

It took 18 months for OWEE Salt Lake City to get its 501(c) (3) exemption, partly because the concept was so unusual to IRS officials that they scrutinized it for many months beyond their average approval timeline before granting it. Our 1023 form (along with its addenda) took the most effort. This is the form, required by the IRS, which lets you define your mission and distinguishes your nonprofit from a for-profit. There are two related IRS documents that should be consulted while you tackle your 1023 form: document I-1023, "Tax-Exempt Status for Your Organization" (Revised June 2006), and Publication 557, "Status of Your Non-Profit Entity."

The IRS reviewer who is responsible for your application case will likely ask you to clarify parts of your 1023 form. But the reviewer should give you plenty of time to do so, and you can ask for an extension if you need one. During the process, always be polite and respectful in tone to the IRS reviewer, whether in writing or on the phone. It may be a long and occasionally frustrating process, but stay focused on the goal.

We are happy to send you all of our documents so you can use them as a template. This will make the process a lot easier and should speed things up for your exempt status.

c. After Receiving Your Nonprofit Status

If the IRS approves your exemption application, you will receive a letter granting your tax-exempt status. Once you have your exempt letter, you will need to file a copy with the state division of corporations to prove that your corporation has its exemption and is a true nonprofit entity. You'll also have to file a copy with your state tax division so you won't have to pay state income tax. And you'll need to consult with that division for a sales tax exemption so you don't have to pay taxes on supplies or equipment.

"Guide star" www.guidestar.org gives a thumbnail overview of individual nonprofit organizations, their mission, and their Board members, as well as linking to any related documents they file, such as their 1023, financial statements, and tax-exempt letter. If you decide to establish your cafe as a nonprofit entity, consider registering it at Guide star.

Here is an important point that we did not know when we filed for our nonprofit status: if you decide to be a nonprofit, you can actually operate as a nonprofit while waiting for your 501(c) (3) status. Although you may feel as though you are operating in limbo—not a taxpaying business and not officially nonprofit yet—you can proceed "as if." There is a risk to this, however: if you fail to achieve exemptions, you will be responsible for paying taxes on the income and business transactions accumulated in the interim. Save the taxes you would've paid, just in case. But since OWEE Foundation has been granted its exemption,

d. A Different Kind of Nonprofit

It is *very* important that nonprofits figure out how to be sustainable. Otherwise, you will always be dependent on grants or fundraisers, and this will take away from your main focus of eliminating hunger and building community. Many conventional nonprofits are mostly funded by individual contributions or grants; the problem is that as the economy fluctuates, so may donations. Worthy charitable organizations have gone under for failure to achieve true self-

A nonprofit corporation can own other businesses as subsidiaries. The net income (after taxes) from the for-profit businesses is paid to the nonprofit as a charitable contribution. Such an arrangement does not extinguish the tax exemption of the nonprofit because the commercial activity is conducted by a separate entity. If a nonprofit has a substantial commercial purpose in addition to its other exempt purposes, it will lose its exemption from the IRS. Your Board should consult a nonprofit corporate tax attorney or search for guides on the subject.

Preparation

a. Location

We feel that it is important to be in a location where all members of your community can easily reach you. The OWEE Salt Lake City Cafe is located in a spot that has a college to the east, the downtown to the west, an affluent neighborhood just north and one of the city's poorest neighborhoods (apartments) just south. In other words, we are fortunate to be in a location that all types of people pass through. Look for those neighborhoods that are at the crossroads of eclectic, hip or up-and-coming, and business-oriented, without being too pricey. As the "community cafe" is getting to be better known and supported, you may want to

consider a place with a bigger seating capacity and rent, especially if you already know what you are doing in the food service industry. Please run a location by me if you would like. There are different scenarios to discuss, and depending on how you decide to collect your donations I am happy to help you evaluate them. An important point I like to remember is that those suffering from food insecurity are not centered in one specific area. You may have no idea who really needs extra help and support.

Call the fire department and see what the occupancy is for any location you are considering, so you know how many people can sit in there at the same time. See if the property is out of compliance with any fire codes.

b. Landlord

It's important to find a landlord who understands your social mission and is supportive of your goals. Any potential landlords should believe in you and your work; it's even better if they are humanitarians themselves.

Some landlords will let you work on setup a month or two before they start charging rent. Remember, you will probably be upgrading their property. You might ask them to pay for any paint, lighting, or bathroom fixture—or at least split the cost and deduct it from the rent while you provide the labor. Our original landlord, the late and great Jim Neville, bought all the paint, lighting fixtures, and tile. We picked it out and paid to have it installed. We also did most of the work, saving a lot in labor costs. Mr. Neville allowed us to not pay rent for three months to provide us with a "hand up." We had been a longtime renter in the rest of the building and had a good, trusting, and respectful relationship with him. Jim was a special man: he wanted others to succeed and he was a smart businessman. We are proud that he was one of our important mentors.

Because the idea is so different, some landlords may have concerns that it won't work and you'll soon go under. They may have fears that you'll draw nothing but "homeless" people, thus inflaming the anger of the neighborhood for bringing down property values or increasing crime or upsetting their other renters. These things haven't happened with us, and we believe they won't happen with you. There are about 14 community cafes at the time of this updated version, and nobody has had any problem. The unique venue is about participation, community, and social accountability—not a continued handout—and this draws a mixed and motivated crowd. The food is always high-quality and excellent and EVERYBODY wants to eat it. You will actually receive a lot of good initial press, which will help you grow, and the busier you get the busier the other things around you will become. If your landlord has concerns, please have her or him contact OWEE Foundation, and we would be glad to share our success stories. Our model has thus far shown it can be successful in terms of profit generation and community building.

Finally, whatever agreement you and your landlord come to, get it in writing.

c. Equipment

Buying the right types and right amount of equipment is one of the most important things you will do

Look for used or secondhand equipment. Some of your equipment can be donated. Most restaurateurs have purchased new equipment through the years and saved their older pieces. You can approach your local restaurants, tell them what you are trying to accomplish, show them newspaper articles on all the other community cafes, and see if they will give you anything or even let you borrow it until you can buy it from them (or buy another one). We purchased a few pieces new but did not need to: we mostly did this before we knew that there was used equipment available.

Here is a list of things you will need. If you rent a venue that already has a kitchen, chances are it will have the large items, and may even have all of the small.

- Dishes
- Convection Oven
- Coffee Mugs
- Pizza Oven
- Serving Bowls
- Double Burner
- Rice Cooker
- Refrigeration
- 2 Soup Pots
- Triple Sink
- Hand Sink
- Mop Sink
- Knives
- Prep Tables
- Soup Bowls
- Prep Sink
- Soup Ladles
- Tables and Chairs
- Silverware
- Gas stove and hood (if you can)
- Miscellaneous zests, graters and whisks
- Food Processor
- Coffee Maker
- Insulated Coffee Pump Pot
- Coffee Grinder
- Hand Mixer or Table Mixer
- Stainless Steel Pots [durable and inexpensive]
- Cookie Sheets
- Baking Dishes
- Pie and Quiche Pans

Before buying too many appliances, make sure there is enough electrical service in your planned location to run them as well as your lights and fans. Consult an electrician about your own special needs before leasing your space. All sinks, metal racks and counter-tops, as well as refrigerators, ice machines and other appliances must be National Sanitation Foundation (NSF) rated, and will be identified by a small blue sticker on the back of the equipment which will read "NSF". Older electrical equipment, like cookers, electric burners, and other appliances, may only have the Underwriter's Laboratory label on it and will read "UL."

When you get to a point near opening, insure all equipment has been thoroughly cleaned and tested before your Health Department inspector arrives. When looking for pieces with which to equip your kitchen, post lists for family, friends and co-workers at church, at work, at the gym and on the front of your new location, etc. For some pieces, you may have to look at some other possibilities. They include:

- Craig's list
- Freecycle.org
- Used restaurant equipment stores
- Restaurant auctions
- Asking other cafe owners if they have any equipment they don't use anymore.

In other words, beat the street. Most small businesses have equipment they don't use anymore and will sell it for cheap. It might be old, but if it works and passes inspection, it doesn't have to be new. If there is a local business you know has recently closed, try to contact the owner.

d. Kitchen Design/Layout

We believe that the open design of your kitchen is important. One of the reasons why the model works is that the people who make the food and serve the food are connected to the customer. When you enter OWEE Salt Lake City, you actually walk into our small kitchen and are greeted by the cook and server. There should be no barrier walls in your kitchen and nothing to block you and your staff from your customers. The prep should also be done in this area if possible.

Consumables

a. Food Sources

We feel that organic food is essential to our success and our vision of good, healthy food for everyone to eat. OWEE Salt Lake uses Albert's Organics and United Natural Foods, both of which have national distribution. While they work best for us, there are smaller organic distributors in some larger cities that you might want to look into. We use as much local, pesticide-free, and organic produce during our growing season as possible. In Salt Lake, we also use a local dairy that does not treat its cattle with antibiotics. We use a local fish purveyor.

We also support our local organic farmers because, in our opinion, it is essential to establish relationships with them. It is also better, in terms of health and sustainability, to eat locally. The Salt Lake area growing season is short, but the local farmers make the most of it.

For a few months out of the year, in the height of the season, the Salt Lake City cafe doesn't order from the national produce distributors so we can throw more support to local farmers. The best way to support them is to buy their foodstuffs and *advertise* that you buy their foodstuffs. Offer employees and volunteers the opportunity to participate in Community Supported Agriculture (CSA) and to help organic farmers during planting and harvest seasons. The Salt Lake City cafe is a CSA drop-off destination. By facilitating this, we get a box of produce too. Any customers who do not pick up their box make an automatic donation to our kitchen. This works out really well for all parties concerned.

We also are big on "seconds": fruits or vegetables that are not in perfect condition, which we buy at a fair yet further reduced wholesale price from our local farmers. It becomes a win-win situation, since that food usually goes to waste and the farmer can't sell it. You might also partner with local organic farmers and have them grow things exclusively for you. We like the "grow a row" idea and have asked farmers and residential neighbors to donate a row of their garden to the Salt Lake cafe. During the growing season it is not uncommon for customers to drop off their garden extras or call us to pick one of their fruit trees.

b. Food Waste

At the end of the day, after serving upwards of 150 people, the Salt Lake City cafe can fit all its food waste in half of a five-gallon bucket, and even that waste ends up in the compost bin. After making soup stock, we compost our scraps into our organic garden. Clearly, ending food waste is a big part of the concept behind OWEE. We encourage people to take what they want and come back for more. Some cafes, whose design does not permit customers to see all the selections, start off with small portions and ask them to come back for more if they are still hungry. Others ask customers about their desired portion size first. Both these ways accomplish the same goal, although we prefer taking the time to ask: it builds a deeper relationship.

Ready, Set ... Go

a. Before Opening

When you think you are "two weeks away" from opening, you are probably close, but do not set a firm OPEN date with the public. Try to enjoy the process since you can't force the timing. We know time is money, but try to do something creative if there are delays in your schedule.

When we are working on a project, we like to take time to talk with passers-by who may be curious. You can explain your intentions and let them start spreading the excitement by word of mouth before you open. People like to help and you may be surprised at how many volunteers you get. Before opening a cafe, we usually get all sorts of donations from community members whom we tell the mission to.

b. Getting the Word Out

A large part of your success will depend on how people find out about you. Word of mouth is still the gold standard for success: it essentially involves those people who know of you and like you, and who convincingly and compellingly tell others about you.

There are three basic pillars of marketing: advertising, promotion, and publicity.

1. **Advertising** is what you pay for. OWEE Foundation does almost no paid advertising because it's expensive. If you do decide to advertise, figure out where your customers are, or which customers you want to reach. Then tailor your advertising to that group.

Targeting saves you money. But we really recommend two other methods when you're first starting up.

2. **Publicity** is different, in part because publicity is free. Once you know and set prices, and the no-menu community café opens its doors, you are almost certain to attract the media. And, since other OWEE-style cafes have opened around the country, you will already be considered legitimate rather than a fluke (as you might be if you were the first or second). On the other hand, that doesn't mean the idea will be considered old-hat or unattractive. You will attract lots of attention. You should understand, however, that publicity ensures an initial rush of customers and that's it. It's your job to turn those new visitors into permanent customers and cheerleaders. And that will happen through your atmosphere, your food, and your connection with each customer.

One other thing about publicity: we have found that often, people will show up with cameras and want to talk with staff about the stories they want to write or the school projects they are developing. This is fine as long as someone from the staff notifies the cafe manager that these people were or are onsite.

At the very least, you will need a website. OWEE Foundation currently uses Network Solutions, a turnkey service that, for about \$140 a year, gives you five, easily customizable web pages, an email address, the option to block spam and hide some of your personal information, and a number of free tools that can be very valuable.

Your area may have free magazines (monthly or weekly) that might trade meals for advertising. Look for them. Again, we don't suggest radio or TV unless it's free. But if you are a nonprofit, it is. You can make a Public Service Announcement (PSA) that is 15 or 30 seconds long and send it to the broadcast media. They'll play PSAs for nonprofits as part of their obligation to serve the public interest and for their use of the public airwaves. But again, producing PSAs affordably means making good contacts in the local community. A friend of OWEE Foundation filmed and edited a PSA for us. Another young woman provided the voiceover and a musician friend donated the music. Something like that can happen for you too!

3. **Promotion** can attract publicity, and there are several kinds. "Cross-marketing"--partnering with another community organization with a kindred mission—helps you double the effect you both are having on the community and increase the chances that the media will be attracted. As a single entity, OWEE Foundation also involves itself in as many efforts as it has the time and people to support. Any participation in programs associated with gardening, cooking, or feeding the hungry adds to your integrity, builds community trust, and helps get the name out, and that's a good thing.

Community

One of the most positive side effects of OWEE has been the overwhelming sense of community that the idea has created. So many people want to believe in a better world and want to be part of something bigger than themselves.

So many, in fact, that we developed a "Wish List" that we post at the kitchen and on the website. We put everything on it from paper products to plane tickets—whatever we need. We ask for help if we need it and our patrons always seem willing to give it. This also lends itself to people getting to know one another through their talents and passions.

It's funny that some people have extra money, some have extra property, some have skills, and some have good noses for great stuff. We value everything we get. Our unique, seat-yourself, casual dining areas bring people together, which in turn generates synergy.

Security

Because the OWEE model is so free form, because it attracts so many different types of people, it is important that you maintain sound business practices, including how you handle the money. Each manager must decide what tools she or he needs to legally avert (or bring to a quick conclusion) any incident that threatens customers, employees, or the kitchen.

When counting and depositing money at the end of the night, two employees should always be present. We count money in a closed office and keep a record of names and amounts. Never count your money in plain view. Two people should make the night drop.☐

If you have separate dining rooms with closable doors, employees should periodically pop in to wipe down tables and ensure that rooms are being properly used by customers. We do not have locks on any of the public rooms.☐

Pay particular attention to outside storage, poorly lit or isolated areas, and normally unattended accesses to the building. When choosing a space, consider asking the local police to do a security evaluation to identify potential problems.

Conclusion

This guide is about doing something you believe in. It is very optimistic but not Pollyannaish. As of this writing, hundreds of people nationwide (and some internationally) have shown enough interest in what OWEE Foundation is doing to ask us to show them how to do it. If this project interests you, we would suggest a visit to one of the community cafes that we have posted on our website. Also, we offer an annual summit, free of charge, every January over Martin Luther King weekend. Please check our website for details.

If you need help, we—the Board, the staff, and the other community cafes around the country—are ready to share what we've learned to help you succeed. Now that you've reviewed our manual, if you feel you have the passion to end world hunger and make a huge difference in your community, and you have the stamina, commitment, and ingenuity to pull all of this together, then this project may very well be for you. We would like to help you fulfill your dream. We hope to hear from and meet you in the future.

Your spirit can flourish in business if you give it the chance!

Your comments—whether ideas, praise, or criticisms—are welcome. You can reach us through our website (www.oneworldeverybodyeatsfoundation.org), call me (Denise) at 801-953-9953, or email us at community@oneworldeverybodyeats.org or denisecerreta45@yahoo.com.

We look forward to our next conversation,

Denise

*THE INFORMATION IN THIS GUIDE IS BASED ON THE EXPERIENCE OF THE STAFF AND BOARD OF ONE WORLD EVERYBODY EATS FOUNDATION AND SHOULD NOT BE CONSIDERED A SUBSTITUTION FOR QUALIFIED LEGAL OR FINANCIAL COUNSEL.

How To Get Started

So many people have contacted me through the years and I am happy and feel honored to help everyone. One of the most common questions I hear, after you know you have the passion to do this is "How do I start"?

This project takes the strength of your community. You are the passionate leader, but you need help. The first thing I would do is start asking around to your friends, church members, neighbors, community leaders to find out what level of interest there is. I would use the examples of the many cafés that are already open and compile a nice selection of articles about different cafes.

You can find these cafes on our website and we also have a newsroom link to help you. This will help you convey the concept and the sustainability of the model. Set up a community meeting and from this form a core group that is willing to give their time, talents and connections to make this a reality. Also see where people's interests and strengths lie.

You will need to form a board of directors, fund raise, find a location, gather equipments, etc.... So start with a TEAM!!! I often come out to do a question and answer session once a community meeting has been planned and there is a serious intent so feel free to contact me.

And remember, this is a big project, especially if you do not have the restaurant experience of opening a cafe. You can climb the mountain by walking up it one step at a time, so do not get overwhelmed. You and your community can do this step by step and plan by plan and making goal after goal until you open. I have seen it done many times.

Good Luck and let your spirit guide you!