

# A Handbook

## Creating Opportunity *through* Micro-Enterprise

Faith kitchens as  
micro-business incubators



Interfaith Food & Farms Partnership

A Project of *Ecumenical Ministries of Oregon*  
and its *Interfaith Network for Earth Concerns*



# Creating Opportunity *through* Micro-Enterprise

## Faith kitchens as micro-business incubators

“Benedict teaches us that if we close ourselves to the stranger, we close ourselves to the Sacred. If we lock our door and bolt our gates, we are forbidding God to come to us.”

—*Radical Hospitality: Benedict’s Way of Love* by Lonni Collins Pratt, Daniel Homan  
(2006, Paraclete Press)

*Printed on recycled paper by Advantage  
Printing, Portland, Ore.*

### *Thanks to our funders:*

USDA Community Food  
Projects Program of the  
USDA Cooperative State  
Research, Education and  
Extension, #2007-0485;  
United Methodist Global  
Ministries;  
Presbyterian Hunger Program.



# About

The Interfaith Food and Farms Partnership (IFFP), a project of Ecumenical Ministries of Oregon (EMO), empowers faith communities, farmers and neighborhoods to build urban-rural alliances and create innovative partnerships for just and sustainable food systems that promote community health.

The IFFP aims to support small farmers and bring local food within reach of those who need it most. In collaboration with faith communities, we launch grassroots projects including buying clubs, cooking classes, community gardens, farm stands and micro-enterprise incubators. We connect faith communities with each other and other organizations working on food justice and food sovereignty.

This handbook was created out of a three-year USDA Community Food Projects Grant that focused on using the assets of local congregations to build local food systems and increase access to fresh, local and culturally appropriate food by people with low incomes.

## Acknowledgements

Ecumenical Ministries of Oregon (EMO) would like to express its thanks to the granting organizations, cosponsors and partners who made this handbook possible.

Special thanks to our partner and host of the micro-enterprise project:

*First United Methodist Church, Corvallis, Oregon*

### *Writers and Editors*

#### IFFP Staff

Rebecka Weinstein, Micro-Enterprise and Community Kitchen Coordinator, IFFP, primary author

Victoria O’Nion, Coordinator of La Fresa Feliz and “That’s My Farmer,” IFFP

Jenny Holmes, Environmental Ministries Director, EMO

Alison Warren, Program Associate, Interfaith Network for Earth Concerns and IFFP

Laura Raymond, Congregational Wellness Coordinator

#### Community Members

Sara Power, Volunteer Editor, First United Methodist Church Community Kitchen

### *Photographer*

Rebecka Weinstein

### *Design*

Michelle Bush, Communications and Administrative Specialist, EMO

### *Micro-Entrepreneurs*

Michele Tegner, Oscar’s Burritos, Sara Booth and Matt Shivers, The Naked Crepe

Copyright © 2011 Ecumenical Ministries of Oregon (EMO).

For reprint permission or adaptation, please contact EMO at (503) 221-1054, ext. 214.

# Table of Contents

<b>Introduction .....</b>	<b>1</b>
Is a Micro-Enterprise Incubator Right for Your Congregation? .....	1
<b>The Kitchen .....</b>	<b>2</b>
Kitchen Leadership .....	2
Licenses .....	2
Licensing a Food Product or Food-related Business in Oregon.....	2
Equipment.....	4
Availability and Access .....	4
Putting Value on the Program .....	4
Insurance, Liability and Partnerships .....	5
<b>Congregational Support .....</b>	<b>5</b>
<b>Finding the Right Entrepreneurs.....</b>	<b>6</b>
Case Study: Corvallis First United Methodist Church.....	7
<b>Community Expertise and Support.....</b>	<b>8</b>
<b>Conclusion .....</b>	<b>9</b>
<b>Resources .....</b>	<b>10</b>
Permits and Licensing .....	10
Business Planning .....	10
Willamette Valley Nonprofit Resources for Small Business Development.....	10
General Resources for Micro-Enterprise in Commercial Kitchens.....	10
Business Planning Resources .....	11
Asset-Based Community Development.....	11
Suggested Reading for Faith Resources on Hospitality .....	11
Green Commercial Kitchens.....	11
Health and Wellness Resources .....	11
Faith-based Food Ministries .....	11
Consultations .....	11
<b>Glossary.....</b>	<b>12</b>
<b>Important Documents.....</b>	<b>13</b>
Kitchen Use Waiver Form .....	13
Kitchen Availability Schedule.....	14
Application for Commercial Kitchen Use .....	15
Memorandum of Understanding .....	20
Congregation Kitchen Assessment Tool .....	21



# Introduction

When members of a congregation transform their kitchen into a community kitchen for micro-enterprise, they make a conscious decision to share their facilities with their neighbors. This transformation can fill genuine needs and build bridges between a congregation and its surrounding communities. Faith-based community kitchens that provide a micro-enterprise incubator also represent good stewardship of resources, foster economic development and support healthy eating.



Business experts are a great resource for starting a microenterprise incubator at your church.

Food-based micro-enterprise incubators can play a key role in the empowerment of low-income people, especially immigrants who face language and cultural barriers in traditional workplaces and in small business entrepreneurship. During tough economic times, the number of small food-related business start-ups increase, as more people look for alternative ways to support their families. Often the reality of taking a business concept to operation includes a lot of cost-prohibitive start-up expenses, such as licensing, equipment, rent and more. New equipment and commercial kitchens are very expensive to buy or rent. An under-used, fully stocked congregation kitchen can be an affordable option for low-income entrepreneurs wanting a successful launch into the business world.

## Is a Micro-Enterprise Incubator Right for Your Congregation?

### Four Key Considerations

Be sure to consider each of the following factors before committing to and planning for a congregation-supported micro-enterprise program:

- 1 The quality of the kitchen and its resources including equipment.
- 2 Level of congregational interest and support.
- 3 Degree of entrepreneurial need in your community.
- 4 Level of community support and available expertise.

Assess each one of these areas before developing a plan for a congregation supported micro-enterprise program.

If you are an interested community member wanting to start a micro-enterprise kitchen for economic empowerment, you might want to do an assessment of congregation-based kitchens in your area. See the back of this handbook for an assessment tool to help determine if there are congregations in your area that would be open to hosting a program.

---

*When members of a congregation transform their kitchen into a community kitchen for micro-enterprise, they make a conscious decision to share their facilities with their neighbors. This transformation can fill genuine needs and build bridges between a congregation and its surrounding communities.*

---



# The Kitchen

What one kitchen can offer an entrepreneur may be drastically different from another option. There are faith-based kitchens that restaurants would dream to have; while others look more like a home kitchen. Some of the key questions to ask about a congregation kitchen include: Does the kitchen have commercial grade equipment, licenses, proper insurance coverage? Does the kitchen host community events or meals? Find out more about the kitchen by having conversations with people actively involved with it.



People benefit from support and feedback by working in the same space as others with similar goals.

## Kitchen Leadership

In most congregation-based kitchens there is at least one person who is dedicated to keeping the kitchen safe, clean and orderly. Kitchen keepers may be hired staff, a committee or a group of volunteers, and they usually have a food service background and hold a food handlers card. Work with kitchen leadership to develop a program that will work for both the entrepreneur and kitchen leadership. Learn about current kitchen activities, its history of use, yearly and weekly schedules of use, and if the kitchen holds or has held any licenses. Remember that establishing a micro-enterprise program allows the congregation to practice “radical hospitality” in a way that can deepen faith, but it may also make people uncomfortable. Becoming more welcoming to the community can be a painful process. Supportive kitchen leadership is essential to developing a micro-enterprise program as is clergy and governing board support.

## Licenses

A processing license is required for any facility or business that produces or processes food and sells it to the public. These licenses are designed to create accountability and to keep the public safe. Licensing is a particularly tricky area for faith-based kitchens because there are often two different licensing bodies for two different licenses—a commercial kitchen license and a restaurant license. Licensing requirements for a micro-enterprise program depend on its specific use. If the congregation’s kitchen does not currently hold a commercial kitchen license, find out what foods the potential entrepreneur would like to process, such as a packaged finished product or a prepared foods product in order to obtain the right licenses. A commercial kitchen license ensures that the kitchen meets basic standards and that kitchen leadership is informed regarding the best food safety practices and this license is required for food micro-enterprise programs.

## Licensing a Food Product or Food-related Business in Oregon

The licensing requirements for kitchens used for commercial purposes vary by state and county. This guidebook is informed by the experience we have had in Benton County, Ore. This section should be considered as an example. We encourage you to contact both your county and state agencies that deal with kitchen licensing. In Oregon, the Oregon Department of Agriculture (ODA) is the agency that licenses and inspects all food establishments, except restaurants and caterers. The ODA is responsible for licensing both the congregation-based kitchen and any food processors that will be using that kitchen. According to the ODA<sup>1</sup>, “Food processing means the cooking, baking, heating, drying, mixing, grinding, churning, separating, extracting, cutting, freezing or otherwise manufacturing a food or changing the physical characteristics of a food. Food processing also means the packaging, canning or otherwise enclosing of such food in a container, but does not mean the sorting, cleaning or water-rinsing of a food.” The two licenses that a congregation kitchen may need would be the **Bakery Establishment License**



(for cakes, breads and other baked goods) or the **Food Processing Establishment License** (for end products like tortillas, jams and condiments).

In Oregon, the County Public Health or Environmental Public Health Department licenses restaurant-style food productions, such as ready to eat food. If a congregation has ever hosted an event that served food to the public, they will be familiar with the Health Department's **Temporary Restaurant License**. Farmers' market restaurants/food carts have been interested in using the First United Methodist Church (FUMC) for food preparation. Because these food businesses sell ready-to-eat food directly to the public, they would need to have a **Temporary Restaurant License** in order to vend at the farmers' market. In addition to the Temporary Restaurant License, any processing off-site would need to be done in a facility that holds either a **Restaurant License** or a **Limited Food Service Operation License**. A congregation can be helpful to these open market entrepreneurs by holding a **Limited Food Service Operation License**. Essentially, this licenses the congregation-based kitchen as a restaurant

and is the same license that soup kitchens hold. While these licenses take time, money and facility expertise to get started, it should not be a deterrent. Getting through these challenges and helping micro-entrepreneurs start up is a valuable contribution that faith communities can make. Enlist the help of a congregation member or a friend of the congregation who has some training in restaurant management to help navigate the application process. At least one person connected with the program should have knowledge of the state food sanitation rules, which are available at the county office and online.

The physical requirements for a **Bakery License**, **Food Processing License** or for any of the **Restaurant Licenses** are adequate and safe food storage (pantry space, refrigerator and hot food warmer) and a sanitizing dishwasher or washing regime. Hand-washing, food prep and dishwashing sinks need to be present. The kitchen coordinator or volunteer staff must also demonstrate knowledge of safe food handling and/or processing. Food products that are made for food pantries or for sale must follow specific labeling guidelines. Always promote safe food

## Oregon Department of Agriculture Types of Licenses & Uses

**Bakery Establishment** Cookies, breads and other baked goods made in an established bakery.

**Domestic Kitchen Bakery** Cookies, breads and other baked goods made in a licensed home kitchen.

**Food Processor Establishment** End-products like tortillas, jams, and condiments made in an established facility, like a church kitchen.

**Domestic Kitchen Food Processor** End-products like tortillas, jams, and condiments made in a licensed home kitchen. Recipes that are "canned" or otherwise heat processed for shelf stability need to be review by a food processing authority.

## County Health Department Types of Licenses & Uses

**Food Handlers Card** A low cost license obtained after passing a food-safety test, required by all food services employees in Oregon.

**Restaurant** Required for all restaurants serving food to the public in a permanent restaurant facility.

**Temporary Restaurant** Required for anyone serving food to the public, usually obtained for farmers' markets, events and fundraisers.

**Limited Food Service Operation** Required for established facilities that serve food to the public on a less regular basis, like congregation kitchens that run a soup kitchen service.

ODA on the Internet. 2011. Oregon Department of Agriculture. 19 July. 2011.  
[www.oregon.gov/ODA/pub\\_regs\\_marketing.shtml#Food\\_processing](http://www.oregon.gov/ODA/pub_regs_marketing.shtml#Food_processing).



The physical requirements from either processing body are very similar.

practices. The kitchen should never operate without the presence of someone with a current **Food Handler's Permit**. Additionally, the entrepreneur will need to hold their own license, insurance and food handler's card. This ensures that the congregation will not bear the liability of the entrepreneur's business on their license and insurance.

*Licensing requirements differ from state to state and county to county, but most likely several licenses will be needed for a micro-business incubator in a congregation setting. We reference our local situation in Oregon. Contact your state agriculture and health agencies for information.*

## Equipment

Equipment needs will vary depending on the type of kitchen developed and the type of micro-entrepreneurs you will be working with. Small food-based businesses may provide some of their own equipment. Inventory and document the kitchen's existing equipment to know what your kitchen has to offer and consider adding or replacing equipment that might make the kitchen more useful. Create a wish list of the equipment you are looking for and get the word out to the congregation and the wider community. The more people that know about what the kitchen needs, the more likely you will be able to find it. If you are unable to find donations, consider going to an auction or used equipment stores to find equipment at a reasonable price. (See resources section for tips on upgrading a kitchen inexpensively.) Hold a fundraiser for a specific item, like a commercial refrigerator. Reduce your operating costs and be a good steward of creation by purchasing the

most energy efficient freezers and refrigerators you can afford. A 20 year-old refrigerator that is donated by a well-meaning person will burden your overhead costs with higher energy bills. Your state's energy office or local utility may offer incentives and advice for energy-efficient kitchens.

## Availability and Access

How available is the kitchen? Some kitchens have availability nights, weekends, summers or winters; find out the seasonal schedules of the kitchen to determine availability to host micro-entrepreneurs. At First United Methodist Church, they prepared a simple weekly schedule to give to the entrepreneurs (See page 15).

Who is holding the keys to the kitchen? How one congregation handles access can be quite different from another. How will an entrepreneur get in and out of the facility? Will someone let them in, or will they have access to a key or pass code? Knowing this information may shape the availability of the kitchen schedule. While bakers may want early morning shifts, entrepreneurs with a day job may want night shifts. Depending on the size of kitchen, it may be able to handle more than one business at a time.

## Putting Value on the Program

There may be some increased expenses in utilities, repairs and custodial time by opening the kitchen up to the community. It's okay to ask micro-business guests to cover some or all of these additional costs. Even if micro-enterprise guests pay only a small amount, it will help them take the relationship with your congregation more seriously. Some congregations itemize utility expenses, making it easy to determine an hourly value for renting, while other congregations have a general utility line item. It is important to establish a pay scale that is feasible for both the entrepreneur and congregation.

## Insurance, Liability and Partnerships

Congregations may express concern about liability questions and may need to discuss issues and options with their insurance carrier. However, hosting an entrepreneur is much like any of the other outside groups that may use congregation facilities (like child care or preschool). Usually, these “outside groups” will have a memorandum of understanding (MoU), which includes an agreement that the organization will add a rider on their liability insurance that will cover the congregation for liability. Use a MoU to document any agreement made with any third party groups that may provide financial or technical assistance for the program. An example of a two-party agreement can be found on page 21. In addition, the entrepreneur must obtain their own processing/



restaurant licenses so that he or she is legally responsible for the safety of the product. This publication does not assume to provide legal advice. However, remember that as a nonprofit you have a service mission, so charging a very high amount for kitchen space is probably not a good idea.

## Congregational Support

In assessing potential to use your congregation’s kitchen for hosting a micro-enterprise program, include as many interested people in the congregation as possible in the process. These people would ideally include those who are entrepreneurs and who may need a certified kitchen; those concerned with justice, poverty and sustainability issues; women’s groups; and those concerned with congregation hospitality and outreach. Include clergy early in the process. Service or mission and outreach groups, social concerns groups and women’s groups can be a great support when it is time to take the proposal to the program or congregation councils and to the Board of Trustees or other appropriate bodies or individuals who will give final approval for the project.

Once the idea is approved, gather a committee of people to oversee the program and serve as liaisons with the entrepreneurs. Ideally, a clergy, a member of the kitchen team (or staff member), an entrepreneur and someone with small business expertise would serve on such a committee. Do not be afraid to solicit help from beyond the congregation for this group.

---

*Congregations often have resources and infrastructure—land, kitchens, buildings and volunteers—that can be harnessed for community and economic development.*

---

# Finding the Right Entrepreneurs

Before you launch a food-based micro-enterprise incubator, find out if such a resource would be helpful to your community. Is another nearby organization doing something similar? Are there organizations that are more familiar with populations that could benefit most? Could these organizations help you find out the interest level and need? One of the most important reasons to start an incubator in a congregation is that the cost of renting a commercial facility can be a deterrent to a low-income entrepreneur with a good business idea. In Oregon, an Oregon Department of Agriculture domestic kitchen license may be an affordable option, but an applicant's apartment or home may not meet licensing requirements. Also, people may benefit from support and feedback by working in the same space as others with similar goals.

Talk to your Small Business Development Center (SBDC), community college small business program or Chamber of Commerce about your congregation-based incubator kitchen. Ask them about the local food-related business industry and what they think the needs and opportunities are. Invite them to help spread the word about your kitchen to potential applicants.

Having a detailed application will help you find the right candidate(s) for your program. Utilize community business expertise to assist in forming an application that asks the right questions. Include your fee structure and required documents. Use a checklist to see if applicants are prepared to launch a food-related business, obtain their own proper licenses, insurance, food handler's permit and flexible

schedule that will work with the availability of the congregation kitchen. While not all businesses will have them, ask for a business plan. A business plan represents that the entrepreneur has thoroughly thought out their business idea. This formal document proves that it is a viable idea supported by market research and financial planning.

There are likely people with appropriate expertise in your community that can help you find the right entrepreneur. Invite them to help spread the word about your kitchen to potential applicants.





# Case Study: Corvallis First United Methodist Church

The Corvallis First United Methodist Church (FUMC) finished building its Community Center in 2002. The name of the new building was intentionally “Community Center” rather than the “United Methodist Center,” with the goal of using the new building to make stronger connections with the surrounding community.

For its first four years, the Community Center Kitchen (CCK) was used primarily for church functions and by church related groups. Church community meals, offered twice weekly, were advertised “in-house” or by word of mouth. The CCK also hosted annual banquets or luncheons for several community organizations. In 2006-7, the church was invited by the Interfaith Food and Farms Partnership (IFFP), a program of Ecumenical Ministries of Oregon (EMO), to host cooking classes for low-income, food insecure participants. An Oregon State University (OSU) Extension Service agent provided instruction for the classes. Corvallis congregations involved in EMO/IFFP were asked to provide volunteer kitchen and childcare support, and church members donated basic kitchen equipment to be given to class participants to nurture their expanding cooking skills.



Michele Tegner, Oscars Burritos

In late-summer 2008, one of the long-time volunteers with the cooking classes began the Jammin’ for the Hungry (Jam 4tH) project to make fruit spreads for local food banks, with the support and encouragement of the Community Kitchen Coordinator, local IFFP leadership, pastors and some congregational leadership groups. Surreptitiously, this project brought the community kitchen program more knowledge regarding kitchen licensing requirements that could support the micro-business aspect of the community kitchen project.

First United Methodist Church adopted the micro-enterprise program in 2009, and formed an application review committee with expertise from EMO/IFFP, the church and the business community. This committee selected Michele Tegner, owner of Oscar’s Burritos, a Corvallis-Albany Farmers’ Market Vendor, as a candidate for the program.

Early in 2010, Michele attended a local Food Biz Bootcamp (see box on page 8) with the idea of opening up a farmers’ market burrito booth with her mother and sister. She heard about the FUMC kitchen as a low-cost option for preparing her tortillas. She attempted using a commercial facility but it became cost prohibitive, and she did not want to give up her pets to get her home kitchen certified. She applied to FUMC and was accepted into their micro-enterprise program. She used it twice a week to prepare tortillas, beans and salsas for her market restaurant.

Although there are challenges ahead in the implementation of the micro-enterprise piece of the community kitchen project, the Corvallis FUMC is becoming more excited about the ways its “community center” kitchen is growing into its name.

# Community Expertise and Support

It would be daunting to provide both the facilities and business support for a congregation micro-enterprise program. Fortunately, many communities have experts working to support local businesses. These organizations have the experience and expertise to identify and shape successful business ideas. They can also offer continuing business advice to support the right applicant in finding success with their new business idea, and local business experts may be able help place the applicant after their incubation has come to term. It is important to develop an application review committee with adequate knowledge of the business community, local enterprise, kitchen leadership and congregation representation. Also, make sure to call on this network of expertise to maintain the health of the program.

A 40-hour workshop was held on one Friday and Saturday per month between January and March



## **Food Biz Boot Camp:** *An example of Community-based Support & Training*

The Sustainable Business Cluster Team—an action item of the Prosperity That Fits Economic Development Plan—sponsored a *Food Entrepreneurs Workshop: Food Biz BootCamp* in the winter of 2010, aiming to help budding entrepreneurs take their food-related business idea to market.

of 2010, for a total of six sessions. It featured speakers from local food product companies as well as from Oregon State University and Linn-Benton Community College food and business development programs.

The intent of the workshop was to create a community of practice—a cohort of food business owners who can support one another through the challenge of establishing a local food business, enriched by mentors from existing food businesses in western Oregon. Topics covered market analysis; business planning; understanding shelf-life requirements; selecting a manufacturing site; understanding federal, state, and county regulations; and best practices for food safety, liability issues, packaging, marketing and product placement. The workshop series also addressed company and product sustainability, start-up funding, growth and professional networking.

# Conclusion

If micro-enterprise is a real need in your community, then a low-use congregation kitchen could be a vital component to assist low-income businesses in overcoming start-up financial hurdles. Congregation kitchens can not only be an affordable space to produce a local product, but they are often well-stocked with high-priced quality equipment needed for commercial production. Kitchen availability, access and value, in addition to insurance, liability and partnerships need to be considered when forming an incubator that would work for your congregation. Do not let this important work deter you. This project could fit into the congregation's mission or could easily become one. There may even be opportunities to assist someone within your congregation. You need not search too far to find the business expertise to help you build a strong program, there are likely business leaders in your congregation willing to lend a hand. Contact a Small Business Develop Center to find the support to expand your program community wide.

Remember that strengthening the local food system starts by supporting our local farmers. We can deepen this relationship by not only making food accessible to all people, but also by reducing challenges for low-income entrepreneurs by pairing them with congregation kitchens. This simple assistance can give someone a chance to realize their dreams, when previously they never thought it could be possible. Additionally, these partnerships add a unique character to the economic diversity of the food marketplace in your hometown.



---

*If micro-enterprise is a real need in your community, then a low-use congregation kitchen could be a vital component to assist low-income businesses in overcoming start-up financial hurdles.*

---



# Resources

## Permits and Licensing

Oregon Department of Agriculture  
County Health Department

## Business Planning

Small Business Association  
Small Business Development Center  
Food Innovation Center (Portland)  
SCORE (Counselors to America's Small Business)

## Willamette Valley Nonprofit Resources for Small Business Development

Willamette Neighborhood and Housing Services (Micro-Enterprise Program)  
Corvallis Independent Business Alliance

## General Resources for Micro-Enterprise in Commercial Kitchens

The **National Business Incubation Association (NBIA)** is the world's leading organization advancing business incubation and entrepreneurship. Each year, it provides thousands of professionals with information, education, advocacy and networking resources to bring excellence to the process of assisting early-stage companies. [www.nbia.org](http://www.nbia.org)

The **Farmer's Kitchen** is a project of Sustainable Economic Enterprises of Los Angeles (SEE-LA), a nonprofit community development corporation dedicated to providing local food sources and food security, nutrition education, microenterprise incubation and related services to the surrounding community. [www.hollywoodfarmerskitchen.org](http://www.hollywoodfarmerskitchen.org)

**La Cocina** is a business incubator in San Francisco that aims to cultivate low-income food entrepreneurs as they formalize and grow their businesses by providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. They focus primarily on women from communities of color and immigrant communities. [www.lacocinasf.org](http://www.lacocinasf.org)

### Other Incubator Kitchens

Artisan Baking Center Kitchen Innovations, New York  
ACEnet's Food Ventures Center, Athens, Ohio  
Vermont Food Venture Center, Fairfax, Vermont  
Pacific Gateway Center's Culinary Business Incubator, Honolulu  
Blue Ridge Food Ventures, Candler, North Carolina  
The Starting Block, Hart, Michigan  
University of Idaho Food Technology Center, Caldwell, Idaho  
Northwest Ohio Cooperative Kitchen, Bowling Green, Ohio  
Shoals Commercial Culinary Center, Florence, Alabama  
Rutgers Food Innovation Center, Bridgeton, N.J.  
Mama's Small Business Kitchen Incubator, Pasadena, California  
The Appalachian Center for Economic Networks (ACEnet)  
Toronto Food Business Incubator (TFBI), Toronto, Canada

## Business Planning Resources

A business plan is great foundation for starting a business. There are a lot of online resources to help you get started on writing a business plan.

The **Small Business Administration (SBA)** has web tools to get you started from start to finish. [www.sba.gov/smallbusinessplanner/plan/writeabusinessplan/index.html](http://www.sba.gov/smallbusinessplanner/plan/writeabusinessplan/index.html)

**SCORE's Business Tools** offer small business resources such as business plan templates, online workshops and other tools for business success. [www.score.org](http://www.score.org)

## Asset-Based Community Development

**Abundant Community** [www.abundantcommunity.com](http://www.abundantcommunity.com)

## Suggested Reading for Faith Resources on Hospitality

*5 Practices of Fruitful Congregations* by Robert Schnase (Nashville, TN: Abingdon Press, 2007)

*Radical Hospitality: Benedict's Way of Love* by Lonni Collins Pratt, Daniel Homan (Brewster, MA: Paraclete Press, 2006)

## Green Commercial Kitchens

*Going Green: A Beginners Guide.* [www.katom.com/blog/of-interest/213/going-green-a-beginners-guide](http://www.katom.com/blog/of-interest/213/going-green-a-beginners-guide)

*Certified Green Commercial Kitchens.* [www.cgck.org](http://www.cgck.org)

*Energy Star for Commercial Kitchens.* Search for Commercial Kitchens at [www.energystar.gov](http://www.energystar.gov).

*A Guide to Commercial Food Composting.* [www.epa.gov/osw/conservation/materials/organics/food/fd-guide.htm](http://www.epa.gov/osw/conservation/materials/organics/food/fd-guide.htm)

## Health and Wellness Resources

*Congregational Health Index*, Ecumenical Ministries of Oregon, 2010. Includes health assessment for congregation kitchens. Download at [www.emoregon.org/food\\_farms.php](http://www.emoregon.org/food_farms.php)

**Faith and Wellness**, a national website created by Ecumenical Ministries of Oregon' Interfaith Food and Farms Partnership. [www.faithandwellness.org](http://www.faithandwellness.org)

## Faith-based Food Ministries

*Food Sovereignty for All: Overhauling the Food System with Faith-Based Initiatives*, Ecumenical Ministries of Oregon, 2009. Download at [www.emoregon.org/food\\_farms.php](http://www.emoregon.org/food_farms.php)

## Consultations

**Ecumenical Ministries of Oregon's Interfaith Food and Farms Partnership** is available to consult with your congregation or group on developing food ministries for a modest fee on a case by case basis. Please contact us at (503) 221-1054 or [foodandfaith@emoregon.org](mailto:foodandfaith@emoregon.org).

*Have a suggestion for the next handbook update?  
Please send an email to [foodandfaith@emoregon.org](mailto:foodandfaith@emoregon.org).*

# Glossary

**Business Plan** A formal document with a set of business goals, the research supporting the goals as obtainable and the plan for reaching the goals.

**Chamber of Commerce** A large business federation representing the interests of more than 3 million businesses of all sizes, sectors and regions, as well as state and local chambers and industry associations. More than 96 percent of U.S. Chamber members are small businesses with 100 employees or fewer. The Chamber's core purpose is to fight for free enterprise before Congress, the White House, regulatory agencies, the courts, the court of public opinion and governments around the world.

**Commercial Kitchen** A kitchen, usually larger than a home kitchen, used to produce food for sale, and is often outfitted with commercial-grade equipment to meet the demand of everyday use.

**Community Food System** All the processes involved that connect people to food, including all the inputs and outputs of growing, harvesting, processing, packaging, transporting, marketing, consuming and disposing of food. The food system is influenced by the social, economic and natural environments.

**Community Food Security** According to Mike Hamm and Anne Bellows, community food security is a condition in which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance and social justice.

**Community Kitchen** A place where people get together to cook, learn and support one another in the name of sharing resources, building community and promoting good health.

**Food Handler's Permit** A card that food service workers are required by some states (including Oregon) to obtain before working in the food business.

**Food Policy Council** An advisory group to the city and county on food issues.

**Micro-Enterprise** A type of small business usually having five or fewer employees and requiring starting capital of less than \$35,000.

**Micro-enterprise Incubator** The National Business Incubation Association defines a business incubator as a comprehensive-assistance program targeted to help start-up and early-stage firms, with the goal of improving their chances to grow into healthy, sustainable companies.

**Sanitation Guidelines** An adopted plan that references County Health Department and Oregon Department of Agriculture standards for food safe practices appropriate for a community kitchen serving or producing food for the public.

**Small Business Administration** A federal agency established to provide prospective and existing small businesses with advocacy, financial assistance, management counseling and training.

**Small Business Development Center** Established by Congress in 1980 to join federal, state and local governments; the educational community; and the private sector in making management assistance and counseling available to existing and prospective small business owners.

# Important Documents

## A. Kitchen Use Waiver Form

I agree to follow the rules of kitchen use as outlined in the Kitchen Expectations Document I received and signed.

I release Corvallis First United Methodist Church from any liability concerning my food product or the time I spend using the kitchen.

I will maintain my business insurance policy and food handler's license so long as I am using the First United Methodist Church kitchen and will notify coordinators immediately of any changes to my policy or license.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Name of Business \_\_\_\_\_

### Community Kitchen Expectations for Micro-enterprises

1. Follow all safe food practice guidelines.
2. Wash hands before working in the kitchen. Rewash them if you touch any unclean surfaces.
3. Wear appropriate clothing (no open-toed shoes or sleeveless shirts) and an apron to keep the food preparation area clean.
4. Keep all food prep areas clean. Thoroughly bleach all surfaces after handling raw meat, poultry, seafood and eggs.
5. Follow guidelines for heating food to correct temperatures and for cooling food properly.
6. Pay attention to all signs posted about kitchen use. The grill is not to be used as a counter surface for food prep.
7. Use the clean up checklist to make sure you do not forget any clean-up items. Keep track of all equipment that you have turned on and be sure to turn it off.
8. When it is finished, read through the kitchen use and procedures manual to make sure that you are following all procedures.
9. If you should use any food items in the kitchen, be sure to replace them.

**I understand these expectations and agree to meet them.**

Business name: \_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Phone number: \_\_\_\_\_

Email: \_\_\_\_\_

Copyright © 2011 Ecumenical Ministries of Oregon (EMO).

For reprint permission or adaptation, please contact EMO at (503) 221-1054, ext. 214.

## B. Kitchen Availability Schedule

Community Kitchen Availability for Micro-entrepreneurs							
Hours	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8 a.m.							
9 a.m.							
10 a.m.							
11 a.m.							
noon							
1 p.m.							
2 p.m.							
3 p.m.							
4 p.m.							
5 p.m.							
6 p.m.							
7 p.m.							
8 p.m.							
9 p.m.				*			

The sections with the darker shading are never available. The sections with the lighter shading are sometimes available, but often other events are scheduled, and so they wouldn't be dependable dates. Be sure to talk to the Kitchen Coordinator if you want to schedule this time slot. Note: The Community Center Hall may have other activities going on during some of the available hours, but they should not be in the kitchen for those activities.

*\*Staying late may require the payment of additional janitorial fees, janitor leaves between 8 and 9 p.m.*

## C. Application for Commercial Kitchen Use

*A community resource offered by Corvallis First United Methodist Church (FUMC) and Ecumenical Ministries of Oregon's (EMO) Interfaith Food & Farms Partnership (IFFP).*

*This is the actual form used by FUMC and EMO;  
most applications would be between a congregation and entrepreneur.*

### Introduction

The Corvallis First United Methodist Church is pleased to invite you to apply for part-time access to its commercial kitchen to develop your food business. Since we can only accept a few candidates each year, we ask that you tell us about yourself in the following application so that we can ensure an optimal match.

FUMC and EMO are working together to offer this opportunity because we believe in local economic development that supports farmers, minimizes environmental impacts of food transport, and keeps dollars circulating in local pockets. Through this pilot project, we are learning about incubating small businesses in faith community kitchens. We give priority to lower-income entrepreneurs who are starting a new food business and have a strong business plan.

If you are selected to use the FUMC kitchen, you will be charged \$5 to \$10 per hour, depending on your income level. You will be given specific times when the kitchen will be available to you. You will be able to use the kitchen for up to 18 months if all rules and requirements are met.

FUMC and EMO do not offer business or marketing support. The purpose of this program is to enable individuals to use the kitchen at an affordable rate to launch or develop a food business.

### Check-List

- ☐ I want to make and sell food products. I have a plan for how to do it.
- ☐ I need a certified commercial kitchen in which to work.
- ☐ I am prepared to purchase my own license(s) from Oregon Department of Agriculture and/or County Health Department to make my product(s).
- ☐ My schedule is somewhat flexible and I will need access to a kitchen no more than eight hours per week.

If you checked "yes" to all of these questions, you are eligible to apply to use First UMC's commercial kitchen to develop your business.

To apply, please submit the following to First UMC, attn: Sara Power, 1165 NW Monroe Avenue, Corvallis, OR 97330. Applications are accepted on an ongoing basis.

- Completed Application Form.
- Oregon Food Handler's Permit.
- Three business references.
- A written business plan if you have one.

## APPLICANT INFORMATION

Name: \_\_\_\_\_  
First MI Last

Address: \_\_\_\_\_  
Street City State Zip Code

Mailing address: \_\_\_\_\_  
(if different) Street City State Zip Code

Home Phone: (\_\_\_\_) \_\_\_\_ – \_\_\_\_ Work Phone: (\_\_\_\_) \_\_\_\_ – \_\_\_\_

Cell Phone: (\_\_\_\_) \_\_\_\_ – \_\_\_\_ Email: \_\_\_\_\_

Birth Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Annual Household Income (*gross income of all people in household income before taxes*):  
\$ \_\_\_\_\_

Household Size: \_\_\_\_\_ Number of dependents in household: \_\_\_\_\_

Education (please check one):

- |  |  |
|--|--|
| <input type="checkbox"/> Below High School Diploma | <input type="checkbox"/> High School Diploma or Equivalent |
| <input type="checkbox"/> Two-Year College          | <input type="checkbox"/> Bachelors Degree                  |
| <input type="checkbox"/> Masters Degree            | <input type="checkbox"/> Above Masters Degree              |

Migrant Farm Worker? ☐ Yes ☐ No

Farmer? ☐ Yes ☐ No

## EMPLOYMENT INFORMATION

Current Employer: \_\_\_\_\_

Hire Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

☐ Part-Time ☐ Full-Time

Annual Salary \$ \_\_\_\_\_

☐ Self-employed ☐ Unemployed



## BUSINESS QUESTIONNAIRE

In the past, have you ever owned your own business? ☐ Yes ☐ No  
If yes, please describe.

Please describe the food-related business you want to develop.  
What kind of food product will you be making?

How would the First United Methodist Church kitchen be helpful to you in developing your business?

What steps have you taken to develop your food-related business?

What would be your desired start date for using the First United Methodist Church kitchen?

Are you currently generating any income with this business? What is the approximate amount?  
What kitchen have you been using to prepare your product?

How often and for how long would you like to have access to the kitchen on a weekly/monthly/seasonal basis? What days and times would be ideal for you?

Describe your marketing plan. Who will your customers be? How will you deliver the product to your customers?

What ingredients will you use to make your product?

Will you need any special equipment?

Where will you purchase your ingredients? Will you be purchasing anything directly from Oregon farmers? If so, which products and/or farms?

Is your business seasonal? Describe.

Have you looked into health department or state regulations for products like yours?  
What licenses will you need?

Why are you passionate about this product and business idea?

What direct experience do you have that will help you run this type of business?

We currently allow entrepreneurs to use the First United Methodist Church kitchen for a period of 18 months. What commercial kitchen do you anticipate using after this time?

### ADDITIONAL INFORMATION

Have you completed the Linn Benton Micro Business Training Program? ☐ Yes ☐ No  
Have you completed a Financial Fitness Training? ☐ Yes ☐ No

### AUTHORIZATION

I authorize Ecumenical Ministries of Oregon and First United Methodist Church to release for review my application to the Linn-Benton Micro-Business Program, which is a program of Willamette Neighborhood Housing Services and Linn-Benton Community College, and to other organizations that fund or collaborate with the Interfaith Food and Farms Partnership.

I understand that Ecumenical Ministries of Oregon may share information with funding sources for reporting and/or grant applications. In this case, my information will be generalized and anonymous.

Participant \_\_\_\_\_ Date \_\_\_\_\_

# Memorandum of Understanding

Congregation and Entrepreneur/Business

Timeline: From Date to Date

Purpose of Memorandum of Understanding and Partnership

This Memorandum of Understanding (MoU) is intended to help us work corroboratively and provide an exchange of supportive services. The goal of our partnership is to make a Community Kitchen in the (Congregation Kitchen) available for business incubation at low-cost to the (Entrepreneur/Business).

## Services and Responsibilities of (Entrepreneur/Business)

- Provide a copy of food handler's card, insurance and proper licenses.
- Keep the kitchen and all equipment clean, well-organized and in good condition.
- Communicate and coordinate scheduling in advance with (Congregation Kitchen Coordinator).
- During cooking activities, at least one person with a current Oregon Food Handler's Permit will be present at all times.
- During cooking activities, at least one (Congregation Kitchen representative) will be present at all times to make sure the kitchen is clean and orderly.

## Services and Responsibilities of (Congregation Kitchen)

- Provide facilities for (\$/hour) throughout the agreement.
- Ensure that (Entrepreneur/Business) equipment has adequate and safe storage.
- Keep (Entrepreneur/Business) informed of staff and policy changes that affect the kitchen.
- Provide and file a waiver that requires micro-entrepreneurs to provide their own product insurance and food handler's permit.
- Provide a list of kitchen rules and regulations.
- Give at least one month's notice of calendar changes that affect use of the kitchen.
- Agree upon storage options and capacity for micro-entrepreneurs.
- Ensure that kitchen has proper commercial/food processing permits.
- Coordinate inspections by state/health department as necessary.

## Conflict Resolution

Should conflicts arise during the agreement period, parties will meet to resolve issues face to face. In the case of more challenging issues, parties will agree on mediation services to assist them in talking through disagreements.

Name \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Date \_\_\_\_\_

Copyright © 2011 Ecumenical Ministries of Oregon (EMO).

For reprint permission or adaptation, please contact EMO at (503) 221-1054, ext. 214.

# Congregation Kitchen Assessment Tool

Find out what resources are available in your community by performing a simple Kitchen Assessment. Contact the congregation office a schedule a kitchen walk through. Use the provided tool to document what commercial grade equipment is available. The questions provided will help you formulate your discussion to find out if a business incubator could be possible in the congregation.

Congregation Name \_\_\_\_\_ Date \_\_\_\_\_

Address \_\_\_\_\_

Contact \_\_\_\_\_ Phone \_\_\_\_\_

Email \_\_\_\_\_

Use box to draw a simple map of the kitchen

☐ Commercial Stove

☐ Commercial Refrigerator

☐ Triple Sink

☐ Refrigerator Storage

☐ Pantry Storage

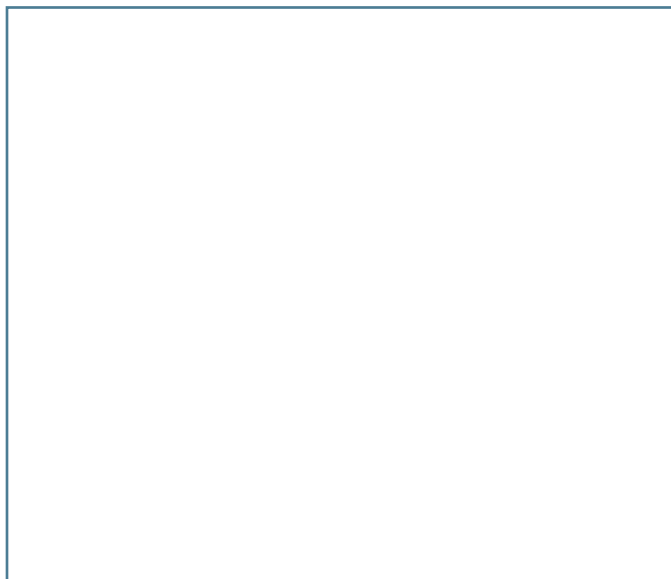
☐ Dishwasher

☐ Santizer

☐ Oven

☐ Grill

☐ Other \_\_\_\_\_



## Questions:

What would it take for you to have a commercial kitchen?

Who is responsible for kitchen activities?

How much is the kitchen currently used? Do you have a schedule?

Do you itemize kitchen expenses (utilities, janitorial, etc.)?

Have you served food at events to the general public?

Do you rent your kitchen? Are the rates hourly or by the session? Do you have rental documents?

Would you open your kitchen to micro-enterprise start-ups?

Would you open your kitchen for long term processing?

Copyright © 2011 Ecumenical Ministries of Oregon (EMO).

For reprint permission or adaptation, please contact EMO at (503) 221-1054, ext. 214.

