



**BUILDING THE THREE LEGGED STOOL:**  
A Model & Tool Box for Creating a Social Enterprise



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# The Three-Legged Stool

## Introduction

In early 2005, staff at Porchlight, Inc., a social agency in Madison, Wisconsin, came up with the idea that a food project could solve three practical issues for their organization which provides emergency shelter, food, employment services, counseling, and affordable housing in its effort to meet the needs of homeless households in the region. A food business could take advantage of one of its existing assets, the professional kitchen at the Brooks Street facility; could generate revenue for its programs; could provide program participants with job skills and work experience to facilitate their move to independence.

The agency brought in Nancy Christy for advice: Christy had successfully employed people with disabilities at the Wilson Street Grill in downtown Madison from 1986–2001. A timely gift from John Taylor paid Christy and her consulting partner, Andrea Craig, to conduct a feasibility study of their idea for a food processing business at Porchlight. A concept took shape – a multi-purpose plan to manufacture two or three food products, to base the products on foods grown in the Madison area, and to enrich the project further by intentionally hiring people with disabilities for some of the permanent staff positions. The Madison Community Foundation generously helped fund Christy & Craig's development of a business plan where the concept evolved further: *"Porchlight Products"* an enterprise to turn local ingredients into high level products for restaurants, through artisan preservation. In late 2006 a Medicaid Infrastructure grant made possible the development of the social enterprise model–The Three-Legged Stool and its accompanying tool box.

## The Creation of the Three-Legged Stool Model

### A social enterprise

From the beginning the project has been entrepreneurial. Porchlight views its under-utilized kitchen as a resource, an opportunity to create a business to meet two



internal needs: employment skills for its participants and revenue for its operations. As an agency, however, Porchlight is not a typical private sector corporation embarking on a risky economic endeavor; it is a social organization with serious social goals. Consequently, for a business to succeed at Porchlight the concept needs to take into consideration Porchlight's primary social purpose and the fact that Porchlight must become an effective entrepreneur and business manager.

As a social enterprise, funded by the community, a food business at Porchlight should align with local food policy. By committing to purchase at least 25% of its ingredients from local farmers, *Porchlight Products* collaborates with the goals of the city, the county, and the state to preserve working Wisconsin farms. In addition, placing the temporary employment and skill training of its participants within the larger issue of integrating people with disabilities into the work force, *Porchlight Products* teams up with national and state initiatives. By connecting sustainable agriculture to sustainable employment, not only are rural farmers linked to urban eaters; people with disabilities and the formerly homeless participate in solving a social problem (not being a social problem.)

### What should Porchlight's food business be?

One of the primary goals of state and local food policy in Wisconsin is to support the growth of "value-added" food businesses which take fresh food and alter or preserve it in some way to make it more valuable. Historically, food preservation provided sustenance for the longer term in both nutritional and economic terms: where those products were valued, artisan trades flourished and created jobs that help sustain the regional economy.

Yet the viability of these artisans and products in wealthy societies waned as demand for convenience outstripped concern for waste. Local food supply systems have largely been replaced with high-speed transport, refrigeration, genetic engineering and industrial farming, making it possible and profitable to ship food thousands of miles from where it was grown.



In Wisconsin, food processing businesses have been declining as fast as mid-sized farms. State and local planners in their efforts to create good jobs seek to turn that around. Food policy throughout the state is also beginning to reflect the renewed interest in local food systems and appreciation for the way preserved foods embody and reflect regional character.

A value-added, artisan food enterprise makes both business and social sense.

### Who are the customers for *Porchlight Products*?

At first it was envisioned that the ultimate customers for *Porchlight Products* would be retail shoppers: farmers' markets, specialty stores, airport concessions etc. Viewed, however, within the context of Porchlight's primary mission and the project's social goals, retail sales with its rigors of continuous selling and customer development seemed unsuitable.

Restaurant demand played a pivotal role in the transformation of the American food supply over the last forty years. In Dane County the demand for good tasting local foods began when an informal synergy developed among restaurateurs who were seeking fine ingredients regionally, the creators of the Dane County Farmers' Market, and the farmers themselves in the 1970's. Restaurant managers who ordinarily staff for daily food preparation find it difficult to "put up" food, even when they want to do so. It seemed likely, and proved true, that many restaurants would be interested in procuring high quality, artisan preserved local food.

Other advantages for this relationship emerged. Because restaurant jobs will be a major target for employment for Porchlight, Inc.'s newly trained participants, establishing successful purveyor relationships with restaurants will open doors for permanent jobs. In addition, targeting restaurants makes sense because "dining" restaurants have more leeway to use artisan products which are more costly than their industrial counterparts; restaurant customers do not have as direct an attachment to



price point as they do when shopping for home cooking. Further, restaurant sales and therefore restaurant product demand is more predictable than retail demand.

At this point *Porchlight Products*, as an enterprise which would connect area farmers to a social agency food processing business, began to seem like a two legged stool which, with the addition of restaurants as the third leg, suddenly was made stable.

## Building and marketing the Three-Legged Stool Enterprise

The *Porchlight Products* model is symbolized by a three-legged stool, each leg of which carries some weight of the enterprise: Porchlight offers employment training for the formerly homeless, jobs for people with disabilities, and artisan food products; farmers and growers produce the raw materials and are stewards of the rural environment; and, restaurants buy the products and provide the ultimate customers. The enterprise, *Porchlight Products*, is, symbolically, the seat which conjoins the three legs and makes the stool sturdy.

Although the structure of the enterprise resembles any small food chain, it has distinct differences. First of all, it is financed by the community through gifts and grants. The community expects a return on its investment in the form of the social goals. Second, the major work of the enterprise is agreed upon in advance. (It is expected that the “stool” will be nimble enough eventually to produce products spontaneously or sell to selected retail sources if it makes sense.) Third, each partner is expected to manage its part of the enterprise well, including its own budget.

Nothing is as important in building the stool as choosing compatible and qualified partners. (See *Partners*, page 9) Identifying a small number of farmers and a larger but manageable number of restaurants is slow and painstaking work but is, in fact, the key marketing activity for the enterprise. Peter Drucker famously said: “The aim of marketing is to make selling superfluous.” The beauty of the three-legged stool model is that much of the work of marketing is accomplished in the building of the stool. The partners are bound by mutual benefit: Porchlight, the social agency, has a



market for its business's products, the farmers have a new and secure market for their crops, while the restaurants gain unique local foods to offer their diners.

Preliminary agreements among the preliminary partners set forth potential products, based on what the farmer wants to grow, what the restaurants want to buy, and what the producer is able to provide. The producer can either use the restaurant's proprietary recipe or create one. If a preliminary price can be negotiated which is satisfactory to all three partners, the producer will proceed to determine batch size and the quantity of produce needed.

The most delicate part of these negotiations is determining pricing across the small chain (farmer to producer to restaurant): what would be a fair price for Porchlight to pay the growers for the raw ingredients, what would be a fair price for the restaurants to pay Porchlight. Ideally, all participants would have knowledge of their costs and expenses so that each could definitively determine a fair price. However, as a new business Porchlight costs are estimated. The farmers do not know, perhaps cannot know, the exact cost of individual fruits or vegetables and must estimate a fair "wholesale" price. The restaurants are in a highly competitive industry and must weigh the benefits of locally produced preserved products versus industrial ones.

The Three-Legged Stool financial model begins with the third leg of the stool, the restaurants which provide a needed initial pricing stability. Operating within a century old uniform system of accounts for the industry, the restaurants know their target costs. In the case of *Porchlight Products* its preliminary restaurant partners were chosen because, among other things, they are up and running businesses. This provides them with helpful business history and data.

For artisan products, a well-managed restaurant can absorb around a 53% cost to sales ratio; it must be able to recover in its own sales, an amount sufficient to maintain this ratio. This cost represents its base food cost percentage plus the food preparation labor and related labor expenses it saves by purchasing an artisan preserved product.



The producer then must be prepared to meet the restaurant's cost point as it adds the artisan value through its processing. (See Tool Box: Operating Projections) The farmer must be able to provide the raw ingredients at a price that is feasible for the farm's own budget but is also feasible for the producer.

The enterprise is designed to become self-sustaining by the end of three years of production. The business concept for *Porchlight Products* calls for the enterprise and the partners to be managed and mentored by the consultants. Increasing business to ideal capacity becomes the work of all. Each partner is motivated to promote the enterprise, is invested in maintaining food quality from bottom to top, and is invested in the financial success of the others. Opportunities for public relations abound because of the compelling social goals. Creating an icon to represent the enterprise and brand the products further steadies the stool. However, in the end, growth will be a function of the internal success of the enterprise and its partners, the sturdy three-legged stool: adding farmers as early partners reach capacity, adding products as new farmers enter the enterprise, and adding restaurants as production increases.





## The Partners

Choosing the right partners for “The Three-Legged Stool” is essential for its success. It is the first piece of work for the person or organization hoping to build a social enterprise based on this model. What follows are examples of the equivalent of “job descriptions” for the farmer, artisan producer, and restaurant. The “job descriptions” serve three purposes: to

- ▶ Help prospective partners decide if they qualify to participate in the endeavor;
- ▶ Guide the partners as they go forward;
- ▶ Establish a fair way to hold the partners accountable for their performance once the enterprise is launched.



## The Farmers

What the farmers and growers have to gain by participating in the Three-Legged Stool:

- ▶ Know in advance that their crops have a buyer.
- ▶ Know in advance the price their crops will bring.
- ▶ Learn a new business model.
- ▶ Participate in solving a social issue: put people to work and help other people move toward independence.

### Qualifications

- ▶ Eager to participate in building a Three-Legged Stool.
- ▶ Open to new experiences requiring flexibility.
- ▶ Desire to collaborate with, and count on, others.
- ▶ Good communication profile: responsible, timely, thoughtful and straightforward. Regular access to email and telephone.
- ▶ Willing to develop and maintain high standards.
- ▶ Willing to be transparent about budget and pricing information.
- ▶ Prepared to adapt to problems, both anticipated and unanticipated.
- ▶ Respect for the integrity of the product and the producer at each level.

### Responsibilities

- ▶ Uphold high quality standards of produce.
- ▶ Maintain positive relationships with other partners.
  - Engage in agreed-upon communication procedures.
  - Come forward in a timely fashion with problems and ideas.
  - Participate in appropriate public relations opportunities to promote the “three-legged stool” endeavor.
  - Anticipate alternative sources in case of crop failure or other difficulties.
- ▶ Maintain traceability of the product through the system by keeping careful records.
- ▶ Farm with respect for the environment.
- ▶ Manage farm well, controlling costs and quality.
- ▶ Anticipate problems, such as crop failure, crop loss.
- ▶ Provide or develop cost centered pricing structure.



## The Artisan Producer

What the organization or agency has to gain by participating in the Three-Legged Stool:

- ▶ Expand its image in the community.
- ▶ Create a long lasting relationship with the restaurant community and with farmers.
- ▶ Teach employable skills and create jobs.
- ▶ Link its mission to restaurants and farmers.
- ▶ Through running a solid business, achieve additional credibility for the organization.

### Qualifications

- ▶ Eager to participate in building a Three-Legged Stool.
- ▶ Open to new experiences requiring flexibility.
- ▶ Desire to collaborate with, and count on, others.
- ▶ Good communication profile: responsible, timely, thoughtful and straightforward. Regular access to email and telephone.
- ▶ Willing to develop and maintain high standards.
- ▶ Willing to be transparent about budget and pricing information.
- ▶ Prepared to adapt to problems, both anticipated and unanticipated.
- ▶ Respect for the integrity of the product and the producer at each level.

### Responsibilities

- ▶ Invest capital and risk in production facility.
- ▶ Prepare a financial operating plan with multiple bottom lines.
- ▶ Develop, supervise, and lead a diverse staff.
- ▶ Uphold high quality standards of the products.
- ▶ Maintain positive relationships with other partners.
  - Engage in agreed-upon communication procedures.
  - Come forward in a timely fashion with problems and ideas.
  - Participate in appropriate public relations opportunities to promote the “three-legged stool” endeavor.
- ▶ Manage the business well, controlling costs and quality.
- ▶ Maintain traceability of the product through the system by keeping careful records.
- ▶ Anticipate problems, such as crop failure or departure of key people.



## The Restaurants

What the restaurant has to gain by participating in the Three-Legged Stool:

- ▶ Bring its leadership regarding food to a new level.
- ▶ Build the local food economy: healthy, secure, and socially responsible.
- ▶ Get access to high quality products.
- ▶ Extend the growing season for its menu.
- ▶ Contribute to solving two community problems.
- ▶ Move some labor off premises.
- ▶ Develop positive connections to potential employees.

### Qualifications

- ▶ Eager to participate in building a Three-Legged Stool.
- ▶ Open to new experiences requiring flexibility.
- ▶ Desire to collaborate with, and count on, others.
- ▶ Good communication profile: responsible, timely, thoughtful and straightforward.  
Regular access to email and telephone.
- ▶ High standards of food, service, and management.
- ▶ Willing to be transparent about budget and pricing information.
- ▶ Prepared to adapt to problems, both anticipated and unanticipated.
- ▶ Respectful of the integrity of the product and the producer at each level.
- ▶ Willing to trust a new system of procurement and adjust to the cooperative rather than competitive supplier relationship.

### Responsibilities

- ▶ Uphold high quality standards of the products throughout their preparation and service.
- ▶ Maintain positive relationships with other partners:
  - Engage in agreed-upon communication procedures.
  - Coming forward in a timely fashion with problems and ideas.
  - Participate in appropriate public relations opportunities to promote the “three-legged stool” endeavor.
  - Anticipate alternative sources in case of crop failure.
- ▶ Maintain traceability of the product by keeping careful records.



## Memorandum of Intent\*

Partners in *Porchlight Products*, a Three Legged Stool Enterprise joining farmers and growers, Porchlight, Inc. and restaurants.

### Vision

Traditional means of preserving food offers proof that necessity is indeed the mother of invention. Cheese, pickles, fruit preserves, cured meats and fish are just a few examples of products born of efforts to render foods digestible, prevent spoilage and vary a diet restricted by the range of local produce and its seasonal limitations. Food preservation provides sustenance for the longer term in both nutritional and economic terms: where these products are valued, artisan trades have flourished and created jobs that help sustain the regional economy.

Over the last century, the viability of these artisans and products in industrialized societies waned as demand for convenience outstripped concern for waste. Local food supply systems have largely been replaced with high-speed transport, refrigeration, genetic engineering and industrial farming, making it possible and profitable to ship food thousands of miles from where it was grown.

To its detriment, the world's food supply now finds itself primarily shaped by a market system in developed countries that seeks the most food for the least amount of money – though there is a growing recognition that convenience on the cheap can no longer justify dependence on fossil fuel and the havoc that reliance wreaks on the environment and global politics. This realization has sparked renewed interest in local food systems and appreciation for the way preserved foods embody and reflect regional character.

*Porchlight Products* is a social enterprise created to contribute to the effort to support a sustainable, food-based economy in the Madison area and to link employment of



those marginalized in the workforce to the sustainability model. In return for the community's financial investment, the food processing business at Porchlight will provide employment training for formerly homeless people and permanent jobs for people with disabilities, help local farms stay viable and develop a model that can be duplicated elsewhere.

*Porchlight Products* is symbolized by a three legged stool, each leg of which carries some weight of the enterprise and represents the partners, Porchlight – the artisan producer, farmers and growers, and restaurants.

### Goals for the Three Legged Stool Enterprise, *Porchlight Products*

- ▶ To benefit all partners
  - Farmers know in advance that their crops will fetch a fair price from a known buyer;
  - Restaurants know in advance and at what price they will have high quality preserved products which will extend the local growing season for their menus;
  - Porchlight opens its food processing business knowing in advance who are its primary suppliers and customers.
  
- ▶ Sustainable for all
  - Pricing structure allows each partner to meet its financial goals;
  - Communication is smooth and transparent;
  - Problems are opportunities for improvement.
  
- ▶ The enterprise will be self-sustaining by the end of three years
  - The enterprise will be managed without outside consultants;
  - The systems will be working smoothly;
  - The high standards for the products and the partnership will be met;
  - A system for adjustment, change, and growth will be in place;
  - Porchlight participants will have job experience and employable skills;
  - People with disabilities will have permanent employment in an integrated, natural work setting.



- ▶ The success of *Porchlight Products* and other three legged stool enterprises will play a significant role in building a sustainable food-based economy in the Madison area and throughout the state.
- ▶ The success of *Porchlight Products* will inspire the creation of other three legged stools throughout the state.

Strategic goals for the initial year, 2007:

- ▶ Transform \$40,000 worth of ingredients into \$100,000 sales of preserved and commissary product to restaurants.
- ▶ Restaurants able to sell their *Porchlight Products* purchases at a 53% cost/sales ratio.
- ▶ Local ingredients represent no less than 25% of ingredient purchases (in dollars.)
- ▶ Respond creatively to one windfall farm product.
- ▶ Porchlight is able to train 2 of its participants.
- ▶ Porchlight is able to hire 3 part time permanent employees with disabilities.
- ▶ Farmers determine and receive a fair wholesale price.
- ▶ Problems are opportunities for improving the enterprise.

**Partner Agreement:** \_\_\_\_\_, a first year partner in Porchlight Products, agree to engage in the shakedown first year of the enterprise. I will do my part to make the system work for all by participating in reasonable and timely communications as agreed; by maintaining the integrity of the farmers' good produce throughout its trip to the ultimate consumer; by promoting *Porchlight Products*, the individual farmers and growers, the restaurants, and the Three Legged Stool when reasonable and appropriate; by making transparent the costs and expenses associated with the product; by preparing for 2008.

\* For further information on developing new supply chains see Stevenson, G.W. and Rich Pirog (forthcoming). "Value-Based Supply Chains: Strategies for Agrifood Enterprises-of-the-Middle" in *Better Food Choices: Transforming Mid-Scale Food Supply Chains*, edited by Thomas Lyson, G.W. Stevenson, and Rick Welsh (publication commitments from the MIT Press); also, see [www.agofthemiddle.org](http://www.agofthemiddle.org).



## Ideas for Adapting the Three-Legged Stool

The Three-Legged Stool model was an unintended and felicitous result of an effort to create a social food business for Porchlight, Inc. of Madison, Wisconsin. The consultants, Christy & Craig, recognized that operating a successful small business is a challenge for anyone; that operating a business for a social agency requires the agency and its staff to gain new entrepreneurial and managerial skills; that a social business requires precious community financial investment. They also believed that a sustainable social business in its true sense must have multiple bottom lines, providing a return to the community on its investment. From these limitations, an unusual enterprise evolved – *Porchlight Products*– which by joining three separate partners strengthened the enterprise immeasurably and looked like nothing so much as a sturdy, old-fashioned three-legged milking stool. In the course of building the stool, this structure appeared as if it could be readily duplicated throughout Wisconsin as a food enterprise wherever these community interests – preserving family farms and employing people with disabilities – co-existed with community financial support, farms, restaurants, and an individual or agency willing to take the lead.

### Specific Components – *Porchlight Products*

- ▶ Three part value-added food supply chain
- ▶ Farmers, Artisan food producer- creating a highly desirable product, Restaurant
- ▶ Intentional purchasing of local farm produce; sustainable employment practices
- ▶ Porchlight, Inc., a social agency
- ▶ Community investment
  - Gifts: John Taylor, Andrea Craig, Nancy Christy
  - Grants: Madison Community Foundation, Medicare Infrastructure Grant, Cuna Foundation
- ▶ Builders of the enterprise and preliminary managers of building the enterprise : Christy & Craig





The specific *Porchlight Products* concept – where Porchlight creates a food business to produce a mix of pre-ordered high quality preserved and commissary products for restaurants – responded to the specific Madison area market. (See Tool Box, Community Conditions Checklist) Where similar conditions exist, the concept is eminently duplicable.

Other food applications seem equally promising: preserving fish through curing or smoking; preserving meat – bacon, sausage, “confits”; preserving fruits for area yogurt or ice cream producers; artisan juices – cranberry, apple, tomato; cranberry sauce, to name a few.

The three-legged stool model could also be applied to traditional Wisconsin food businesses such as artisan brewing, cheese making, and baking where the conditions exist for building a social enterprise.

## General Three-Legged Stool Components

- ▶ Three partner small supply chain
- ▶ Artisan (or other high value) product
- ▶ Linking two or more economic and social goals
- ▶ Social enterprise
- ▶ Community investment
  - Governmental agencies empowered to boost employment
  - Private and public agencies with special interests: environmental, social, humanitarian etc.
  - Community organizations
  - Private gifts
- ▶ Consultants and/or manager

Tom Linfield, of the Madison Community Foundation which was a significant contributor to the development of a business plan for Porchlight, observed potential applications of the model outside of the food business. In this case, the environmental and economic goal of sustaining local farms would be replaced by a different compelling community interest which would be linked to employment of



people with disabilities. Some that come to mind are: urban renewal, developing alternative energy sources, improving local schools. Ideas for non-food artisan products such as crafts, photography, fabric, clothing, and furniture seem worth exploring.

Alternatively, the artisan producer could be replaced with the manufacture of another desirable product which depended, for example, on technology.

The three-legged stool was designed to substitute for the discipline of the free marketplace. In the work of assembling the three legs, aligning the community interests, and creating a business plan, the enterprise is its own source of creativity, answering the important social entrepreneurial questions: what does the community need and how best can it be accomplished.



# Contents

## Three-Legged Stool Tool Box

### Self-Evaluation

- Purpose Hierarchy: Is the Three-Legged Stool for You?
- Hopes, Dream & Fears
- Short Entrepreneurial Aptitude Evaluation

### What about my town?

- Community Conditions Checklist
- Wisconsin Farmers Markets
- Food Grown in Dane County

### Getting started building a three-legged stool enterprise

- Variable Factors for Food Enterprise Development
- Sample Preliminary Letter: Farmer
- Sample Preliminary Letter: Restaurant
- Ingredients & Recipe
- Operating Projections
- Insurance & Licenses
  - Forms
    - Sample Insurance Forms
    - State Rules for Manufacturing
- Choosing Equipment
- Hiring People with Disabilities

### Gaining community support

- Involving People in the Community
- Letters of Support
- Business Column Op-Ed
- Here on Earth Project

## Purpose Hierarchy: Is the Three-Legged Stool for You?

This exercise is adapted from a technique developed by Gerald Nadler and the Center for Breakthrough Thinking. Its purpose is to help people and organizations shed light on their goals, enabling them to make wiser decisions. It is effective both for individuals and groups and is particularly helpful when embarking on a new project or searching for a new strategy.

For the Three-Legged Stool Enterprise, the person responsible for each leg – the farmer, the manager of the artisan producer, the restaurant manager or owner – should complete this exercise before signing up. The exercise can also be helpful later as problems or challenges arise and new solutions need to be found.

- ▶ What you need to use this tool:
  - One hour.
  - An environment which helps you concentrate.
  - A dozen sheets of paper (unlined is best.)
  - Two colored markers.

### Step 1:

- ▶ First sheet of paper:
  - List what you plan to do and hope to accomplish by being engaged in The Three-Legged Stool enterprise.
  - List as many specific things as possible – at least 10 -- small and large.
- ▶ Second sheet of paper
  - Pick from the first list a very concrete, specific thing and inscribe it in the middle of the bottom third of the second sheet of paper.
  - Ask yourself: What is the purpose of \_\_\_\_\_? And write that purpose above the original statement. (You may have more than one purpose.)
  - Then, ask yourself: What is the purpose of that which you just wrote? And the purpose of that? until you reach the highest purpose.
  - You now have at least one purpose hierarchy for one of the things you hope to do or accomplish.
- ▶ Repeat this on additional pieces of paper with at least 5 of the items on the original list, creating at least five purpose hierarchies.

### Step 2:

- ▶ Take the five (or more) pieces of paper with the five (or more) purpose hierarchies.
  - Examine the purpose hierarchy on each page.
  - Choose and circle in red the purpose statement on each sheet at the level that seems the most important to you at this point in time.
  - Transcribe these five or more purposes to a clean sheet of paper.
- ▶ You now have a good description of why you are considering being engaged in the Three-Legged Stool Enterprise.

### Step 3:

- ▶ Reverse the process.
  - Take the five purposes you identified in Step 2 and inscribe each one at the top of a clean sheet of paper. Ask yourself: What are ideas of ways that I (and my organization) can achieve this purpose? Write these ideas down. Do this for each purpose.
  - Now challenge yourself: Is involvement in the Three-Legged Stool a good way of achieving my purposes at this point of time?
- ▶ Keep the lists for future reference.

### Variation:

If more than one person is affected by the decision to participate in the Three-Legged Stool enterprise, do the exercise together as a small group (no more than 5 people at a time.)

You will need, in addition:

- Large sheets of paper.
- An easel or other means to display the paper as you create the lists.
- Tape to display the sheets as you produce the lists and purpose hierarchies, so that everyone can see and participate.

## Short Entrepreneurial Aptitude Evaluation\*

Evaluate all statements as they apply to you.	Yes	Maybe	No
Succeeding is very important to me.			
Once I set a goal, I see it through.			
I am self-confident.			
I do not like to be told what to do.			
I am determined.			
I will take a chance when I think an idea has promise.			
I like being in charge.			
I enjoy continually learning new things.			
When I set my mind on something, I am persistent.			
I am inventive.			
I consider the cup half full, not half empty.			
I don't get tired easily when I am interested in a project.			
I am a risk-taker.			
Others call me hard-headed.			
I would like to set my own hours and working conditions.			
I prefer my own way of doing things.			
I view emotional challenges as opportunities for personal growth.			
I work well by myself.			
I view problems as obstacles to overcome.			
I prefer thinking out of the box and being innovative.			
I am flexible.			
I enjoy figuring things out.			
I often trust my instincts.			
I would like to control my earning and growth potential.			
I view mistakes as learning opportunities.			
Total Checks in Each Column	-----	-----	-----
Value in Each Column	X 4	X 2	X 0
Total Checks in Each Column X Value for Each Check	-----	-----	-----

Next ►

Add the Three Columns. This is your Entrepreneurial Score	-----
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- If you scored between 100 and 81, you may have strong aptitude for self-employment.
- If you scored between 80 and 61, you may have potential but will want to be aware of your weaker areas.

For a more thorough self-evaluation go to:

<http://www.potentiellepreneur.ca/client/questionnairenewsection1en.asp>

\*Adapted from Buzvr.org, an on-line resource provided by the New Hampshire Department of Vocational Rehabilitation for people with disabilities.

# Community Conditions Checklist

1. The Market: Are the primary “customers” for the Three Legged Stool enterprise present in the community?
  - a. Is there one or more working (family) farm(s)?
    - i. Do the farms grow fruits and vegetables?
    - ii. Does the farm support or is it close to supporting the farmer and family?
  - b. Are there people with disabilities and others marginalized from the work force? Is there a social organization or agency eager to solve this problem?
  - c. Are there restaurants in the community?
    - i. Are they successful, solid businesses?
    - ii. Would the restaurants benefit from agreeing to buy a locally value-added food?
2. The Market: Are there enough “ultimate” customers to support a level of production to make it worthwhile to create the enterprise?
  - a. Is there a sufficient volume of restaurant customers?
  - b. Do potential customers value high quality food: local, organic, fresh, delicious, safe?
  - c. Are the customers willing to pay a fair price but not necessarily the lowest price?
3. The Food: Is there locally grown food available which is suitable for artisan preservation or commissary work for restaurants?
4. Key people, organizations, resources in the community: Are there organizations, private or public with a strong interest in sustainable agriculture, protecting farmlands, economic development, and/or sustainable employment?
  - a. Is there an under-utilized kitchen in the community?
  - b. Are there professional food, farming organizations?
    - i. Chef’s Collaborative?
    - ii. Slow Food?



- c. Are there active environmental groups?
  - d. Are there active civic groups, such as an active Chamber of Commerce?
5. Key people, organizations in the enterprise itself?
- a. Is there a leader with requisite food knowledge and entrepreneurial skills?
  - b. Is there an organization or agency with 501 (c) (3) status to receive funding for startup and investment capital?
  - c. Is there sufficient capital to proceed? Is the community willing to invest in an enterprise which has social and environmental bottom lines?
  - d. Is there an opportunity for grants, gifts, and/or loans?
  - e. Are there opportunities for donated skills: grant writing, for example?
  - f. Are there opportunities for donated services and space, office space and computer and internet access, for example?
6. Is there sufficient managerial expertise? Is there a capable individual to manage the Artisan Producer?

# Wisconsin Farmers' Markets

## Abbotsford Farmer's Market

Abbotsford, WI (Clark County)  
6/1/2006 – 10/31/2006

## Fox Valley Winter Farmers Market

Appleton, WI (Waupaca County)  
11/5/2005 – 4/15/2006

## Sid's Farm Market

Appleton, WI (Calumet County)  
6/3/2006 – 7/30/2006

## Ashland Area Farmer's Market

Ashland, WI (Ashland County)  
7/1/2006 – 10/15/2006

## Balsam Lake Farmers' Market

Balsam Lake, WI (Polk County)  
6/16/2006 – 10/13/2006

## Country Lane Farmers Market

Barron, WI (Barron County)  
6/6/2006 – 10/12/2006

## Beloit Farmer's Market

Beloit, WI (Rock County)  
6/3/2006 – 10/28/2006

## Berlin Farmers Market

Berline, WI (Marathon County)  
5/26/2006 – 10/6/2006

## Boulder Junction Farmer's Market

Boulder Junction, WI (Vilas County)  
6/15/2006 – 10/7/2006

## Bradley Commerce Center

Brown Deer, WI (Milwaukee County)  
5/17/2006 – 10/25/2006

## Farmer's Market Bradley & Sherman Blvd

Brown Deer, WI (Milwaukee County)  
5/15/2006 – 10/31/2006

## Cassville Farmer's Market

Cassville, WI (Grant County)  
9/22/2006 – 10/20/2006

## Downtown Chippewa Falls Farmers Market

Chippewa Falls, WI (Chippewa County)  
6/15/2006 – 10/19/2006

## Clinton Community Farmers Market

Clinton, WI (Rock County)  
6/3/2006 – 9/30/2006

## Municipal Parking Lot

Cudahy, WI (Milwaukee County)  
5/1/2006 – 11/3/2006

## Delafield Farmers Market

Delafield, WI (Waukesha County)  
5/6/2006 – 10/28/2006

## Dodgeville

Dodgeville, WI (Iowa County)  
5/6/2006 – 11/4/2006

## Eagle River Farmers' Market

Eagle River, WI (Vilas County)  
6/7/2006 – 10/11/2006

## Eau Claire Downtown Farmers Market

Eau Claire, WI (Eau Claire County)  
6/3/2006 – 10/28/2006

## Edgar Farmers Market

Edgar, WI (Marathon County)  
6/23/2006 – 9/29/2006

**Elk Mound Area Farmer's Market**

**Elk Mound, WI (Dunn County)**  
6/2/2006 – 10/27/2006

**Walmorth County Farmer's Market**

**Elkhorn, WI (Walworth County)**  
6/3/2006 – 10/28/2006

**Fall River Area Farmers & Artisans Market**

**Fall River, WI (Columbia County)**  
5/13/2006 – 10/28/2006

**Florence Market Day**

**Florence, WI (Florence County)**  
5/27/2006 – 9/16/2006

**Fond du Lac Farmers Market**

**Fond du Lac, WI (Fond du Lac County)**  
5/20/2006 – 10/28/2006

**Burnett County Farmers Market – Grantsburg**

**Grantsburg, WI (Burnett County)**  
5/15/2006 – 10/26/2006

**Farmers' Market On Broadway**

**Green Bay, WI (Brown County)**  
6/6/2007 – 9/26/2007

**Greendale Open Market**

**Greendale, WI (Milwaukee County)**  
6/24/2006 – 10/21/2006

**Greenwood Farmers' Market**

**Greenwood, WI (Clark County)**  
6/1/2006 – 10/31/2006

**Harvest at the Homestead**

**Hales Corners, WI (Select County)**  
6/17/2006 – 10/14/2006

**Land O' Lakes Farmers Market**

**Land O' Lakes, WI, WI (Vilas County)**  
6/21/2006 – 9/7/2006

**Hartford Farmers Market**

**Hartford, WI (Washington County)**  
5/6/2006 – 11/18/2006

**Horicon GreenMarket**

**Horicon, WI (Dodge County)**  
5/4/2006 – 10/26/2006

**Hudson Farmer's Market**

**Hudson, WI (St. Croix County)**  
6/26/2006 – 10/26/2006

**Janesville Farmers Market**

**Janesville, WI (Rock County)**  
6/3/2006 – 10/28/2006

**Jefferson Farmers Market**

**Jefferson, WI (Jefferson County)**  
6/21/2006 – 8/23/2006

**Downtown Kaukauna Farmer's Market**

**Kaukauna, WI (Outagamie County)**  
6/24/2006 – 10/21/2006

**Harbor Market of Kenosha**

**Kenosha, WI (Kenosha County)**  
5/27/2006 – 10/28/2006

**Kenosha Farmers Markets**

**Kenosha, WI (Kenosha County)**  
6/1/2006 – 11/1/2006

**Kiel Farmers Mkt**

**Kiel, WI (Calumet County)**  
7/1/2006 – 10/31/2006

**Rusk County Farmers Market**

**Ladysmith, WI (Rusk County)**  
7/1/2006 – 10/28/2006

**Medford Farmers Market**

**Medford, WI (Marathon County)**  
5/6/2006 – 10/28/2006

Lodi Valley Farmers' Market

Lodi, WI (Columbia County)  
4/28/2006 – 10/27/2006

Loyal Farmer's Market

Loyal, WI (Clark County)  
6/1/2006 – 10/31/2006

Hilldale Farmers' Market

Madison, WI (Dane County)  
5/6/2006 – 10/28/2006

Northside Farmers Market

Madison, WI (Dane County)  
5/7/2006 – 10/29/2006

Farmer's Market Sponsored by Marshfield  
Clinic

Marshfield, WI (Wood County)  
8/30/2006 – 9/27/2006

Main Street Marshfield Farmer's Market

Marshfield, WI (Wood County)  
6/22/2006 – 9/28/2006

Festival Foods Farmers Market–Marshfield

Marshfield, WI, WI (Wood County)  
7/15/2006 – 10/31/2006

Mauston Farmers' Market

Mauston, WI (Juneau County)  
6/3/2006 – 10/28/2006

Downtown Farmers' Market

Mayville, WI (Dodge County)  
5/17/2006 – 10/25/2006

Saturday at the Market, the Neenah Farm  
Market

Neenah, WI (Winnebago County)  
7/8/2006 – 10/21/2006

Harvest of Hope Winter Farmers Market Benefit

Menomonee Falls, WI (Dane County)  
3/18/2006 – 3/18/2006

Menomonie Farmers Market

Menomonie, WI (Dunn County)  
5/6/2006 – 10/28/2006

Merrill Area Farmer's Market

Merrill, WI (Lincoln County)  
6/17/2006 – 10/27/2006

East Town Market

Milwaukee, WI (Milwaukee County)  
6/3/2006 – 10/28/2006

Fondy Farmers' Market

Milwaukee, WI (Milwaukee County)  
6/3/2006 – 11/18/2006

Fox Point Farmers Market

Milwaukee, WI (Milwaukee County)  
6/1/2006 – 10/28/2006

Milwaukee Public Market

Milwaukee, WI (Milwaukee County)  
7/15/2005 – 7/15/2006

Riverwest Gardener's Market

Milwaukee, WI (Milwaukee County)  
6/17/2007 – 10/28/2007

Mineral Point Market

Mineral Point, WI (Iowa County)  
5/6/2006 – 10/21/2006

Baum's Mercantile Farmers Market

Pittsville, WI (Select County)  
7/14/2006 – 10/24/2006

Neillsville Farmers Market

Neillsville, WI (Clark County)  
6/1/2006 – 10/31/2006

**New Holstein**

New Holstein, WI (Calumet County)  
7/1/2006 – 10/31/2006

Heritage Center Farmer's Market

New Richmond, WI (St. Croix County)  
6/17/2006 – 10/28/2006

Harvest of Hope Winter Farmers Market Benefit

Oak Creek, WI (Dane County)  
4/8/2006 – 4/8/2006

Oconomowoc Saturday Market

Oconomowoc, WI (Waukesha County)  
7/8/2006 – 7/8/2006

Oconomowoc Saturday Market

Oconomowoc, WI (Waukesha County)  
5/13/2006 – 10/28/2006

Oshkosh Saturday Farmer's Market

Oshkosh, WI (Winnebago County)  
6/3/2006 – 10/28/2006

Wednesday Farmers Market

Oshkosh, WI (Winnebago County)  
7/15/2006 – 9/25/2006

Owen Farmer's Market

Owen, WI (Clark County)  
6/1/2006 – 10/31/2006

Spooner Farmers Market

Spooner, WI (Washburn County)  
6/24/2006 – 10/21/2006

Sturgeon Bay Farm/Craft Market

Sturgeon Bay, WI (Door County)  
6/24/2006 – 10/28/2006

Platteville Farmers' Market

Platteville, WI (Grant County)  
5/6/2006 – 10/28/2006

Portage Farmer's Market

Portage, WI (Columbia County)  
5/18/2006 – 10/26/2006

Poynette Area Farmers Market

Poynette, WI (Columbia County)  
5/13/2006 – 10/7/2006

Downtown Farmers' Market

Racine, WI (Racine County)  
5/8/2006 – 10/28/2006

Southside Farmers' Market

Racine, WI (Racine County)  
5/5/2006 – 10/27/2006

Sauk county farmers market at Reedsburg

Reedsburg, WI (Sauk County)  
5/1/2006 – 12/30/2006

Hodag Farmer's Market

Rhineland, WI (Oneida County)  
6/24/2006 – 10/21/2006

Sheboygan Farmer's Market

Sheboygan, WI (Sheboygan County)  
6/7/2006 – 10/28/2006

Burnett County Farmers Market – Siren

Siren, WI (Burnett County)  
5/15/2006 – 10/28/2006

West Allis Farmer Market

West Allis, WI (Select County)  
7/1/2006 – 10/31/2006

Downtown West Bend Farmers' Market

West Bend, WI (Washington County)  
6/3/2006 – 10/28/2006

**Sun Prairie Farmers Market**

**Sun Prairie, WI (Dane County)**  
5/6/2006 – 10/28/2006

**Thorp Farmer's Market**

**Thorp, WI (Clark County)**  
6/1/2006 – 10/31/2006

**Tomahawk Senior Center**

**Tomahawk, WI (Lincoln County)**  
6/15/2006 – 10/31/2006

**Empire Farmers Market**

**Town of Empire, WI (Fond du Lac County)**  
5/21/2006 – 10/15/2006

**Two Rivers Farmers/Crafters Market**

**Two Rivers, WI (Manitowoc County)**  
5/6/2006 – 11/4/2006

**Wausau Farmers Market**

**Wausau, WI (Marathon County)**  
5/31/2006 – 11/25/2006

**Village of Weston Farmers Market**

**Weston, WI (Marathon County)**  
5/20/2006 – 10/28/2006

**Mid-Week Farmers Market**

**Whitewater, WI (Walworth County)**  
6/22/2006 – 8/17/2006

**Whitewater Farmers Market**

**Whitewater, WI (Walworth County)**  
5/20/2006 – 11/4/2006

**Downtown Dells Farmers' Market**

**Wisconsin Dells, WI (Columbia County)**  
6/1/2006 – 10/31/2006

**Rapids Mall & Wood County WIC Farmers Market**

**Wisconsin Rapids, WI (Wood County)**  
5/27/2006 – 10/28/2006

**Wood County Farmers' Market**

**Wisconsin Rapids, WI (Wood County)**  
5/25/2006 – 10/26/2006

December 31, 2006

Wisconsin Department of Agriculture, Trade, & Consumer Protection

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## Food Grown in Dane County, Wisconsin\*

APPLES	KOHLRABI
ARTICHOKES	LEEKs
ASPARAGUS	LETTUCE
BEETS	MAPLE SYRUP
BROAD BEANS	MELONS
BROCCOLI	MUSHROOMS
BRUSSEL SPROUTS	OKRA
CABBAGE	ONIONS
CARROTS	PARSLEY
CAULIFLOWER	PARSNIPS
CELERIAC	PEARS
CELERY	PEAS (SUGAR SNAP, SNOW)
CHERRIES	PEPPERS
CUCUMBERS	PLUMS
CURRANTS	POTATOES
DILL	RASPBERRIES
DRY BEANS	RHUBARB
EDIBLE GOURDS	RUTABAGAS
EGGPLANT	SALAD MIX
FRENCH SHALLOTS	STRAWBERRIES
GARLIC	SUMMER SQUASH
GOOSEBERRIES	SWEET CORN
GRAPES	SWISS CHARD
GREEN & YELLOW BEANS	TOMATOES
HERBS	WILD MUSHROOMS
HONEY	WINTER SQUASH
INDIAN CORN	ZUCCHINI
KALE	

\*Source: Produce available at Dane County Farmers' Market, 2006. [www.madfarmmkt.org](http://www.madfarmmkt.org)

## Variable Factors for Food Enterprise Development

The products are the heart of the food business. The variables listed below will limit what those products should be. They also provide focus, stimulate creativity, and are frequently inspirational. When answering the question: “What should our business be?” people or organizations who are considering creating an enterprise using the Three Legged Stool Model will want to explore these factors carefully.

- ▶ **Market:** Who are the target customers and what do they want or need?  
Demographics?
- ▶ **Budget:** What fixed budget items must be met for the operation to succeed?  
What is the operational breakeven point?
- ▶ **Staff:** What are the characteristics of the local labor market? What are the characteristics of the targeted labor supply -- people with disabilities?
- ▶ **Key People or Organizations:** Who are the players, what skills do they bring to the enterprise? What do they want to get from their involvement in the enterprise?
- ▶ **Equipment:** What pieces of equipment are in place, or are affordable? What kinds of food processing could take advantage of this equipment?
- ▶ **Space:** What kind and how much cooking can be done in it?
- ▶ **Ingredients:** What (local) food products are available?



## Preliminary Letter: Farmer

Today's date

Dear \_\_\_\_\_:

Thank you for being willing to take the time to discuss our project yesterday. I am glad you liked some of what you heard and hope you and your wife will decide to take the next step, a small one with us. Here is a bit of a summary of our discussion and a few words about what taking the next step with us would entail.

Porchlight is a Madison organization which provides temporary housing for homeless people. Its director and his staff want to extend their efforts on behalf of Porchlight participants to provide opportunities for them to develop employment experience and job skills. Last fall we were engaged to create a food enterprise at the Brooks Street location to make that happen. We have had the generous support of the Madison Community Foundation and the new business is taking shape.

The working name for the enterprise is "Porchlight Products." It will use the organization's existing kitchen facilities to turn local fresh, seasonal ingredients into high level products for restaurants through artisan preservation. In addition to providing temporary employment and training for Porchlight participants, the enterprise will hire people with disabilities for some of its permanent jobs adding another level of meaning to the project.

As you can tell from our grant proposal, "Porchlight Products" was conceived in alignment with several important community food and social policy endeavors: The Working Land Initiative, the Local Food Policy Committee, Madison: The Healthy City, REAP, Slow Food, Agriculture of the Middle, Wisconsin Developmental Disabilities Council, Madison's Yahara House, and the Wisconsin Division of Vocational Rehabilitation.

At this stage in the enterprise's development we are identifying a few area farms which would like to expand the amount of produce they sell locally and ask them to join us in this exploratory phase of the project. They will represent the "supply" side of this little food chain. On the "demand" side are a few area restaurateurs and food service providers, helping us from the other end.

We hope \_\_\_\_\_ will be one of those farms. What we would ask of you, is that you and I engage from time to time in discussion when I have identified a restaurant

buyer for a product which Porchlight could create from your fruit. What we are aiming to do is to determine the product's feasibility for Porchlight's enterprise, for you the grower, and for the restaurant. There would be no obligation. We, of course, hope that one or more of the products identified will turn out to be a "fit" for all parties both in quality and price. If that should be the case, we will initiate the next step to see if a cooperative agreement can be reached for the 2007 season that would link Your Farm, Porchlight, and a restaurant partner through an agreement.

Best regards,

## Preliminary Letter: Restaurant

Today's Date:

Dear \_\_\_\_\_:

Porchlight is a Madison organization on Brooks Street which provides temporary housing for homeless people. Its director and his staff want to extend their efforts on behalf of Porchlight participants to provide opportunities for them to develop employment experience and job skills. Last fall I was engaged to create a food enterprise to make that happen. With the generous support of the Madison Community Foundation, the new business is taking shape.

The working name for the enterprise is "Porchlight Products." It will use the organization's existing kitchen facilities to turn local fresh, seasonal ingredients into high level products for restaurants and other food service operations, through artisan preservation. In addition to providing temporary employment and training for Porchlight participants, the enterprise will hire people with disabilities for some of its permanent jobs adding another level of meaning to the project.

At this stage in the enterprise's development we are identifying a few area food service providers who would like to expand the amount of local foods they serve and ask them to join us in this exploratory phase of the project. They will represent the "demand" side of this little food chain. On the "supply" side are a few area growers and producers, helping us from the other end.

We hope \_\_\_\_\_ will be one of those who will work with us. What we would ask of you is that we engage from time to time in discussion to identify a few "preserved" products that would be of use to Your Restaurant and to determine the product's feasibility for Porchlight's business and for Your Restaurant. There would be no obligation. We hope that one or more of the

products identified will be a “fit” for all parties both in quality and price. If that should be the case, we will initiate the next step to see if a cooperative agreement can be reached that would link the grower, Porchlight, and Your Restautan.

“Porchlight Products” was conceived in alignment with several important community food and social policy endeavors: The Working Land Initiative, the Local Food Policy Committee , Madison: The Healthy City, REAP, Slow Food, Agriculture of the Middle, Wisconsin Developmental Disabilities Council, Madison’s Yahara House, and the Wisconsin Division of Vocational Rehabilitation. I would be gratified if one of Madison’s best restaurants were one of Porchlight’s early partners.

Please let me know if you any questions.

Best regards,



# A PORCHLIGHT PRODUCT OF THE THREE LEGGED STOOL:

Maple Pumpkin Seed Caramel Corn

# Maple Pumpkin Seed Caramel Corn

## Ingredients

2/3 cup water

1 cup sugar

1 1/3 cup Wisconsin maple syrup

2T white vinegar

1 teaspoon salt

4 cups air popped Stone Circle Farm corn

3/4 C. toasted Stone Circle Farm pumpkin seeds

2 tablespoons Wisconsin unsalted butter, melted

1/4 teaspoon baking soda

## Procedure

Boil water, sugar, maple syrup, vinegar and salt until it reaches 260 on a candy thermometer.

Remove from heat and proceed quickly because the mixture continues to cook.

Add baking soda and melted butter.

Combine popcorn and pumpkin seeds

Pour syrup over popcorn and pumpkin seed mix to cover.

Cool.

# Operating Projections

## First Year Operating Projections: 2007

Projected First Year Goals, preliminary list:

1. Purchase, practice, preserve, and sell to restaurants cipollini onions and shallots from 2006 harvest.
  - a. Negotiate price with farmer and with restaurants.
  - b. Practice to determine appropriate batch size.
  - c. Test preservation effectiveness.
  - d. Package and deliver.
  - e. Get feedback and re-evaluate.
2. Memoranda of understanding among all parties in place for 2007 season with revised budget.
3. Commissary work begins.
4. May: Preserve rhubarb and ginger jam; mushroom ravioli.
5. June: Preserve strawberry and rhubarb jam. Freeze fruit for later work. Sweet pea ravioli; asparagus ravioli.
6. July: strawberry and raspberry jam. Pickled beets
7. August and September: Sicilian tomatoes preserved; tomato juice for everyone.
8. October: Caponata.
9. November – April. Pumpkin and popcorn snack, pumpkin ravioli, buttercup soup, celeriac soup, ravioli, pumpkin cake, crackers etc.

## Projected Estimated Sales and Expenses

	Total	Commissary	Preordered Preserved	Re-active
Gross Sales:	100,000	30,000	60,000	10,000
Product Costs:	40,000	12,000	25,000	3000
Packaging Costs:	6,000	1,800	3,600	600
Labor Costs:	46,000	15,000	27,000	4,000
Estimated Utility Costs:	3600			
Contribution:	4,400			

## Second Year Operating Projections: 2008/09

Projected Second Year Goals, preliminary list:

1. Renegotiate memoranda of understanding and have them in place for all parties for 2008 season with revised budget.
2. Building the business
  - a. Increase amounts produced for core restaurant partners
  - b. Add farmer as needed
  - c. New products for core restaurant partners
  - d. New restaurants

### Projected Estimated Sales and Expenses

	Total	Commissary	Preordered Preserved	Re-active
Gross Sales:	150,000	40,000	90,000	20,000
Product Costs:	60,000	16,000	37,530	3000
Packaging Costs:	9,000	2,400	5,400	600
Labor Costs:	69,000	20,000	41,000	8,000
Estimated Utility Costs:	5,400			
Contribution:	6,600			



## Third Year Operating Projections: 2009

Projected Third Year Goals, preliminary list:

1. Building the business
  - a. Increase amounts produced for core restaurant partners
  - b. Add farmer as needed
  - c. New products for core restaurant partners
  - d. New restaurants
  - e. Add retail
2. Memoranda of understanding among all parties in place for 2009 season with revised budget.
3. Budget for 10% revenue contributions for Porchlight Inc.
4. Using 2008 experience, project breakeven point and potential revenue contribution.

### Projected Estimated Sales and Expenses

	Total	Commissary	Preordered Preserved	Re-active	Retail
Gross Sales:	200,000				
Product Costs:	80,000				
Packaging Costs:	12,000				
Labor Costs:	82,600				
Estimated Utility Costs:	5,400				
Contribution:	20,000				

# Choosing Equipment

## & Laying out a Food Processing Kitchen

The equipment needed to prepare your food properly is dictated by the Health Code requirements and by the product recipes.

1. The Health Code requirements include, for example:

- ▶ Specifications for sinks for washing vegetables and for washing hands;
- ▶ Special hooding for stoves and ovens'
- ▶ Work surfaces which are impenetrable to bacteria;
- ▶ Refrigeration.

It is imperative to read carefully and comply with all the requirements. A misstep or overlooked piece of equipment can cost a tremendous amount of money and time. A frank and comprehensive discussion with the Health Department prior to buying and renovating is recommended. Use the Health Department as a resource not just as a licensing agency.

Attached are documents which will help identify equipment to comply with licensing requirements. However these codes change regularly and differ from municipality to municipality and state to state. Check with all governmental health departments for up to the minute requirements.

2. Product recipes & professional kitchen equipment

Kitchen equipment can be a sizable expense. Use recipes to forecast equipment needs. Forecast not just one task at a time but many. Anticipate the fact that kitchens run into problems when many tasks are preformed at the same time. Several artisan products may need space simultaneously to be prepared and stored. Remember that competing for space will just cost money in the long run, as staff wait for access. It is however possible to create a production space wisely that allows people to move from equipment station to equipment station efficiently.

Equipment purchasing is an important procedure and budget function. Anticipate what would happen if an important piece of equipment should fail or breakdown, as choices are made.

The chronology of a recipe illuminates equipment needs, from the delivery of the raw ingredients to it finished form.

## Sample Grid

### Recipe

Task	Equipment & Layout
<u>Purchasing, ordering, and receiving of the raw ingredients</u>	
<u>Storing ingredients</u>	
<u>Preparing food for processing</u>	
<u>Cooking or other processing activity</u>	
<u>Storing the finished product</u>	

Sample: Rhubarb Jam

Task	Equipment & Layout
<p><u>Purchasing, ordering</u></p> <p>Rhubarb, in from the farm. Weighed, leaves removed.</p> <p>Sugar from commodity distributor</p> <p>Ginger from commodity distributor</p>	<p>Scale, cutting board, knife, garbage pail for compost. Garbage disposal. Work table.</p>
<p><u>Storing ingredients</u></p> <p>Rhubarb refrigerated</p> <p>Sugar stored at once</p> <p>Ginger stored at once</p>	<p>Rhubarb in covered containers, refrigerated. Refrigerator size based upon raw and finished product quantity.</p> <p>Scoops</p> <p>Large covered plastic container on wheels to fit under work table</p> <p>Appropriate container &amp; covered</p>
<p><u>Preparing food for processing</u></p> <p>Rhubarb</p> <p>Sugar weighed</p> <p>Ginger peeled, weighed</p>	<p>Scale, measured quart and gallon, cup utensils; utensil storage; work table</p>
<p><u>Cooking or other processing activity</u></p> <p>Preserving rhubarb, sugar, &amp; ginger by cooking</p>	<p>Appropriate batch size pot. Hooded stove. Long handled stirring utensils</p>
<p><u>Storing finished product</u></p>	<p>Appropriate containers, cool dry storage space</p>

Sample: Pasta

Task	Equipment & Layout
<p><u>Purchasing, ordering</u></p> <p>Flour</p> <p>Eggs</p>	<p>Scale</p> <p>Flour Bin</p> <p>Walk-in or large free standing refrigerator</p>
<p><u>Storing ingredients</u></p>	<p>Dry storage, walk-in refrigerator, freezer</p>
<p><u>Preparing food for processing</u></p> <p>Pasta dough:</p> <p>Mix flour with egg.</p> <p>Blended with water</p> <p>Knead dough</p> <p>Roll thin</p>	<p>Garbage can</p> <p>Liquid measures</p> <p>Mixer</p> <p>Sheeter, long counter</p>
<p><u>Cooking or other processing activity</u></p> <p>Form &amp; cut ravioli, fill with pumpkin mix.</p>	<p>Multi burner commercial stove, long pastry area, hermetic sealing equipment</p>
<p><u>Storing the finished product</u></p> <p>Wrap carefully</p>	<p>large rools of plastic, seal well, store in refrigerator</p>

Sample: Pumpkin Ravioli Filling

Task	Equipment & Layout
<p><u>Purchasing, ordering</u></p> <p>Pumpkin</p> <p>Butter</p> <p>Sage</p> <p>Amaretto</p>	<p>Desk, portable phone</p>
<p><u>Storing ingredients</u></p>	<p>Walk-in or other large cooler, dry storage, freezer</p>
<p><u>Preparing food for processing</u></p> <p>Pumpkin cut, cleaned; save seeds, throw away interior fiber; roasting pumpkin in oven.</p> <p>Store prepared pumpkin in refrigerator.</p>	<p>Knife, garbage can, compost container, sheet pans, parchment paper, oven space.</p> <p>Spoon for scooping</p>
<p><u>Cooking or other processing activity</u></p> <p>Remove excess moisture by cooking in butter on stove top</p> <p>Mix dry roasted pumpkin with sage, add amaretto</p>	<p>Multi burner stove</p> <p>Stainless large pots</p> <p>Hobart mixer</p> <p>Sheeter</p> <p>Frying pans</p>

# Intentional Hiring\*

## ► Work and Disability

To a certain degree, every one of us is better suited to perform some tasks – mental or physical – than others. But stereotypes and common social perceptions too often lead us to focus on the limitations of people with disabilities rather than recognize the unique contributions they can make to the workforce and society. Employers who have had little or no interaction with people with disabilities understandably have apprehensions or concerns about hiring them. By incorporating persons with disabilities into your business you will be creating a positive work environment that nurtures all of your employees. But you will also be changing the workplace culture. With a diverse workplace, the workplace culture is more fluid. There is the potential for everyone to be both student and teacher, motivated and motivator, abled and disabled. A main cultural lesson of an integrated workforce is that everyone has strengths and weaknesses. Persons with disabilities are openly recognized and treated like everyone else working: with *dignity and respect*.

## ► Recruitment

Numerous organizations and agencies are working toward integrating persons with disabilities into the workforce. Some agencies or organizations are not illness specific, while others represent the mentally ill, people with developmental disabilities or people with specific physical disabilities such as sight limitations. Organizations also may be categorized by the type of services they offer – supported employment, transitional employment, and direct placement services.

Supported employment services offer staff members – also known as job coaches – to work alongside their clients with disabilities. The job coach works as a liaison with the employer and the employee to provide support and ensure success in the placement. Ideally, supported employment agencies would like to see their clients receive natural support from co-workers or supervisors, but if that is not an option, the job coach will be there to make sure the job is done.



Worldwide organizations called Clubhouses, which support people with mental illnesses as they ease back into the workforce, can be tremendous resources for employers. These transitional positions usually last about six months. Clubhouse staff members initially learn the task required for the work and train their members on the job. Although having a string of new, short-term employees may seem disruptive, the Clubhouse takes responsibility for training their members. The arrangement actually is advantageous to the employer as well as the agency and employee: the incoming worker is trained by someone known to him or her and the employer does not have to focus on hiring, orientation or training. Although Clubhouse staff members don't support their members on a daily basis, they do cover for them during any absenteeism – another advantage for employers. Modeled after the Fountain House Clubhouse in New York City, there are now more than 250 clubhouses worldwide. Clubhouses are accredited to ensure the reliability of their services.

A placement service maintains a list of persons with disabilities who are available for employment. Unlike supported and transitional employment services, which represent and support people with disabilities during the interview, training and job maintenance, in direct placement only the client and employer work together.

## ► Frequently Asked Questions

Here is some legal and related information in a Q&A format. The EEOC and U.S. Department of Justice (DOJ) websites (for example, <http://www.usdoj.gov/crt/ada/qandaeng.htm>) and the agencies' publications offer answers to many questions employers or potential employers of persons with disabilities may have. Below are some frequently asked questions adapted from the EEOC and U.S. DOJ websites.

**Q. What happens if I didn't work with an agency ready to assist me, and hired a person with a disability and I need help in training, accommodations, or something that goes wrong that I am unable to handle?**

Every state has a Division of Vocational Rehabilitation (DVR) that is designed to obtain, maintain and improve employment for people with disabilities.

The National Institute on Disability and Rehabilitation Research has established ten regional centers to provide information, training and technical assistance to employers, people with disabilities, and other entities with responsibilities under the ADA. Known as Disability and Business Technical Assistance Centers (DBTACs), they act as “one-stop” central, comprehensive resource on ADA issues, placing special emphasis on meeting the needs of small businesses.

The Job Accommodation Network (JAN), funded by the U.S. Department of Labor’s Office of Disability Employment Policy, has a website and an international toll-free consulting service for employers seeking information about job accommodations and the employability of people with functional limitations.

**Q. Can an employer consider health and safety when deciding whether to hire an applicant or retain an employee with a disability?**

Yes. The ADA permits employers to establish qualification standards that will exclude individuals who pose a direct threat – i.e., a significant risk of substantial harm – to the health, or safety of the individual or of others, if that risk cannot be eliminated or reduced below the level of direct threat by reasonable accommodation. However, an employer may not simply assume that a threat exists; the employer must establish through objective, medically supportable methods that there is significant risk that substantial harm could occur in the workplace. By requiring employers to make individualized judgments based on reliable medical or other objective evidence rather than on generalizations, ignorance, fear, patronizing attitudes, or stereotypes, the ADA recognizes the need to balance the interests of people with disabilities against the legitimate interests of employers in maintaining a safe workplace.

**Q. Am I required to provide additional insurance for employees with disabilities?**

No. The ADA requires only that you provide an employee with a disability equal access to whatever health insurance coverage you provide to other employees. For example, if your health insurance coverage for certain treatments is limited to a specified number per year, and an employee, because of a disability, needs

more than the specified number, the ADA does not require changes in insurance plans that exclude or limit coverage for pre-existing conditions.

In addition, compensation insurance rates are based solely on the relative hazards of the operation and the organization's accident experience, not on whether workers have disabilities.

**Q. Can I maintain existing production/performance standards for an employee with a disability?**

An employer can hold employees with disabilities to the same standards of production/performance as other similarly situated employees without disabilities for performing essential job functions, with or without reasonable accommodation. An employer also can hold employees with disabilities to the same standards of production/performance as other employees regarding marginal functions unless the disability affects the person's ability to perform those marginal functions.

If the ability to perform marginal functions is affected by the disability, the employer must provide some type of reasonable accommodation such as job restructuring, but may not exclude an individual with a disability who is satisfactorily performing a job's essential functions.

**Q. When must I consider reassigning an employee with a disability to another job as a reasonable accommodation?**

When an employee with a disability is unable to perform her present job even with the provision of a reasonable accommodation, you must consider reassigning the employee to an existing position that she can perform with or without a reasonable accommodation.

The requirement to consider reassignment applies only to employees and not to applicants. You are not required to create a position or to bump another employee in order to create a vacancy. Nor are you required to promote an employee with a disability to a higher-level position.

**Q. What happens if I reassign the employee to a new position and he or she is unable to perform in that position? Can I legally terminate his or her employment?**

If the employee is not qualified to perform the essential functions of the position, he or she may be terminated, with the same respect, dignity, documentation, and consideration that would be given to any other employee that is terminated.

**Q. When is it okay to talk openly to my employee about his or her disability?**

Only after the job offer has been made, and then only relating to the functions of the job or the employee request for reasonable accommodation. Prior to employment, it is acceptable only when it is an obvious disability; then you can ask specific job-related questions as to how he or she would perform a specific task.

## ► Step by Step Guidance

### Interviewing Techniques

As in any job interview, you are interviewing a person to determine whether his or her job skills and abilities are the best fit for your job opening. The purpose of the interview is not to determine whether the person is disabled but whether he or she is able to do the job.

If you are working with an agency or organization representing people with disabilities, its staff will examine the skills, abilities, and personalities of their clients to determine the best match for your job opening. A good job match also includes looking at the personalities of the parties involved, the environment, and the management style. After a match has been determined, the agency representative will explain its client's pertinent disability information, allowing you enough information to understand any idiosyncrasies that may affect job performance and working with you on accommodations.

If you are working directly with a job candidate, you may or may not know whether the applicant has a disability. Make sure your interview location is accessible to applicants with mobility, visual, hearing, or cognitive disabilities. When setting up the interview, ask the individual if he or she will need reasonable accommodations during any part of the interview process.

Other interview guidelines include the following:

Treat the applicant with a disability the same way you would treat any applicant or employee – with dignity and respect

Make sure that all questions asked during the interview are job-related, speaking to the essential job functions and the how, why and where of the job.

The ADA prohibits disability-related questions or medical exams not required of other applicants before a job offer is made.

If the disability of the applicant is known, either because it is obvious or the applicant revealed it, you may ask the applicant how he or she would perform a certain job function if it were an essential part of the job. Additionally, you may ask if the applicant would need a reasonable accommodation to perform an essential job function and if so, what type of accommodation would be necessary.

Tests that demonstrate the applicant's ability to perform actual or simulated job tasks are permitted under the ADA. Make sure the applicant is aware that a test will be part of the interview so he or she can request an accommodation if necessary.

As with any applicant, if you are unprepared to make a job offer immediately, thank the candidate for coming in and say that you will notify him or her within your time frame regarding your decision.

## ► Hiring, Training and Integrating Persons with Disabilities into the Model

### Commitment

Acknowledging management philosophy starts at the top: it is critical that all supervisors, especially those who work directly with employees with disabilities, understand the specific needs of all their employees. The more management knows about employee performance expectations, special needs, and support resources, the less apprehensive they will be about the unknown. Providing management with education and resources, coaching, and support and allowing them to be part of the employment process will help alleviate any concerns about working with, and supervising, persons with disabilities.

Sensitivity training courses directed at increasing employers' confidence in their ability to work with people with disabilities are available. For example, Wisconsin's Division of Vocational Rehabilitation offers the Windmills Training program to employers at no cost. This program helps participants identify and understand emotions, stereotypes, and attitudinal barriers that may cause them to be less effective managers and teaches techniques to increase their effectiveness in working with people with disabilities.

Once you have analyzed the position(s) you need to fill, you will be ready to begin your search for an applicant who can fill the position, based on your needs and their abilities. If you are planning to redistribute the work of an existing position, there too you can assign functions of the job that are specific to the abilities of your workers.

### Job Carving

As with building a product, there are many ways to put together the parts of a job. Job carving begins with analyzing a job and breaking it down to its essential parts or functions. Once you see a job in this way, you can rebuild it into functions that can be assigned to people based on their abilities. You are carving out job niches that are specific to a person's strengths. Under the ADA,

a person is considered qualified for a job if he or she can perform its essential functions, with or without accommodations.

When breaking down an existing position into its essential functions or tasks, think along the lines of how the task is performed and ask yourself these questions:

What methods, techniques, and tools are used to accomplish the task?

How much time is allotted to perform the task?

How often is the task done?

Where is the task performed?

How is success measured?

What happens if the task is not done perfectly?

What skills are necessary? (applied ability after required training)

What knowledge is necessary? (level of general or technical information)

What aptitudes are necessary? (potential to learn and accomplish a skill)

How much physical exertion is required? (lifting, standing, bending, reaching, twisting, squatting)

What are the environmental conditions?

How much mental and emotional exertion is needed?

## Accommodations

According to the ADA, a qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

Making existing facilities used by employees readily accessible to and usable by persons with disabilities.

Job restructuring, work schedule modification, or reassignment to a vacant position.

Acquiring or modifying equipment or devices; adjusting or modifying examinations, training materials, or policies; and providing qualified readers or interpreters.

Modifying job duties, or job carving – carving out job niches that are specific to the employee's strengths – is an example of accommodation. Flexible scheduling may include changes in the start or end of workday hours, part-time hours, or more frequent breaks or sick leave for mental health reasons. Supervision accommodation may include providing extra supervision hours, involving the job coach in supervision meetings, and modifying the way comments and instructions are given.

Other examples of accommodations include modifying work sites, such as installing wall partitions to minimize distractions or lowering a worktable to accommodate a person with a physical disability. Providing special transportation or assigning a parking space closer to work are also accommodations.

The ADA states that an employer is required to make an accommodation to the known disability of a qualified applicant or employee if it would not impose an undue hardship on the operations of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, its financial resources and the nature and structure of its operation. However, an employer is not required to lower quality or production standards to make an accommodation, nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Probably the most common concern of employers is the cost of providing an accommodation. The Job Accommodation Network (JAN), the most



comprehensive source on accommodations, reported that 80% of the accommodations they recommend cost less than \$500. On a case-by-case basis, vocational rehabilitation agencies sometimes fund the accommodation for an employer when providing it would place an undue hardship on the business.

\*Adapted from Meaningful Work, A Personal, Professional and Legal Guide to Hiring People with Disabilities by Nancy Christy.

## Involving People in Local Communities

Involving local communities in a collective effort to support people with disabilities in an integrated setting is a benefit of the three-legged stool. It frames the hiring stage of staffing with a community goal and becomes part of a well conceived, long range plan for economic and social stability. Including employment of persons with disabilities in the community's conversation about environmental sustainability gives "intentional hiring" a broader significance by recognizing that human resources need attention as much as environmental resources.

For example:

- ▶ Linking maintenance of human resources with environmental stewardship in efforts to strengthen family farms.
- ▶ Participation in local and international conferences such as Chef's Collaborative and Slow Food International where conferees can create a value-added product which concurrently de-stigmatizes people with disabilities.
- ▶ Collaborations with public sector institutions.
- ▶ Community education and outreach through the media.

The message is that hiring strategies are part of the sustainability conversation. The recommended approach allows people with disabilities to contribute to solving an "environmental" problem while creating sought-after artisan foods.

## Business Op-Ed Column

OK, now I AM frustrated! This shouldn't be this hard. People with disabilities need meaningful work. Businesses need dependable, motivated employees. Communities need sustainable, local economies. What's missing from this picture?

When the Wilson Street Grill closed I assumed it would be enough to reach out to the business community and show them the benefits of employing people with disabilities. During the 14 years the Grill was open we built what we thought was a compelling body of evidence that an integrated workforce benefited not only our employees with disabilities but the entire staff AND the business as well.

In the four years since then I have worked to create awareness and provide public education for both employers and the community at large. I produced educational videos and workbooks, public service announcements, community awareness campaigns and op-ed pieces, and promoted relationships with both private and public agencies in the interest of establishing the concept that successful communities utilize everybody.

It hasn't yielded the results for which I'd hoped. It's not that the problems are insurmountable. It's just the same old issues: the two parties that need to be communicating with each other are missing each other. Businesses are missing the chance to diversify their workforces and create sustainable employment systems. Advocates for people with disabilities are not aware of, or not understanding, what businesses need. This is certainly frustrating from a business perspective because it is an economic development opportunity missed. But it is frustrating as well because social services need the entrepreneurial model of business. My friend Kay Plantes has expressed well the concept of business being the engine for social change. . .something with which I strongly agree. A new model is needed.

Until the two parties decide they want to bridge this gap, I've decided to stop beating my head against the wall, and, with my partner Andrea Craig, do what I think we do best which is reorganize the structure, and create a socially

entrepreneurial model, one that employs sound business strategies and addresses social issues. In other words a business with more than one bottom line. Porchlight Products is a self-sustaining enterprise to produce and sell desirable food products to restaurants, by transforming locally grown ingredients with artisan techniques using a diversified work force which is created by intentionally employing people with disabilities, and intentionally purchasing from local farmers and producers. What this model does is allow businesses to participate in sustainable hiring by being a partner. And it allows persons with disabilities to do meaningful work in an integrated workforce (value added for the business.) Finally it allows us to stay close to our roots of supporting our local farmers.

It is inherently sustainable, creating systems that do not drain our resources, either natural or human, while respecting local economies. But it also accomplishes a critical social goal – eliminating stigma: people with disabilities are solving a social problem rather than being a social problem. Interestingly, it was created in part with the support of the Madison Community Foundation, thus providing an example of the very public-private partnership benefits it is designed to model.

But more importantly it is a clear message to both advocates for people with disabilities and businesses that if you do not have the experience, the understanding, or the resources to accomplish these goals on their own, new projects are being developed to accommodate that participation and collaboration. Porchlight Products is one. But whatever the model, businesses and agencies need to be talking to each other, listening to each other, and working together to merge sound business practices and creative problem solving with the social goals of agencies to produce sustainable, local, community economies.

Additional examples of teaching materials, videos and public service announcements are available on the web site [www.nancy-christy.com](http://www.nancy-christy.com).

# HERE ON EARTH

Proposal for four segments showcasing the convergence of the sustainable agriculture/human resources initiative with Slow Food.

## 1. Porchlight Products (Nancy & Andrea)

Porchlight Products is a collaborative food and employment enterprise between Porchlight and Meaningful People, Places and Foods, to create a place-based, desirable, marketable, food product, and to develop and run an enterprise to produce and distribute the product, that offers employment and training to program participants at Porchlight and for others with developmental disabilities as part of an integrated workforce. This collaboration positions the business within the context of sustainable agricultural and business practices, and within the goal of a regional food based economy.

## 2. Slow Food International Partnerships (Nancy & Neil)

Discuss Madison delegation trip to Sister City, Mantova, Italy. Describe Slow Food relationships. Examine the role of pig farms and pork production, describe the welcome dinner, including heritage products and chefs exchange, including “the caramelized pears saga.” Discuss relationships that led to a second visit to Mantova and a Mantova visit to Madison, including discussions of Hospice and “Producers,” that fostered exchange of ideas on people with disabilities.

## 3. Slow Food Sister City – Freiburg and the Search for Baumkuchen (Nancy & Neil)

Further discussion of international relationships with Sister City and Slow Food partners in Freiburg, Germany, including traditional slow food dinner and the role of wine in Slow Food. Discuss tour of Black Forest region and unique geography and relationship to food and people. Examples include Black Forest ham production, influence of Italian and South American food traditions, and the story of walnut oil. Baumkuchen is a heritage food, but also a metaphor for sustainability, intentional hiring and meaningful people, places and foods.

#### 4. Terra Madre 2006 (Nancy & Neil)

Discuss the upcoming 2<sup>nd</sup> international Slow Food Conference and expansion from a meeting of five thousand farmers to include chefs and homemakers. Explain relationship to Salone del Gusto. Describe format, logistics, meals and displays of heritage and indigenous products.