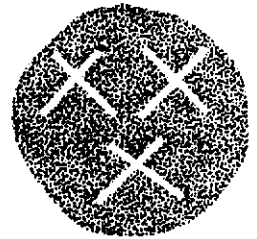


DINING WITH DIGNITY:

A MANUAL FOR NON-PROFIT CAFES

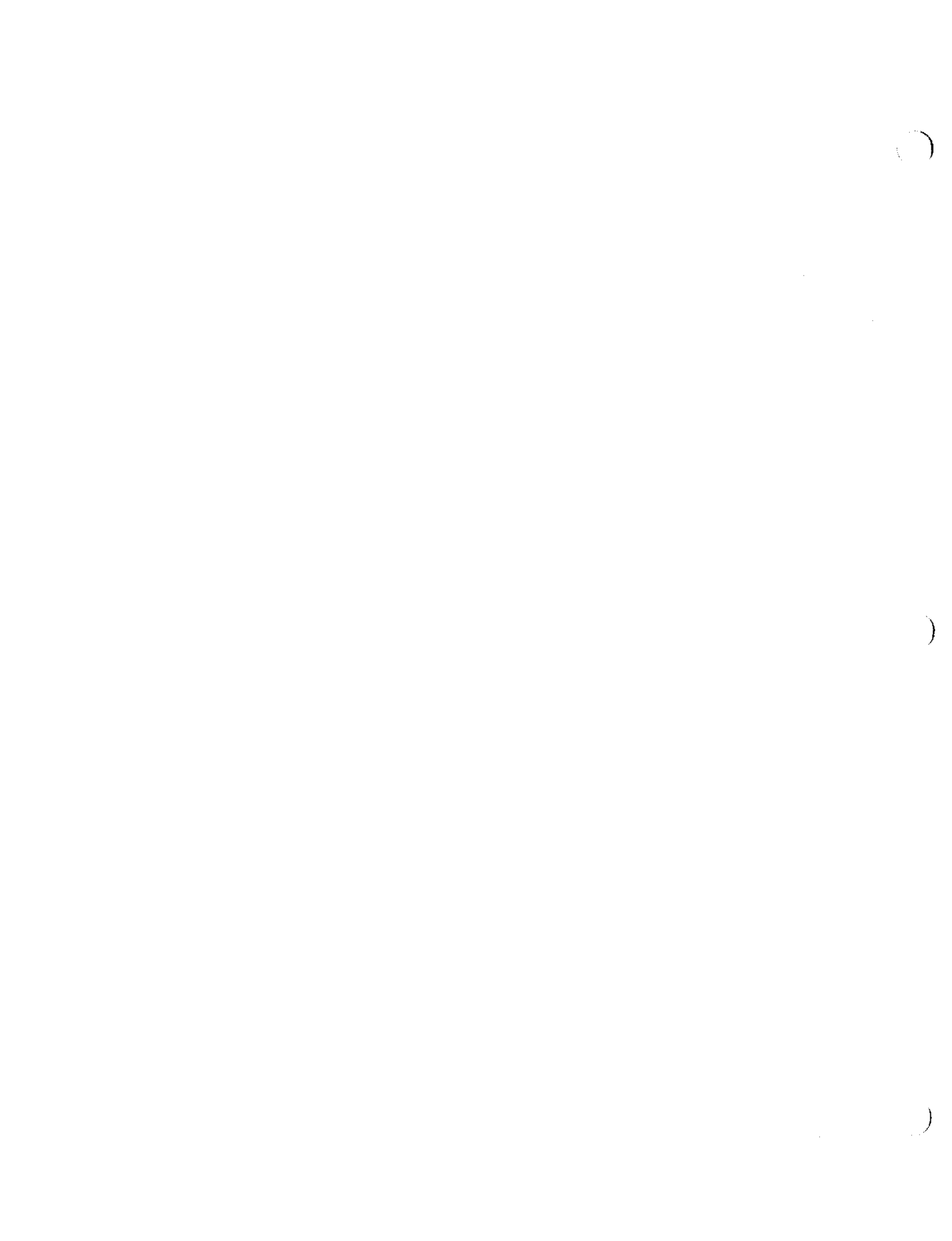


**Sisters Of The Road Cafe
133 N.W. Sixth Avenue
Portland, Oregon 97209
503-222-5694**



The name Sisters Of The Road Cafe and the circle with three x's is a service mark Registered in the U.S. Patent and Trademark Office.

The board, staff and customers of the cafe hope you will develop your own organization based on suggestions in this manual, and we encourage you to look into your hearts and your own community for the most fitting name.



PREFACE



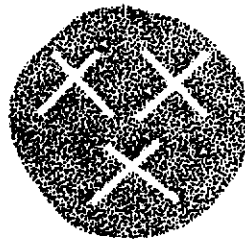
In spring of 1985, Sisters Of The Road Cafe in Portland, Oregon, submitted a novel proposal to the U.S. Department of Agriculture. The cafe proposed a pilot project allowing it to accept food stamps from homeless people as payment for prepared meals. For nearly two years, cafe staff and board worked with legislators and the U.S.D.A. with the goal of changing the federal food stamp law.

Inspired by the emphatic support of Senator Mark Hatfield and his staff, Congress amended the U.S. Food Stamp Act. The new law created the category of Homeless Meal Provider, and for the first time people other than seniors could use food stamps for the purchase of prepared meals.

The cafe has built upon its early food stamp program. Today, it is the largest Homeless Meal Provider in the nation.

In 1991, Sisters Of The Road Cafe once more applied to the U.S.D.A. This time, Sisters was granted funds to prepare a manual, so that other people and agencies throughout the United States could learn from Sisters' experience as a Homeless Meal Provider. The product is in your hands now.

We hope you enjoy reading about Sisters Of The Road Cafe, our mission, our history and our goals. Please feel free to contact us with questions or comments.



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DEDICATION

Peter Maurin, co-founder of the Catholic Worker movement, once wrote:

A personalist
is a go-giver, not a go-getter.
He tries to give what he has
and does not try to get
what the other fellow has.
He tries to be good to the other fellow.
He is altro-centered
not self-centered
He has a social doctrine
of the common good
through words and deeds.
He speaks through deeds
as well as words,
for he knows that deeds
speak louder than words.
Through words and deeds
he brings into existence
a common unity,
the common unity
of a community.

Sisters Of The Road Cafe tries daily to bring into existence that common unity. It is in this community of love that each of us becomes a person, where we freely and gratefully accept responsibility for one another.

In that spirit of community, we dedicate this manual to all the women and men who have participated in the work of Sisters Of The Road Cafe since our opening, November 7, 1979.

SISTERS OF THE ROAD CAFE MISSION STATEMENT

Sisters Of The Road Cafe exists to alleviate hunger in an atmosphere of non-violence and gentle personalism that nurtures the whole individual toward changes that will reach the root of his or her homelessness and poverty and end it forever.

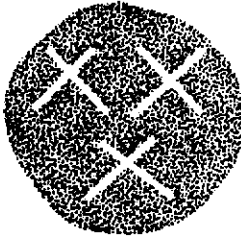


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TABLE OF CONTENTS



- I. WHAT IS SISTERS OF THE ROAD CAFE?
- II. HISTORY
- III. PHILOSOPHY
- IV. STARTING OUT
- V. PUTTING TOGETHER A BOARD
- VI. FOOD STAMP PROGRAM
- VII. THE CHARITABLE INSTITUTION FOOD PROGRAM
- VIII. THE COUPON PROGRAM: A RESPONSE TO PAN-HANDLING
- IX. HEALTH REQUIREMENTS
- X. DAY TO DAY TASKS
- XI. MENUS
- XII. INVENTORY
- XIII. CASH HANDLING AND RECORD KEEPING
- XIV. CHRONOLOGICAL LIST OF REPORTING REQUIREMENTS
- XV. A SAMPLE FILING SYSTEM
- XVI. PERSONNEL AND EMPLOYMENT TRAINING
- XVII. MEN'S AND WOMEN'S GROUPS
- XVIII. VIERNES AND THE IMPORTANCE OF CULTURAL RELEVANCE
- XIX. FUNDRAISING AND VOLUNTEER SUPPORT
- XX. NON-VIOLENCE AT SISTERS OF THE ROAD CAFE

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I. WHAT IS SISTERS OF THE ROAD CAFE?

Sisters Of The Road Cafe is a multi-faceted non-profit organization that was started primarily to serve food with dignity to residents of the Burnside Community. Over 14 years, its functions have grown and its capacity has more than doubled.

FOOD WITH DIGNITY

I love the place. I like to stop here partly because I know people will be on their best behavior. I don't know which I need more, the food or the atmosphere.

-A Sisters customer

Sisters Of The Road Cafe is a restaurant that serves healthy, affordable meals five days a week. It is located in Portland's "Skid Road" neighborhood, and its primary customers are residents of single room occupancy hotels, and people who live in shelters, on the streets and in camps under bridges and freeways.

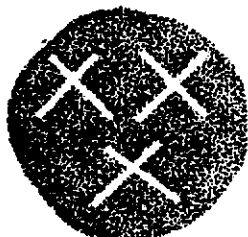
For an average of \$1.25 a meal, a person receives a healthy serving of beans, rice and cornbread with a beverage, or the daily special ranging from spaghetti to chicken a la king. Once a week, the cafe celebrates Viernes, the Spanish name for Friday, by serving Mexican food and doing special outreach to Spanish-speaking neighborhood residents.

Sisters Of The Road Cafe is not a soup kitchen nor a place for free handouts. It is, however, geared to serve those with little or no money. For that reason, Sisters accepts payment in these ways:

- o Cash
- o Barter: an exchange of work in return for meals;
- o Food stamps; and
- o Meal Coupons. (Sisters' supporters purchase coupons good for meals at the cafe.)

Individuals who don't have \$1.25 or a food stamp and can't exchange their labor because of health issues or parenting responsibilities may eat for free.

Each month, Sisters Of The Road Cafe serves about 4500 meals to approximately 2600 people.



About one-fifth of the cafe's monthly budget comes from meal sales made either in cash or in food stamps. The food stamps received by a nonprofit Homeless Meal Provider cannot be redeemed for money at a bank, as commercial grocery stores do, but many food vendors accept food stamps in exchange for wholesale and retail purchases.

The rest of Sisters' funds come from individual donations, fund-raising events, foundations, corporate grants and government contracts.

JOB TRAINING

The restaurant business is labor intensive. Food preparation, ordering, waiting and bussing tables, cleanup and administration all require a great deal of time by people who are committed to doing the job accurately, thoroughly and in a manner consistent with the business' philosophy.

Most of the daily tasks at Sisters are accomplished by job trainees. These positions include the cooks, dishwashers and wait staff. People with little or no restaurant experience are employed by the cafe in "trainee" positions.

For many, job training opportunities at Sisters are a way to re-establish a working routine and self-respect after a period of financial instability, substance abuse, mental health problems or simply an extended period of unemployment. Sisters can be a way back to self-respect, a meaningful job, a home of one's own.

For many at Sisters, a 40-hour a week job is out of the question. For reasons of physical or emotional health, some people cannot hold full-time jobs in today's business world. For these people, Sisters provides a supportive environment, an ability to work with dignity and a sense of self-sufficiency that can be found in few other situations.

WOMEN'S AND MEN'S GROUPS

One of the original goals of Sisters' founders was to create a safe, wholesome place for women living in the Burnside Community. For the first few months of Sisters' existence,

a rocking chair sat near the kitchen as a symbol of safety for women living in often frightening circumstances.

Today, the rocking chair is gone. In its place is neighborhood recognition of Sisters as a place of peace, security, open discussion, support, advice and help.

Volunteer facilitators hold weekly women's groups at Sisters, groups that have been meeting for more than five years. The participants change, some leave for a while and come back, but the tradition of the women's group is a permanent one.

When a student intern worked at Sisters, he started a men's group. The informal gathering offered men the opportunity to explore emotions, conflicts and questions in a way that was uniquely male and uniquely safe. Sisters hopes to restart this group when a facilitator, either an intern or a volunteer, is available.

A DOOR TO HOPE

In a 1988 document, the organization's then-director deForest Walker wrote of Sisters:

"We anticipate reaching homeless people who are not familiar with existing available resources, as well as "service resistant" individuals who do not view the Cafe as a traditional "agency." We will not be duplicating existing services; rather, we will be promoting the maximized use of available community resources."

Because of its long-standing presence in Burnside, the Portland community recognizes that Sisters comes into contact with many people who can benefit from special assistance. So when a federal agency finds itself with a surplus of baby formula, Sisters gets the call and has the ability to distribute the formula to people who need it.

Sisters also maintains Spanish and English bulletin boards with information about health care, housing, emergency services, employment training and a variety of other services.

Sisters' employees recognize a family in distress, an individual who has stopped taking her medicine, a man in failing health. But Sisters is not a place for a formal "intervention." Instead, a Sisters employee may ask a mother's permission to assist with a fussy baby, or mention that the cafe has a supply of disposable diapers.

No one who works at Sisters has a monopoly on the truth. Information, tools for survival and sustenance go back and forth between staff and customers. Employees don't push help on people who aren't ready to ask for assistance. They simply provide information for whenever that individual may be prepared to seek help.



II. HISTORY

SKID ROAD

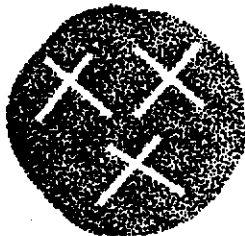
In January, 1980, I wrote that Sisters Of The Road Cafe is about many things. We are about good food at little cost and dignity to all persons.

We are about small beginnings and radical (go to the roots) change. In a world intoxicated with death, we are about life. In a neighborhood where the will to survive is so strong, we are about hope.

If I were to add to that now, I would include three truths: Dorothy Day, co-founder of the Catholic Worker, often quoted St. Vincent de Paul: "It is only by feeling your love that the poor will forgive you for the gifts of bread." So Sisters is not about helping hungry and homeless people, we are about creating community with them. We are about not being immune to our common woundedness.

And we are also about mistakes, all of them you can make in fourteen years time, and the places you can go for having taken a lesson from them.

-Genny Nelson



Portland's Burnside Community has a history as long and as rich as the city itself. After the city's first downtown dock was completed in 1852, the Burnside neighborhood adjacent to the river evolved to accommodate the recreational needs of sailors.

Over the years, Burnside became the gathering place for loggers down from the hills, shepherders in from the country, and anyone just passing through on a freight train, a boat or a wagon. At one time, the neighborhood immediately north of Burnside was predominantly Asian, populated by Chinese rail workers and their families. Today, glimpses of the old China Town remain in the many neighborhood groceries, restaurants and gift shops.

Burnside was known as the Bowery for many years. According to a book on Portland place names, "The street's reputation was so opprobrious that it became almost impossible for any respectable business firm with an address on "Burnside Street" to be taken seriously. In 1935, property owners petitioned to have the street's name changed..."

The Burnside Community remained a center for working men's entertainment, but also became a gathering place for the chronically down and out and those who shunned the more conventional world of home, family and work. Concurrently, Burnside became the site of the soup kitchens, the ministries, the social service agencies. Casual labor offices, through which a man could find a day's work on a farm or in a warehouse, were a key part of the community.

Even when gentrification and downtown revitalization threatened the existence of single room occupancy buildings and large shelters, Burnside maintained its place as the boulevard of broken dreams. Despite the intense pressures from urban renewal, Burnside remained home to the homeless, a distinct neighborhood within a burgeoning commercial district.

A CHANGING COMMUNITY

By the late 1970s, the nature of the Burnside community began to change. In some ways it became tougher. The male residents of skid road were a younger generation. Many were angry, many were ill. All were poor.

During the 70s, Vietnam veterans came home to the states. None had a hero's welcome, and all came back to political confusion and hostility. Many brought home their addictions, others began abusing drugs and alcohol in an attempt to feel comfortable in their native country. And many became permanent residents of neighborhoods like Burnside.

The move to free mentally ill people from institutions released hundreds of individuals who were not capable of maintaining full-time jobs and homes. Many gravitated to the single-room occupancy housing in the Burnside area, where they could survive on social security disability checks. Others spent their days on the streets and their nights in shelters.

The result was an influx of people that strained the community's resources, with problems that were beyond the experience of many case workers. And more women were on the streets as well, caught up in the disarray of "deinstitutionalization."

WOMEN ON BURNSIDE

Social shifts in the 60s and 70s were another reason that more women were appearing on Burnside. The traditional American picture of the family was changing. Males were leaving more and more women with full responsibilities for child support as well as child raising. In other cases, women themselves were making the choice for independence or single parenthood. In both instances, poverty was too frequently the result.

"Domestic violence" was gaining society's attention, and for the first time in U.S. history women were seeking their own solutions. When the world gave women permission to deal with their abusive situations, the result was a new subset of the homeless -- women and children fleeing

abusive homes. Special shelters were just opening, providing refuge for a fraction of the battered women in America.

The female transients who had always been present, though barely visible, on Skid Road were a part of the Burnside community as well. Women who were unable to, or simply chose not to, live in the mainstream looked to the rails, the hobos and the shelters for friendship and camaraderie.

While the winos and transients were a major part of the Burnside community, Burnside in the 70s was at once harsher and more diverse than it had been traditionally. Clearly, gaps were appearing in the conventional social service network.

For a brief time in the late 70s, two rooms in a social service agency were called, "Boxcar Bertha's." Named after a remarkable woman who rode the rails and lived on Skid Roads throughout America, Boxcar Bertha's was designed as a safe place for women who lived on the streets.

In 1979, Genny Nelson and Sandy Gooch were social service workers paid from a CETA (Comprehensive Employment and Training Act) grant to Burnside Projects, which housed Boxcar Bertha's. Working with the women who came through the center, Nelson and Gooch learned a lot about the community. They learned, primarily, that women don't feel safe in a neighborhood like Burnside, a neighborhood not set up to address their needs, where many residents did not believe women belonged, in a city in which they felt invisible, and in a fundamentally sexist culture.

They learned that virtually every woman who passed through Boxcar Bertha's had first-hand experience with violence: they had been raped, molested, harassed or physically threatened. They felt that no place was completely safe – not the shelters, not the streets, not even the restrooms.

Out of that experience, Nelson and Gooch determined to create one public place in the Burnside neighborhood that would assure safety to all.

FOOD WITH DIGNITY

Of all Nelson's experiences in Burnside, one stands out as the single catalyst leading to creation of Sisters Of The Road Cafe.

One morning, she stood in line with Burnside residents waiting for a meal in a local soup kitchen. The morning was cold, the wait was long. Once inside, the sermon was lethally boring and irrelevant to the listeners.

And the breakfast was old ice cream.

Here's how Genny Nelson described it:

"I walked through the mission door with Bill and we sat on an empty church pew. I saw a lot of familiar faces but not much visible praying. Folks were talking and sleeping and reading newspapers when suddenly we were all asked, 'Who hasn't had coffee?'

"Bill cried: 'Raise your hand and be counted.' For giving 'thanks' you get free coffee. So we all moved to the front of the room, past the alter and the Jesus tattooed on a rug. We were shown our seats and asked to wait before we ate, because the preacher was getting ready to speak. I was humbled and embarrassed as he quoted from the Bible because everyone here is accustomed to this "old time" routine, but for coffee and ice cream at seven in the morning it was really hard to believe. We all sat at the tables with this AM relief and what followed went kind of like this:

"Bob said he thought it tasted like sand, Fred (who rarely ever speaks) mentioned he couldn't tell the flavor, the mission stiff hollered it was strawberry, and the preacher just said it won't hurt you."

For many Burnside neighborhood residents, breakfast was the sermon a la mode at the mission -- or nothing. To Genny Nelson and Sandy Gooch, these were not acceptable alternatives.

Nelson and Gooch believed that individuals need and deserve healthy, wholesome food. They also believe that

food should not be used to coerce, but that food is a way to introduce people to other services that may be available to them.

And fundamentally, they were committed to the idea that people deserve the opportunity to obtain a meal with dignity, rather than with shame.

The founders of Sisters Of The Road Cafe conceived of a restaurant where wholesome meals would be affordable to very low-income people, and that those who lacked the price of a meal could trade work for food. Even those with no training or education would be able to work for the price of a meal.

THE NAME

Sisters Of The Road is the name that women transients called themselves. These were the women who rode the rails, performed manual labor jobs throughout the nation, learned to protect themselves physically and emotionally, and on rare occasions were able to speak the truth about life on the road.

The symbol of three x-s in a circle is the hobo symbol for good food and hospitality. Sisters Of The Road Cafe, by adopting this logo and name, celebrates the strength and wisdom of an exceptional set of women. It also acknowledges that these sisters too needed a place of peace, shelter and safety during their travels.

THE BEGINNING

In 1979, Nelson and Gooch entered into an agreement with the Society of St. Vincent de Paul, a Burnside neighborhood service provider.

At the time, St. Vincent's operated a "meals on heels" program, a variation on the popular "Meals on Wheels" services for seniors. The "Meals on Heels" center prepared meals that were delivered by volunteers to about 70 neighborhood residents. Because all the shut-ins were in close proximity to the kitchen, volunteers walked, rather than drove, their routes.

St. Vincent's Ozanam House and Kitchen, Inc. was located at 133 NW Sixth Avenue, in the heart of Portland's Skid Road. Gooch and Nelson agreed to arrange for preparation of the "Meals on Heels" food during the weekend in exchange for use of the storefront during the week. Sisters Of The Road Cafe started out in a space that accommodated 22 people, and it served meals three days a week from noon to 7 p.m.

Most meals cost \$1.25. From the beginning, people were able to purchase meals by paying cash or by working in the cafe. A barter system helped people collect food credits in return for clean-up work after the cafe closed in the evenings. The barter system continues as a critical element in the way Sisters Of The Road Cafe operates. It is one of the most important keys to the concept of "food with dignity," and one of the major ways that Sisters distinguishes itself from other community-based organizations.

In the cafe's early days, Sisters Of The Road Cafe was authorized to accept food stamps from senior citizens and disabled persons and their spouses in exchange for meals. It was another seven years before the law governing the Food Stamp Program was further broadened so that the cafe was able to accept food stamps from homeless Burnside residents as well.

ORGANIZATION

Sisters Of The Road Cafe operated originally as a cooperative. Anyone who contributed labor to the cafe was eligible to join the coop and participate in decision-making.

Gooch and Nelson, both single parents, received salaries that were roughly equivalent to their CETA salaries from the Boxcar Bertha program. The group struggled to create a benefit package that would provide living wages without requiring cutbacks in services. They experimented with regular wages and stipends based on need.

EVOLUTION

In 1983, the cafe recognized it had outgrown its original space -- the St. Vincent's kitchen -- and the cooperative

planned a move across the Willamette River into the space of a major social service provider. But re-evaluation and good luck intervened when a neighboring storefront became available. The existing cafe space was remodelled and expanded. As a result, Sisters Of The Road Cafe has 50 seats, more than double its previous service capacity.

By 1985, Sisters Of The Road Cafe was ready to re-evaluate its organization. According to Nelson, who has been with the organization in several roles since its inception, Sisters faced a crossroads. The original cooperative structure was no longer responsive, flexible and organized enough to respond to a growing agency facing constant challenges.

A long debate occurred between groups representing divergent points of view. The question was, should Sisters adopt a more conventional board structure, or should leadership be turned over to people who live in the Burnside community?

The resolution was a combination of the two. The manager at the time felt that it would be difficult to find the full range of skills necessary to run a non-profit cafe among the people living in the neighborhood. On the other hand, the residents had insights and talents that would be essential to the organization's continued success.

The result was creation of a traditional non-profit board whose membership represented both the neighborhood and the larger Portland community. The people who had volunteered time and effort since the cafe's beginning remained active on the board. One of the key elements in creating the board structure was to guarantee that the people actually doing the work -- staff, work trainees and barter participants -- would have input into the decision-making process.

TODAY: A CAFE AND MORE

Today, the cafe is open five days a week, providing special Monday breakfasts and celebrating the Hispanic community weekly with special "Viernes" meals (the Spanish word for Friday).

In 1994, Sisters Of The Road Cafe is recognized throughout Portland as a unique and extraordinary resource for the downtown community. The cafe's founders accomplished their goal of creating a safe refuge for a diverse group of people within the Burnside neighborhood. They were also successful in setting up an excellent nutritional program that offers, in addition to good food, the opportunity to work for meals as well as job training and education.

Most importantly, Sisters Of The Road Cafe is recognized as a place that welcomes differences and diversity while encouraging understanding and compassion. Violence is not tolerated in any form -- that means physical violence as well as the emotional and psychic violence of sexism, racism and verbal abuse.

At the same time, doors at Sisters are never completely closed to anyone. People know that Sisters will continue to be a resource for them should they so choose, and that the cafe will always be a place where they can find food and respite, without judgment. People may be asked to leave temporarily and to stay away until they change their behavior, but they can always come back.

Today, Sisters Of The Road Cafe provides shelter from the storm of violence, hatred and abuse that is too much a part of the Burnside Community. It is a place of hospitality and dignity, a resource for education and assistance, and a source of hope. Without Sisters Of The Road Cafe, Portland's Skid Road would be a much more despairing place.

III. THE FOUNDATION: PHILOSOPHY BEHIND SISTERS OF THE ROAD CAFE

*When Eulean died in the
spring, and we buried her
ashes at her favorite place on
the waterfront, I knew I had
lost a good and special friend.
And I came to understand
that the only real difference
between us was about that
fine line we all walked — she
crossed over now and again.*

-Genny Nelson

THE CATHOLIC WORKER MOVEMENT

During the depression, perhaps the only point in America's history when bread lines were more common than they are today, a young journalist named Dorothy Day met Peter Maurin. Maurin was an itinerant worker, a Catholic mystic and a philosopher committed to a just, healthy society.

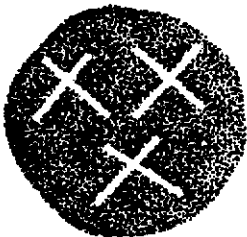
Day had divided her life between New York's literary society and the gamut of leftists -- Communists, socialists, anarcho-syndicalists and Wobblies -- that represented radical thinking in the twenties. At the birth of her daughter she became a convert to Catholicism, looking for a way to apply her spirituality to her social consciousness.

When Day met Maurin, she found a way to meld the two dominant themes in her life. Almost immediately Day, Maurin and friends began to publish the *Catholic Worker*, a newspaper that gained support from churches and readers throughout the nation and across the globe.

Maurin's philosophy was founded on "personalism," the understanding that it is an individual's responsibility to care for others. The "state," or government, cannot and should not accomplish this, and can only be expected to intervene at times of massive calamity, like earthquake or floods.

According to Day's book, *The Long Loneliness*, Peter Maurin said, "We are our brother's keeper, and the unit of society is the family; ... we must have a sense of personal responsibility to take care of our own, and our neighbor, at a personal sacrifice ... Charity is personal. Charity is Love."

One of the key elements of Catholic Worker philosophy is "hospitality." Day and Maurin were responsible for creating a series of "hospitality houses" across the nation, generally located in the poorest areas of major cities, where food and shelter were available to anyone who needed the



assistance. Many of the men and women who found their way to hospitality houses became advocates for the Catholic Worker movement, and many were able to contribute to the cause by selling newspapers or in other ways adding labor to community projects.

The other key principle behind Catholic Worker philosophy is nonviolence -- a consistent and unrelenting nonviolence that is applicable in all situations. Daniel Berrigan wrote of Dorothy Day, "What held me in thrall was an absolutely stunning consistency. No to all killing. Invasions, incursions, excusing causes, call of the blood, summons to the bloody flag, casuistic body counts, just wars, necessary wars, religious wars, needful wars, holy wars -- into the fury of the murderous crosswinds went her simple word: no."

The Catholic Worker movement endures to this day, embodied in communities throughout the nation, including the Sisters Of The Road Cafe. It is a movement typified by inclusiveness, where the poorest, weakest and least healthy are invited in to participate in their own liberation.

The simple "no" of non-violence resonates throughout Catholic Worker houses today, and certainly no less at Sisters Of The Road Cafe. It is the essence of safety, where no violent words or actions are tolerated and continuing education represents the best hope for a healthier community.

The movement is not only one of priests and advocates teaching about spirituality and its application to the world. It is about learning from each other, from the poorest and those least able to care for themselves. It is about enduring and unconditional love and mutual support.

HOSPITALITY AT SISTERS

Most people living in today's society are comfortable with the thought that the government is responsible for the poor, the sick, the elderly. We are taught to believe that our taxes, our social security program, disability and other programs were established to take care of all societal needs.

But another reason is that it's not easy to work with -- or even think about -- "the needy." They seem too different. Our own fear and confusion interfere with our humanity.

In fact, for most middle class people it isn't easy to be around poor people. But the concept of personalism charges us with recognizing the humanity in each of us, and reaching out personally to make a connection.

Peter Maurin wrote of a society where it is "easier to be good." The Sisters Of The Road Cafe is based on the principle that all people are good, but that under many circumstances it's difficult to display that goodness. All people are essentially "whole," but our society too often treats people as if they are impaired; in essence, they are not good enough.

The goal of the Sisters Of The Road Cafe is, like Maurin's, to create a place where it is easier to be good. At Sisters, it is not necessary to be violent, because violence isn't tolerated. It isn't necessary to be hateful, because it is so easy to be loving. It isn't necessary to prove yourself, because each person who enters is met with a smile, a first-name greeting, and an invitation to eat.

At Sisters, it is easy to have dignity and to feel a sense of accomplishment. With few exceptions, Sisters is not a place for handouts. It's a place where anyone who is able can work for a meal. People with little work history, or those who are unable to hold down forty-hour a week jobs can gain job training, earn some money and become "part of something" bigger than themselves.

To many people, the problems we confront are overwhelming...simply too large to try to tackle. And as our society moves increasingly into extremes -- the very rich and the very poor -- the psychological gap increases. It is fueled by mutual fear and misunderstanding. A goal of gentle personalism is to help us overcome those fears and those gaps, allowing us to take responsibility for each other.

NON-VIOLENCE

Non-violence is one of the driving tenet's of the Sisters Of The Road Cafe. It means drawing the line at what type of behavior is acceptable within the cafe, and it means learning to stop violence in a non-violent way. It means confronting violence with love and respect to promote the safety and well-being of all.

NO RACISM, SEXISM ALLOWED

The Burnside Community is one of the most diverse neighborhoods in Portland. It is populated by whites, African-Americans, Native Americans, Hispanics and Asians. As with all sectors of society, racial slurs and jokes are commonplace. And in a neighborhood where violence is never far from the surface, racial tensions can erupt into brawls.

At Sisters, no racism is tolerated. Employees are encouraged to comment on racial remarks and ask the customer to stop using such language. The multi-racial work force is prepared to educate people about the fallacies and dangers of racial slurs.

In the same way, neither sexist remarks nor sexist actions are tolerated.

Part of the Sisters philosophy is that big changes don't occur overnight. No one expects that one conversation will change an entire lifetime of attitudes. However, the people at Sisters do believe that tiny changes accrue over time, and that the more such concepts are reinforced the more change will ultimately occur.

It is a philosophy of realism, but again it is based on the resonance of the word "no" that Dorothy Day and her friends created as the basis of their philosophy. "No" racism, sexism or violence is permitted within the cafe's walls. The answer is a consistent "no" to violence.

PERSONALISM

One of the most unique characteristics of the Sisters Of The Road Cafe is its independence from bureaucracies and governments. While some of the cafe's income comes from meal purchases, most comes from individual contributions, along with some support from foundations, churches and the occasional government grant.

Sisters has largely stayed away from the major funding sources for anti-poverty agencies: federal anti-poverty funds; United Way; state contracts to social service providers. Instead, the organization has depended on program-generated income, foundation support, individual contributors and synagogue and church-based support to keep going during the last 14 years.

The concept of personalism has enabled Sisters Of The Road to stick to its original goals and pursue a philosophically based program of hospitality, non-violence and provision of nutritional, affordable meals. Few other agencies can boast the same record after 14 years on Skid Road.

A QUALITY CAFE

Sisters' founders had a motivating belief that drives the cafe's operations. They, and those who followed them -- have acted on the assumption that Sisters Of The Road Cafe will always exist as the best coffee house in town, even after hunger and homelessness have been eradicated.

The cafe's staff and board embrace the notion that a society can change when people begin to make changes in their daily life. They believe that such changes can and do occur. Sisters Of The Road Cafe will exist as a tribute to our collective humanity after the present calamities of poverty are passed.

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IV. STARTING OUT

*There have been many times
when this was the only place
I could get a filling meal in
exchange for work. Thanks.*

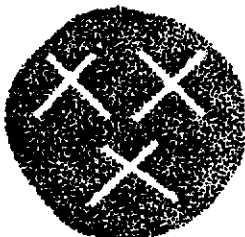
-A Sisters customer

As with any other product or service, the key to success is knowing your market. Before you set up shop in a community, make sure you know **who** you are serving and **what it is they want**. Providing a product that's not needed or in a way that can't be used is worse than providing nothing at all.

Unless you have worked closely with many people in the neighborhood, you'll probably want to do some market research. Spend some time asking questions of people who live and work in the area, other meal providers, service agencies and anyone you know who has some facts and insights about the community. Focus particularly on the people you expect to be serving.

Some questions to ask are:

1. Where are people living: are they homeless, in camps, in shelters, in single room occupancy hotels, boarding houses? Do they have access to cooking facilities?
2. What financial resources do people in the area have? None, public assistance, disability, social security, part-time jobs? How much money do each of these sources provide?
3. How many seniors live in the area?
4. How many families with children?
5. How many receive food stamps? What's the dollar value that a person receives in food stamps each month? How many qualify as elderly, disabled or homeless, so that they are eligible to use their food stamps for prepared meals?
6. What other organizations offer services to low-income and homeless people? In particular, how many offer food and how do these programs operate? (You should try out existing food services.)
7. How safe do people feel in your neighborhood?



8. What kind of job training opportunities are available, and to whom?

Once you've learned the answers to questions like these, you can begin to design your cafe and the type of things that will happen within it. This research can help you decide what your priorities are.

For example: Are there many older people living in the area? Are they served by meals on wheels or other programs that provide low-cost or free meals to seniors?

If you find that many seniors might use your restaurant, you may want to make certain adjustments. For example, you might want to design hours specifically for older people, many of whom wake early and are used to eating meals earlier.

Do families with young children stay in shelters or camps in the neighborhood? If so, you may want to design a facility with a special play area for children, as well as providing information relevant to children and parents.

In a for-profit restaurant, the act of answering these questions would be called creation of a business plan. You indeed may want to create a formal business plan that will help you clarify your goals and expectations, as well as providing a valuable document to provide to potential funders, lease-holders and board members. The business plan will help you keep your goals visible while you make individual decisions, and can remind you who you are trying to serve and how.

BUILD BRIDGES

A cafe based on the Sisters model will automatically be different from any other facility in your area. It's philosophy -- of being primarily an excellent cafe that will outlive the problems of poverty -- precludes it.

However, from the beginning you will want to make sure your organization is seen as providing a complementary service to existing agencies. If you are perceived as a competitor, you may inadvertently increase the ever-present tensions that lie between social service agencies struggling over diminishing dollars.

Be sure to build bridges from the beginning, and make cooperation a primary consideration in your start-up effort.

SETTING PRICES

The most important piece of information you'll want to know is average income of neighborhood residents. This will help you set food prices that are affordable to people both on fixed incomes and to seniors, disabled people and the homeless, all of whom can use food stamps in certain restaurants (see chapter on food stamps).

At Sisters, most meals cost \$1.25 or one \$1 food stamp (in accordance with U.S.D.A. regulations for Homeless Meal Providers, Sisters does not give money in change for food stamps). At this rate, most people can eat two meals a day at Sisters Of The Road Cafe and have some food stamps left over. People on disability and other types of public assistance can generally afford nutritious meals regularly at Sisters as well.

It's important to do research because food stamp allocations, general assistance, aid to dependent families and other income support allocations vary from region to region and from state to state. Equally, costs of doing business -- rent, utilities, food costs -- can be quite different from city to city, even within the same state.

EXPERTISE

Sisters Of The Road Cafe started out with a faith and determination based on philosophy and a sense of urgency that came from living and working in the Burnside Community. It did not start out with a lot of restaurant experience or organizational strength.

In retrospect, these would have helped a great deal. As Genny Nelson said, it was months before they learned about "guest checks." Originally, every meal order was accounted for on scrap paper.

It was only through a myriad of mistakes and both painful and joyous attention to the subsequent lessons that the cafe's organizational structures have evolved into a well-organized and reliable set of systems.

Clearly, most non-profits operate on a "make do" system. However, if you have the potential to plan ahead in ways that Sisters Of The Road Cafe did not, try to build a set of resources that will help you take care of the business end of your enterprise.

You may want to find appropriate people to sit on your board, or you may find a network of professionals who will help you on a pro bono or reduced fee basis. How you proceed will be determined by your decisions with respect to board composition and the board's role in working with and for the organization.

Some types of assistance you will want, at least in the beginning stages, are:

Restaurant experience. By 1979, co-founder Sandy Gooch had worked in restaurants, and although limited in experience, she was by far the most knowledgeable member of the Sisters cooperative when it came to running a food service. She provided the in-house restaurant expertise.

Moving into an operating kitchen, Sisters Of The Road Cafe was able to begin serving food and rapidly became a popular meal spot for the Burnside community. Learning occurred on the job, and today Sisters' management has a great deal of expertise about running a restaurant -- and they're still learning.

If you are starting a non-profit cafe, however, it's in your best interests to learn as much as you can about running a restaurant. Some ways to go about this are:

- o Contact a local community college, federally funded Small Business Development Center, or other small business support group for information about restaurant maintenance. If funds are available, send staff to classes in restaurant management, cooking, bookkeeping, etc.
- o Local libraries contain information about small business management and restaurant operations. (A partial bibliography of publication is included in this chapter).

o Recruit volunteer help. Find an experienced restaurateur to serve on your board, or ask for pro bono help on an as needed basis. People love to be asked advice. Look to your immediate neighborhood for help. Local merchants and restaurant owners would probably appreciate the chance to alleviate pan-handling and other problems associated with homelessness that impact their businesses. Contact the local trade association of restaurant owners.

o Contact local schools, hospitals and other organizations that serve large numbers of meals. Many of the recipes that Sisters Of The Road Cafe relies on were provided by the food service for the Portland Public Schools.

Remember that when you ask for advice from people in the private sector, they will have a different perspective on the business of restaurants. You will want to filter the information through your own perspective, your organization's goals and values. Be prepared to disregard some advice if it doesn't fit your philosophy. At the same time, listen carefully to what information can be helpful to you. Don't forget that your organization will be accountable to your customers, your vendors and your employees. You owe it to them to stay in business and stay solvent.

Bookkeeping and accounting. Sisters Of The Road Cafe has survived as well as it has primarily because of two guardian angels. Genny Nelson's mother, Beverly, took over Sisters' books when the organization was in its infancy. Without the system that Beverly put in place and her fastidious attention to detail and follow-through, it is unlikely that Sisters could have survived.

Melvin Ussing is a certified public accountant who, for many years, provided pro bono services to Sisters Of The Road Cafe. Today, he charges Sisters with the understanding that he will be paid only after the employees, the vendors and the rent have been taken care of. Mel prepares all documents for the IRS and the state, helping Sisters maintain its tax exempt status and guaranteeing that all necessary paper work is complete and accurate.

The importance of this type of expertise can't be overstated. Sisters has a myriad of reporting requirements, from yearly tax statements and corporate reports to monthly records of food stamps, withholding tax for employees, and many, many more. Fiscal irresponsibility has been the demise of too many non-profits. It is essential that someone set up a good system of record-keeping, someone make sure that daily, weekly, monthly and yearly accounting takes place accurately and precisely, and that all paper work be relayed to the appropriate authorities.

Regular reports to the board, based on sound accounting principles, can keep the directors apprised regularly of the agency's fiscal stability and can serve as early warnings of any potential problems.

To guarantee the fiscal responsibility of an organization:

- o Make sure at least some board members are interested in the organization's finances, and that they are willing to take the time each month to study the financial printout. You may want to ask a CPA or a business person to serve as treasurer and be responsible for this area, to alert the rest of the board about any financial issues.

Board members should not rely on the executive director or other paid staff to bring financial problems to their attention. They must always take the initiative in this area. One good reason for this is that there are some circumstances under which the board members are personally liable for financial problems.

- o A board member should work with the CPA or whoever prepares the monthly statements to guarantee that those reports are useful to and understandable by other board members. Most board members (and staff, as well) are unfamiliar with financial spreadsheets. If these are too complicated or don't make sense, the board will tend to disregard them, which can be disastrous.

Management. Many non-profit executive directors are highly skilled in all aspects of management, from filing to personnel. However, the start-up of a non-profit cafe may require organizational and management skills beyond those of many experienced directors. If such is the case, you may look for help in setting up and implementing management systems. Some projects will include:

- o Creating a filing system. (See the chapter on Filing for the index of Sisters' filing system. It is a numerical system, designed to expand as necessary.)
- o Creating job descriptions and a management structure.
- o Creating a personnel policy.
- o Establishing a reporting system for all government reports.
- o Creating planning procedures.
- o Designing a budget, providing regular updates and projections, etc.

Many communities have organizations that provide technical assistance for new nonprofits. A great deal of this information is available from books and other publications. You may want to ask an experienced manager or director to serve on your board or to provide pro-bono consultation for the first year or so of operations.

Legal. While having an attorney on the board is not essential, there are times when legal advice is very important. Sisters Of The Road Cafe has benefitted from the pro-bono services of an attorney who provides assistance to the board and the executive director on an as-needed basis. Some issues that need legal input are:

- o The decision of what type of tax exempt status to obtain. Various categories require and allow agencies to do different things. Once you have identified your agency's goals, an attorney can help you determine which category you should apply for.
- o What activities you can and cannot pursue once you have obtained a tax-exempt status.
- o Liability issues

Fund-Raising. After 12 years of operation, Sisters Of The Road Cafe hired a part-time development manager. For most of those 12 years, fund-raising was handled by the executive director and board members on an ad-hoc basis.

In starting out, you will want to make sure that one or more of your board members both **likes** to raise money and is **experienced** at it. Most non-profit staff members find that maintaining the day to day tasks is more than enough to keep them busy. Furthermore, the people who have the skills to run a cafe and provide other services are often not the same people who are skilled at development and fund-raising.

APPLYING FOR TAX EXEMPT STATUS

Any organization wishing to obtain private donations or grant funds will want to apply to become certified as a tax-exempt corporation. This requires completion of a lengthy application to the Internal Revenue Service.

As one can imagine, the government doesn't make it easy to apply for such status. Therefore, consider the following points.

- o Look for professional help in filling out the application. An attorney or an accountant who works with non-profits may write up some or all of the application for you. As mentioned earlier, many consultants work on a profit or non-profit basis helping other non-profits, and they can be particularly helpful at this stage.
- o Leave plenty of time. Don't imagine that you can write up the application in January and be certified by March. The procedure is a lengthy one, and the IRS almost always sends back the application to have one or more questions clarified before the application is accepted.
- o You must apply with both the state and federal government for tax exempt status.

Once you have been granted non-profit status, **BE SURE TO KEEP TRACK OF THE ORIGINAL CERTIFICATE**, and always keep available several copies made from the original. You will be asked for a copy of the certificate when you apply to become a Homeless Meal Provider. It is not unusual for donors to ask for a copy of this certificate, and you may be asked by other agencies to prove your status. Some agencies have lost track of theirs, and it creates unnecessary problems that you can avoid.

BIBLIOGRAPHY

A visit to a local Small Business Development Center provided suggestions for many helpful resources. Some books you might want to look at are:

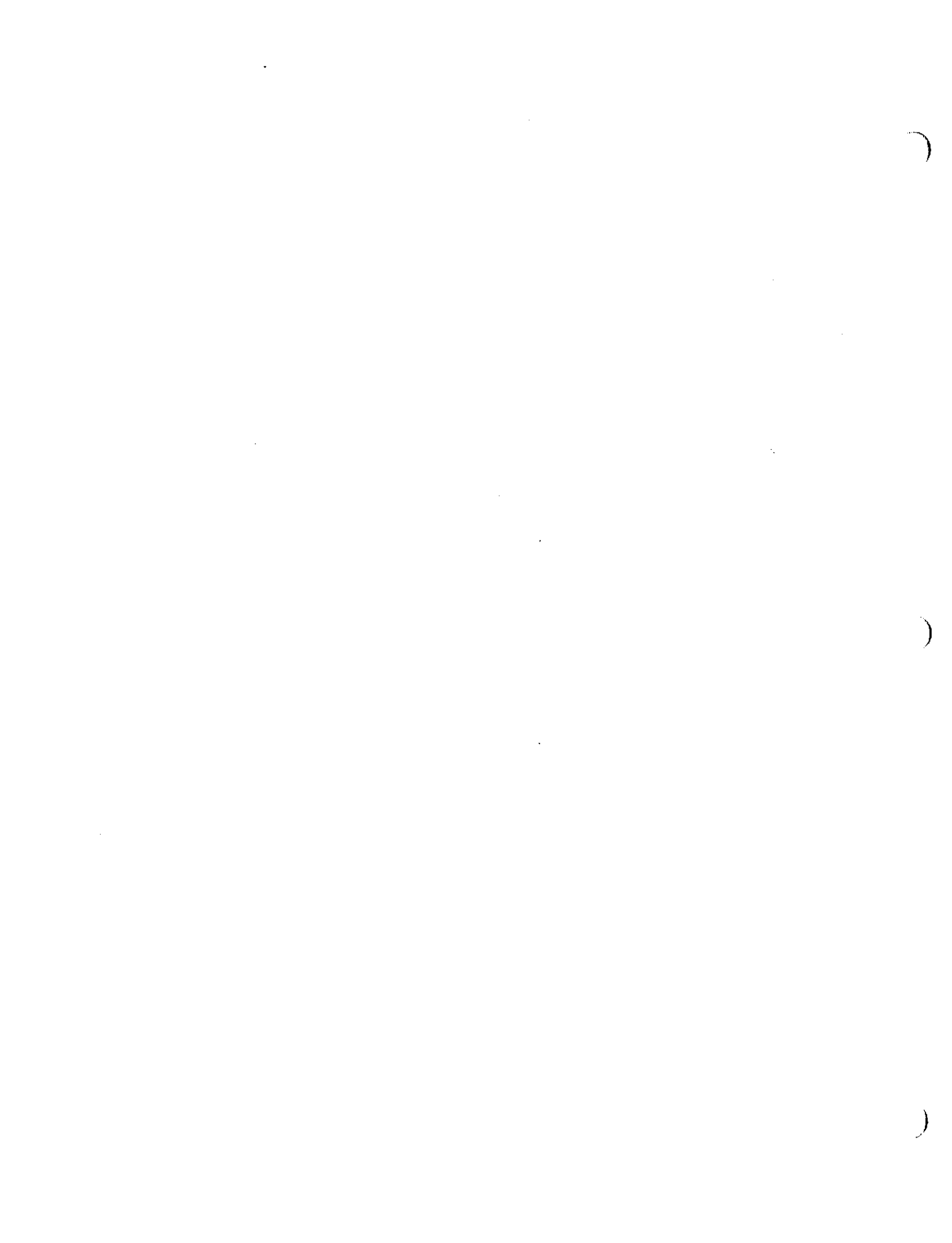
- o **The Restaurant Book**, Richard Ware and James Rudnick.
- o **Efficient Accounting and Recordkeeping**, Dennis M. Doyle.
- o An organization called the "Entrepreneur Group" has published a large set of books that could be titled loosely, "everything you ever wanted to know about running a small business." Their book on restaurant start-up and management is quite thorough. It's worth just looking through this book to become aware of the many details you might never think of on your own.

Separate chapters are devoted to site selection, layout, leasing, equipment ("More than Pots and Pans"), inventory, personnel, regulation of wage and hours, working conditions, record-keeping and taxes, legal requirements and "failure factors."

While some issues will obviously be irrelevant to a non-profit, much of the nuts and bolts material will be applicable to your restaurant.

These books are quite expensive, but they are available in libraries around the country. If you cannot find them in the public library, contact the federal Small Business Administration Office or Small Business Development Center in your community.

For more information about Entrepreneur Group publications, write Entrepreneur Group, 2392 Morse Avenue, Irvine, California, 92714, or call at (714) 261-2325.



V. PUTTING TOGETHER A BOARD

"I need you, and I need your help. But don't forget, you need me, too."

*Burnside resident
at a social service agency
meeting*

As in any other task, the key to putting together a functioning board is knowing specifically what ends you want accomplished. When you have a core group of people pulled together to work either as staff or as the central team of a board of directors, it's time to create a vision statement and specific expectations for board members. Only at that point should people be invited to join the board.

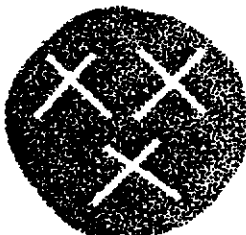
The creation of a board of directors came relatively late in Sisters' life. The cafe started out as a cooperative, and anyone who shared in the work was able to participate in the decision-making. Sisters had a collective management style, emphasizing consensus and shared responsibility. When Sisters moved to its present system, with a board of directors, a single executive director and paid staff, the challenge was to maintain community and staff involvement in decision-making.

At Sisters Of The Road Cafe, the boards goals are two-fold: one, to run the best cafe possible, and two, to shepherd the concepts of hospitality, non-violence and empowerment on which the cafe was founded.

In selecting new board members, the core group must be able to state explicitly what the organization's goals are and identify tasks necessary to complete those goals. The prospective board member must, therefore, be both totally informed about the group's goals and totally committed to them.

Sisters' board members are asked to spend time at the restaurant before joining the board to become familiar with the day-to-day duties and operations. Additionally, they are encouraged to attend non-violence training sessions and other educational opportunities that promote the cafe's philosophical foundations.

Recently, Sisters Of The Road developed an extensive board orientation packet that clearly outlines the responsibilities of new board members. The purpose of this packet is to make sure that people understand the type of commitment they are making, and to prevent



misunderstandings that may lead to a person dropping off the board because expectations haven't been met.

WORKINGS OF THE BOARD

A basic principle for putting together a non-profit board of directors is to convene people with three attributes: wealth, wisdom and work. In an organization like Sisters, which to a great extent has avoided dependence upon government funding and which operates on a shoestring with minimal staff, all three are essential.

WEALTH

Clearly, in terms of keeping the doors open, fund-raising is the central charge of most boards. It isn't necessary to have wealthy people sit on the board, but it is necessary to have people who know how to ask for money. However, it is often easier for people **with** money to ask others for it. And they are more likely to know other potential donors well.

In addition to board members, an extensive network of other supporters assist in fund-raising. In particular, staff and board members work with volunteers on specific events for the purpose of raising money. Several such events have become very successful yearly activities.

WISDOM

This category includes people who know many things -- facts, laws, accounting, restaurants, how to pull strings and who to contact for help. A board may include experts willing to provide pro bono services as described in the **Starting Out** section. However, if you can find professionals to help you at little or no charge, you may want to reserve your board spots for other types of expertise.

It will always be important to have someone on your board who **likes budgets**, someone who is willing to work with the accountant or bookkeeper to make sure that information is passed along in an understandable way. Even more important is for one or more board members to examine the numbers closely every month, to guarantee that the

organization is spending within its budget, paying the appropriate withholding taxes, meeting projected revenues and otherwise staying the fiscal course.

Other types of expertise are helpful. For example, if you will be receiving government funding you will want board members who are experienced and familiar with the appropriate government agencies. In some circumstances, elected officials may be prohibited from serving on non-profit boards. If it's allowable, you may want to invite such a person to sit on your board. If it is prohibited, you might involve elected officials in an advisory capacity, such as on an advisory board or an ad hoc committee.

A writer, graphic artist or public relations professional can be invaluable in advising on and creating promotional and fund-raising strategies. Business people whose businesses have in-house advertising staffs or print shops can be very helpful.

There's another type of wisdom that is extremely important, and it is too often overlooked in board recruitment. That is the insider's wisdom bringing the customer (or client's) perspective to the organization.

When Sisters was founded, community participation was central to operations. As a cooperative, Sisters invited its customers to participate in the decision-making.

After the organization changed structure, no Burnside residents sat on the board for many years. For a short time, a former job trainee served on the board. One of Sisters' long-time goals is to recreate that customer participation that was so vital to the organization's early success. However, as discussed in later sections, finding low income board members and encouraging them to participate fully on an ongoing basis is a challenge that requires commitment and time.

While any board should strive for cultural and racial diversity, it is important to have economic diversity as well. It is difficult to offer useful services to low-income people if the only available perspective is a middle-class one.

WORKERS

"Workers" also applies to many of the people described above, but it clearly goes farther.

Workers are the people who organize the bake sales, who make the calls for auction item donations, who staff phone trees and phone-a-thons. Over the years, many Sisters' board members have volunteered their time washing dishes, busing tables and performing basic restaurant tasks. They also staff countless committees, take minutes, and perform tasks that in larger organizations are performed by staff.

Because Sisters Of The Road Cafe is a restaurant, its capacity to handle paper work is very small relative to most other organizations. At Sisters, board members have developed a solid, hands-on relationship with their own staffing needs and with the cafe's work. They know that to become a board member means assuming regular responsibilities and tasks to a degree unusual in most non-profit boards.

DIVERSITY

The temptation in creating a board is to go for the "high end": the wealthiest, best-connected people you can find. While this is an excellent strategy for fund-raising, it can leave some very critical gaps in other necessary board functions.

For one thing, in many North American communities, the wealthiest and most visible are all white. In Portland, except for organizations that deal specifically with minority issues, non-profit boards are overwhelmingly white in composition. The result is a board that lacks cultural depth and awareness, as well as shutting out the individual potential of many other people who don't happen to fit the "white, middle-class" mold.

Sisters Of The Road Cafe is located in the most culturally integrated community in Portland. Residents are fairly evenly divided among white, African-American and hispanic, with a significant number of Native Americans and new Asian immigrants. Sisters' goal is to have each

major ethnic group represented on the board. As stated above, whenever possible, boards of directors should follow the old community action model -- inviting low-income people to become members. The result of a fully-integrated board composition is a livelier, more fulfilling experience for the board members and creation of better policies for the organization.

TRAINING

One problem that many non-profits face -- at all stages of development -- is the prospective board member's lack of understanding about board responsibility. Many people enter the board with various, or few, expectations. To avoid misunderstanding, it is essential that each person's roles and responsibilities be explained fully and clearly.

A truly diverse board will naturally include people with varied interests. When a new board member comes on, his or her preferences, strengths and interests should be weighed and assignments for committee work and volunteer tasks should be given accordingly. An individualized analysis of board activity will keep people active and involved in support of your organization.

Low-income people are less likely to have board experience than other members. They also may lack experience with some of the traditionally "white-collar" board procedures and functions. These circumstances can be barriers to full board participation.

To minimize the many potential problems and misunderstandings experienced by new board members, Sisters Of The Road Cafe recommends three levels of instruction. First, one-on-one discussion with the prospective board member before the individual accepts the position; two, preparation of an easily understood document outlining goals and expectations; and three, assignment of a "buddy" system, so that experienced board members are responsible for training new members about procedures, protocol and projects.

WORKING WITH STAFF

When Sisters changed from a cooperative structure to a board format, the participants were particularly concerned about one aspect of the transition. They wanted to guarantee that employees would not be shut out of the decision-making process.

This issue remains one of the toughest for Sisters board and staff. By its nature, a board is forced to focus on the financial end of an agency's operations. This sometimes means that the employees must advocate for their own needs or their perception of customers' needs in opposition to what the board perceives as its fiscal responsibilities.

There is probably no ultimate solution to this. But the key is for the board to commit to listening with an open heart and an open mind to the staff's issues, knowing that the employees are working in good faith at all times.

Whenever possible, board members should participate in retreats and trainings alongside employees. Furthermore, it is critical that board members experience the cafe, in all its hectic, pressured intensity, so that their decisions are based firmly in the day-to-day reality of the restaurant.

KEEPING ON TRACK

The real challenge in board membership is to keep the organization's long-term goals in mind. It is tempting to do things the easy way, the way things have always been done and to avoid self-criticism. In this way, agencies lose sight of their goals and their real customers.

When an angry woman told a Burnside agency, "don't forget, you need me, too," she reminded everyone that programs like Sisters exist to serve the community. Sometimes, both board and staff need a reminder like that.

Sisters doesn't have an absolute solution to this problem. But there are some ideas that they know will help. The primary one is to make sure that board members spend as much time in the cafe as possible. This contact will help them understand the daily operations and get to know the customers, their lifestyles and their stories.

ACKNOWLEDGEMENTS

Sisters Of The Road board members recently spent a day with full-time staff at the cafe and a professional facilitator. Many decisions were made and conclusions reached.

One of the most important realizations that occurred on that day was the fact that nobody receives enough acknowledgement.

Both staff and board members must learn to acknowledge the work and commitment the board performs. These volunteers give up long hours, usually on evenings and weekends, to make sure that the organization is pursuing its mission, providing services, making payroll and otherwise meeting its obligations.

Board members can get discouraged thinking about the interminable tasks of fund-raising, hiring staff and looking for ways to make things work better. They deserve thanks and recognition from the staff. But as importantly, they need to acknowledge their own accomplishments and thank each other for the work they have done.

At the retreat, board members agreed that future board meetings would begin with the members discussing the tasks they have completed since the last meeting, so that the emphasis is not as much on "here's all the work before us," but, "look what we've done so far."

In the same way, staff deserves and needs acknowledgements. Full-time staff at Sisters put in many unpaid hours every week. They take on tasks that are outside their job descriptions and fill in as needed whenever the cafe is short-handed, which is often. Staff members must be careful to recognize their own accomplishments and the work of each other. Board recognition of this work is also very important.

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VI. FOOD STAMP PROGRAM

This is an institution of good cause for a large community, offering hope and optimism, not the drudgery of welfare degradation.

-A Sisters customer

One of the most innovative aspects of Sisters Of The Road Cafe is its food stamp program. While non-profit agencies have long been able to accept food stamps from senior citizens and disabled people, only in 1986 did Congress authorize non-profits to accept food stamps from homeless people. Sisters Of The Road Cafe was the first in the nation to become a Homeless Meal Provider under the Food Stamp Program, and to date Sisters runs one of the country's most successful programs.

For years, many people were concerned that food stamps provided only limited benefit to homeless people who had no means to store, preserve or prepare food. In the mid-1980s, Kurt Liska, who was Sisters' executive director, worked closely with Senator Mark Hatfield's office to urge new legislation allowing non-profit facilities to serve hot prepared meals to homeless people in exchange for food stamps.

Today, Sisters accepts an average \$850 in food stamps from several hundred people each month.

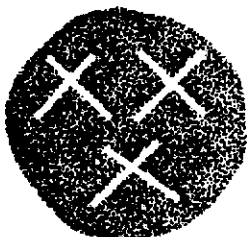
APPLICATION PROCEDURE

To accept food stamps — either from seniors, disabled or homeless people — a cafe must get authorization from the U.S. Department of Agriculture's Food and Nutrition Service (FNS). The FNS also will require a letter of approval from the state agency that is responsible for administering the food stamp program.

You may enter the process through either agency, recognizing that you will be asked to contact **both** in the early stages.

The following steps describe the straightforward procedures for obtaining approval.

1. Contact the nearest USDA FNS field office for an application. A sample application is included in this chapter along with a list of FNS regional offices. The regional office can direct you to your nearest FNS field office.



2. Prepare proof of tax exempt status.
3. Obtain a letter from the state food stamp agency certifying that your non-profit has met state criteria to accept food stamps.
4. Complete the application for FNS and submit it, along with the documentation described above.
5. Expect an on-site authorization visit from FNS, at which time a food program specialist will inspect your facility and meet with staff to discuss the Homeless Meal Provider section of the Food Stamp Act and the regulations applying to that law.

SOME BASICS

The following guidelines apply to Sisters Of The Road Cafe during 1994. These regulations are subject to change as new laws and regulations are adopted.

For this reason, it is important that a non-profit accepted as a Homeless Meal Provider pay close attention to information coming from FNS and maintain a good working relationship with the FNS food program specialist responsible for your program. FNS staff is very conscientious about providing up-to-date information to restaurants — and restaurant staff must be equally conscientious about following new regulations.

1. Under the Homeless Meal Provider provision, an agency can accept food stamps only from homeless individuals unless the agency also is approved to accept stamps from seniors or disabled people and their spouses. (For the Food Stamp Program, seniors are anyone aged 60 or above.)

At the time of this writing, Oregon's food stamp identification cards do not indicate that a person is homeless. Staff of the non-profit restaurant must ask a person if he or she is homeless. If that person says "yes," the restaurant staffers are required to accept that person's statement as valid and provide a meal in exchange for food stamps.

If that person attends the restaurant regularly, it is not necessary to ask the question repeatedly.

However, federal regulations are changing, and soon homeless people will be issued specially-stamped ID cards. If this occurs, the staff will be required to look at the ID card before accepting food stamps, unless that patron is known to them.

2. Do not accept loose \$5 or \$10 food stamps. Make sure that the person removes the coupons from the book in front of restaurant staff. USDA can impose substantial fines for accepting loose coupons of these denominations. However, loose \$1 coupons are acceptable.

3. You cannot give cash in change for food stamps, although grocery stores and commercial restaurants may provide up to 99 cents in cash change. For that reason, Sisters Of The Road Cafe rounds off the prices it charges for food stamp recipients to the nearest dollar.

4. You cannot charge more than the cost of purchased food for food stamp recipients, although the regulations do not prohibit you from rounding your prices up to the nearest dollar amount. If you have included the cost of rent, utilities and staff in figuring out your basic menu prices, you must create a separate set of prices for people paying with food stamps. In the cases of most non-profits this will be unnecessary, as you probably will be charging less than the costs of the purchased food used in each meal.

5. A non-profit restaurant receiving food stamps as a Homeless Meal Provider cannot take food stamps to the bank in exchange for money. The restaurant can use food stamps to pay for food at both a wholesaler and a retailer. By contrast, grocery stores can cash in the food stamps they take in at most regular banks, or use them with authorized wholesalers.

The Homeless Meal Provider will be issued an authorization card that will prove to the food retailer or wholesaler that the food stamps have been obtained legally. This certificate enables the vendors to accept loose food stamps.

A non-profit restaurant should know which wholesalers and retailers have products that the restaurant will need and who also accept food stamps. Be prepared to provide a list of these businesses before submitting your application to FNS.

Food stamp regulations may be changing with respect to your use of food stamps. Currently, agencies that accept food stamps from seniors and disabled people can redeem stamps for cash at the bank. New regulations allowing for-profit restaurants to accept stamps from homeless people will also let those restaurants redeem coupons for money. Be sure to clarify this issue when applying to be a Homeless Meal Provider.

6. Each month, the Homeless Meal Provider must submit a Food Stamp Redemption certificate that reports:

The dollar amount of food stamps taken in, in one, five and ten dollar denominations, and:

A list of retailers and wholesalers that were paid by food stamps from the Homeless Meal Provider and the dollar values of how much each received.

These reports are due around the first of each month.

Chapter XIII, Cash Handling and Record Keeping, contains recommendations on daily handling of food stamps.

THE MOVE TO AUTOMATION

State agencies around the country are experimenting with an electronic system for food stamps and other public assistance programs. Pennsylvania has been operating a pilot project in Reading in which food stamp recipients are issued a magnetic-stripe card, instead of paper coupons. Maryland, which already serves 150,000 households -- more than a third of a million people -- using the EBT (Electronic Benefit Transfer) is implementing the system statewide.

EBT cards are like credit cards (or more precisely, a bank debit card), and the receiving merchant runs the card

through a scanner-like device, registering a debit against the food stamp participant's account.

This system is designed to reduce the mis-use of food stamps, protect the low-income person against theft and simplify record keeping for the merchant. Participants in the Pennsylvania program reported that they preferred using a card to actual food stamps, because the card is more convenient and also less identifiable as "public assistance," so they are able to avoid the stigma associated with food stamp use.

At this stage, some questions remain about the impact of this system on both food stamp participants and non-profit agencies.

For example, the agency accepting food stamps may need to install electronic equipment to "read" the patron's food stamp card. An alternative is to fill in a voucher form and make a phone call for verification of each food stamp purchase. The first option may be expensive, the second, cumbersome.

If you are considering becoming a Homeless Meal Provider, you will want to monitor the actions of Congress and the USDA with respect to this new system. Find out if your state's food stamp agency is planning to use the EBT system. This planning process can take up to two years and involves considerable community input. You will want to follow these discussions closely.

U.S. DEPARTMENT OF AGRICULTURE
FOOD AND NUTRITION SERVICE
MEAL SERVICE

APPLICATION FOR AUTHORIZATION TO PARTICIPATE IN THE FOOD STAMP PROGRAM FOR COMMUNAL DINING FACILITIES, DRUG ADDICTION OR ALCOHOLIC TREATMENT AND REHABILITATION PROGRAM, MEAL DELIVERY SERVICES, AND GROUP LIVING ARRANGEMENTS

(FNS Instr. 741-9)

FOR USDA USE ONLY

AUTHORIZATION NO.	DATE AUTHORIZED
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PROJECT AREA

INSTRUCTIONS: Items 1 through 14, 23 and 24 must be completed by all applicants. For the sponsored program indicated in item 1 applicants must complete the following item(s), as indicated:

	Communal Dining Facility	Drug Addiction Treatment and Rehabilitation Program	Alcoholic Treatment and Rehabilitation Program	Group Living Arrangement	Meal Delivery Service
Items	15, 16	15, 17, 19	15, 18, 19	15, 20, 21, 22	16

1. TYPE OF PROGRAM SPONSORED ("X" applicable box)

<input type="checkbox"/> PUBLIC OR PRIVATE NONPROFIT COMMUNAL DINING FACILITY (NP)	<input type="checkbox"/> DRUG ADDICTION TREATMENT AND REHABILITATION (DT)
<input type="checkbox"/> PRIVATE COMMUNAL DINING FACILITY (RESTAURANT) (RE)	<input type="checkbox"/> PUBLIC OR PRIVATE NONPROFIT MEAL DELIVERY SERVICE (MD)
<input type="checkbox"/> ALCOHOLIC TREATMENT AND REHABILITATION (AT)	<input type="checkbox"/> PRIVATE MEAL DELIVERY SERVICE (RESTAURANT) (PD)
<input type="checkbox"/> GROUP LIVING ARRANGEMENT (GL)	

2. NAME OF MEAL SERVICE

3. NAME AND MAILING ADDRESS OF KITCHEN FROM WHICH MEALS ARE SERVED (Include ZIP)

4. TYPE OF KITCHEN

PRIVATE
 NON PROFIT
 COMMERCIAL

6. NAME AND MAILING ADDRESS OF SPONSORING AGENCY (Include ZIP)

5. COUNTY OR CITY

7. NAME, TITLE, AND ADDRESS OF PERSON RESPONSIBLE FOR OPERATION OF MEAL SERVICE

9. DAYS MEALS ARE SERVED ("X" those applicable)

MON. TUES. WED.
 THUR. FRI.
 SAT. SUN.

10. MEALS SERVED ("X" those applicable)

BREAKFAST LUNCH
 DINNER

8. TELEPHONE NO.

11. HAS PERSON NAMED IN ITEM 7 ABOVE OR PERSON SIGNING THIS APPLICATION PREVIOUSLY OWNED OR OPERATED ANOTHER FIRM FOR WHICH APPLICATION TO PARTICIPATE IN THE FOOD STAMP PROGRAM WAS SUBMITTED?

YES NO (If YES, give name and address of firm and when application was submitted)

12. IS SPONSOR CURRENTLY EXEMPT FROM FEDERAL INCOME TAX UNDER INTERNAL REVENUE SERVICE CODE?

YES NO

13. MONTHLY CHARGE PER CUSTOMER?

YES NO
If YES, amount of monthly charge \$

14. AVERAGE MONTHLY SALES OF MEAL SERVICE

\$

15. NAME AND MAILING ADDRESS OF SITE WHERE MEALS ARE SERVED (Include ZIP)

16. IS MEAL SERVICE A PRIVATE ESTABLISHMENT UNDER CONTRACT WITH A STATE OR LOCAL AGENCY TO PROVIDE MEALS PREPARED ESPECIALLY FOR ELDERLY PERSONS OR SBI RECIPIENTS AND SOLD AT CONCESSIONAL PRICES?

YES NO

17. IS SPONSOR PRESENTLY CERTIFIED BY THE STATE AS PROVIDING TREATMENT THAT CAN LEAD TO THE REHABILITATION OF DRUG ADDICTS AS SPECIFIED IN THE "DRUG ABUSE OFFICE AND TREATMENT ACT OF 1972"?

YES NO

18. IS SPONSOR PRESENTLY CERTIFIED BY THE STATE AS PROVIDING TREATMENT THAT CAN LEAD TO THE REHABILITATION OF ALCOHOLICS AS SPECIFIED IN THE "COMPREHENSIVE ALCOHOLISM PREVENTION, TREATMENT AND REHABILITATION ACT OF 1970"?

YES NO

19. IS THE TREATMENT AND REHABILITATION PROGRAM CONDUCTED BY AN ORGANIZATION OR INSTITUTION THAT IS PRIVATE NONPROFIT?

YES NO

20. IS THE GROUP LIVING ARRANGEMENT FACILITY FOR BLIND AND/OR DISABLED RECIPIENTS OF BENEFITS UNDER TITLE II OR TITLE XVI OF THE SOCIAL SECURITY ACT PRESENTLY CERTIFIED BY THE STATE UNDER REGULATIONS ISSUED UNDER SECTION 1618(e) OF THE SOCIAL SECURITY ACT?

YES NO

21. IS THE GROUP LIVING ARRANGEMENT FACILITY A PUBLIC OR PRIVATE NON-PROFIT ESTABLISHMENT?

YES NO

22. HOW MANY RESIDENTS DOES THE GROUP LIVING ARRANGEMENT FACILITY SERVE?

23. REMARKS AND/OR ADDITIONAL INFORMATION (If more space is needed, continue on reverse)

24. CERTIFICATION

My signature at the bottom of this form means the following:

- I am applying for authorization to take part in the Food Stamp Program.
- I have read and I understand the regulations that govern the program (Part 271, "General Information and Definitions," and Part 278, "Participation of Retail Food Stores, Wholesale Food Concerns, and Banks," 7 CFR.)
- My firm (including all employees) will comply with the Program regulations.
- I understand that the U.S. Department of Agriculture can revoke my authorization to participate for any violations by any of the firm's employees.
- As far as I know, the meal service qualifies as a "meal service" as defined in the Program regulations.
- My organization intends to serve (or, where applicable deliver) meals for those food stamp participants who are eligible to use the coupons for those meals.

- All the information in this application is true. I understand that any false information may mean that the Department of Agriculture will deny or withdraw approval to participate.
- I understand that approval to participate will be automatically withdrawn and assert that the meal service will immediately cease acceptance of food coupons upon loss of its Federal tax exempt status, or cancellation or expiration of its contract with the State or local agency, or loss of its State certification, as appropriate.
- I declare that (check one):
 - I am a member of the sponsoring agency and I have authority to contract for the meal service. OR
 - I have authority to contract for the private establishment.

DATE	TITLE	SIGNATURE
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10-79) Previous edition obsolete.

No participation may be authorized unless a complete application has been received (7 C.F.R. 278)

Reply to
Attn. of: WFS-200:FS-2-GEN | FS-6-1-GEN

NOV 07 1991

Subject: Administrative Notice 92-3
1. Proposed Rule to Implement 1990 Farm Bill Provisions Re:Authorization of
Retail Firms and Wholesale Food Concerns; 2. Final Rule Reinstating Certain
To: Homeless Provisions

All Western Region Food Stamp Program Coordinators

1: Attached is a proposed rule that implements certain Food Stamp Program (FSP) provisions of the Mickey Leland Memorial Domestic Hunger Relief Act (Title XVII, Public Law 101-624, enacted November 28, 1990, also referred to as the 1990 Farm Bill). The topics addressed by the rule are summarized below:

- > Farm Bill section 1713 -- Restaurants may contract with state agencies to feed homeless participants with specially marked ID cards for food coupons at reduced prices; return cash change up to 99 cents in a transaction; and redeem coupons through insured financial institutions, or through a wholesaler if no financial institution is available. The restaurants will not be required to accept voluntary contributions in lieu of the concessional price.
- > Farm Bill section 1733 -- The Food and Nutrition Service (FNS) may require full and complete periodic reauthorization of firms participating in the Food Stamp Program. This section also removes the annual limit on requesting information from a participating firm.
- > Farm Bill section 1734 -- No "co-located" wholesale/retail food store, the two parts of which share common facilities in close proximity, may be authorized unless FNS determines that the level of retail food business is substantial, i.e., at least half of total business activity, or if food stamp households would experience hardship if the concern were not authorized. Hardship is defined as recipients having difficulty in finding a store in which to purchase eligible items, not being able to purchase ethnic food items available only at the wholesale/retail store, or not being able to purchase food at unusually low prices offered only by the wholesale/retail store.

federal register

**Wednesday
March 11, 1987**

Part V

**Department of
Agriculture**

Food and Nutrition Service

**7 CFR Parts 271, 272, 273, 274, and 278
Food Stamp Program; Purchase of
Prepared Meals by Homeless Food
Stamp Recipients**

DEPARTMENT OF AGRICULTURE

Food and Nutrition Service

7 CFR Parts 271, 272, 273, 274, and 278

(Amendment No. 286)

Food Stamp Program: Purchase of Prepared Meals by Homeless Food Stamp Recipients

AGENCY: Food and Nutrition Service, USDA.

ACTION: Interim rule.

SUMMARY: This rulemaking implements the provisions of the Homeless Eligibility Clarification Act, Pub. L. No. 99-570, Title XI, 100 Stat. 3207-167 (1986) (hereinafter, "Pub. L. 99-570"). That law provides that effective not later than April 1, 1987, homeless food stamp recipients (including newly eligible residents of temporary shelters for the homeless) may use their food stamps to purchase prepared meals served by an authorized public or private nonprofit establishment, approved by an appropriate State or local agency, that feeds homeless persons.

DATES: Comments must be received by June 9, 1987. Homeless meal providers may submit applications for authorization to accept food stamps upon publication of this rule. All other provisions of this rule are effective on April 1, 1987. The provisions of this rule shall cease to be effective after September 30, 1990. No later than September 30, 1988, FNS will submit the reports to Congress mandated by Pub. L. 99-570, s11002(f)(2).

ADDRESS: Comments should be addressed to Ms. Patricia Warner, Food and Nutrition Service, Chief, Administration and Design Branch, 3101 Park Center Drive, Alexandria, Virginia 22302.

FOR FURTHER INFORMATION CONTACT: Questions regarding this rulemaking should be addressed to Ms. Patricia Warner at the above address or by telephone at (703) 756-3383.

SUPPLEMENTARY INFORMATION:

Executive Order 12291

This rule has been reviewed under Executive Order 12291 and Secretary's Memorandum No. 1512-1. The Department has classified this action as non-major. The effect of this action on the economy will be less than \$100 million, and it will have an insignificant effect on costs or prices. Competition, employment, investment, productivity, and innovation will remain unaffected. There will be no effect on the competition of United States-based

enterprises with foreign-based enterprises.

Executive Order 12372

The Food Stamp Program is listed in the Catalog of Federal Domestic Assistance under No. 10.551. For the reasons set forth in the Final Rule and related Notice to 7 CFR Part 3015, Subpart V (48 FR 29115), this program is excluded from the scope of Executive Order 12372 which requires intergovernmental consultation with State and local officials.

Public Participation

Pursuant to 5 U.S.C. 553(b)(A), public comment on this rulemaking prior to implementation is not required because this is an interpretive rule. In addition, the Administrator of the Food and Nutrition Service has determined that, pursuant to 5 U.S.C. 553(b)(B), public comment prior to implementation would be impracticable and contrary to the public interest; this rule is effective no later than April 1, 1987, because Pub. L. 99-570 mandates that effective date. However, because the Department believes that the administration of the rule may be improved and simplified by public comment, comments are solicited on this rule for 90 days. All comments received will be analyzed and any appropriate changes in the rule will be incorporated in the subsequent publication of a final rule. In addition, this rule will be effective less than 30 days following its publication, again, because it is an interpretive rule, and because of the statutorily mandated effective date. (See 5 U.S.C. 553(d)(2), (3)).

Regulatory Flexibility Act

This interim rule has also been reviewed with regard to the requirements of the Regulatory Flexibility Act of 1980 (5 U.S.C. 601 et seq.). Robert E. Leard, Administrator of the Food and Nutrition Service, has certified that this interim rule will not have a significant economic impact on a substantial number of small entities. State and local welfare agencies are affected to the extent they administer the program. Public or private nonprofit meal providers will be affected because of changes to allow them to accept food stamps in payment for meals served to homeless food stamp recipients. The rule will also affect retail food stores and wholesale food concerns which accept and redeem food stamps. Thus, while the rule may affect a substantial number of small entities, the effect on any one entity will not be significant.

Paperwork Reduction Act

The reporting and recordkeeping requirements contained in Part 278 of this rule which permit homeless meal providers to accept food stamps and to redeem such stamps through wholesale food concerns have been approved by the Office of Management and Budget (OMB) under the Paperwork Reduction Act. The OMB approval number for these requirements are 0584-0008 (§ 278.1(b) and (h), § 278.3(a)), and 0584-0005 (§ 278.4(c)).

Background

During the past several years, problems of the homeless have gained national attention. It is of concern to USDA and the Congress that many homeless persons who qualify for and receive food stamps may be unable to take maximum advantage of the available benefits.

Current Food Stamp Program rules generally prohibit the use of food stamp coupons for the purchase of hot foods or hot food products prepared for immediate consumption. Additionally, under current regulations, food stamp recipients are unable to use their food stamp benefits to purchase low-cost, nutritious, prepared meals from meal providers.

Given the operation of these current rules, and the fact that the homeless often have no cooking or storage facilities, their ability to obtain nutritious meals is limited.

In response to the concerns for and problems of the homeless, the Congress, through enactment of the Homeless Eligibility Clarification Act, further amended the Food Stamp Act of 1977, as amended, to provide that homeless food stamp recipients may voluntarily use their food stamps to purchase prepared meals served by a public or private nonprofit establishment, approved by an appropriate State or local agency, that feeds homeless persons.

Definitions (§ 271.2)

To implement the provisions of Pub. L. 99-570, this rulemaking adds definitions for "Homeless food stamp household", and "Homeless meal provider". In addition, the current definitions of "Eligible foods" and "Retail food store" are amended to include homeless meal providers.

Participation of Homeless Food Stamp Households (§§ 273.1, 273.11, 274.10)

Pub. L. 99-570 permits homeless food stamp households to use their food stamps, on a voluntary basis, to purchase prepared meals from authorized homeless meal providers

(§ 273.11(h)). Under current law, the homeless may be certified to receive food stamps if otherwise eligible. This includes rights to expedited service, if appropriate, and to use food stamps in authorized stores. This rulemaking is designed to implement the provisions of Pub. L. 99-570 which expand the ways in which the homeless may use their food stamps. Under the statute, a food stamp household shall be considered "homeless" if such household does not have a fixed mailing address or reside in a permanent dwelling (§ 271.2). Residents of temporary shelters for the homeless shall no longer be categorized as residents of institutions (§ 273.1(e)(5)).

State Agency Responsibilities (§ 272.9)

State agencies shall certify homeless food stamp applicants in accordance with applicable procedures.

To facilitate the changemaking process for homeless food stamp households and homeless meal providers, States may wish to consider the option of issuing all or a large part of the household's monthly allotment in \$1.00 coupons. States choosing to exercise this option should ensure that coupon inventories are adequate to meet this demand by ordering additional \$2 books as appropriate.

In general, the State food stamp agency would be an appropriate agency to approve establishments and shelters for the homeless, as provided in the statute. However, the State agency may identify a different State or local governmental agency, provided that the responsibilities of that agency are related to establishments and shelters that feed the homeless. Such an agency could be, for example, a State or local health authority responsible for licensing or inspecting establishments and shelters serving the homeless (§ 272.9).

The State or local agency responsible for approval of homeless establishments and shelters would grant approval to the establishment or shelter when it is satisfied that the establishment or shelter does in fact serve meals to the homeless. The approval requirement is not meant to impose any significant burden on the establishment or shelter or on the responsible State or local agency. For example, the responsible agency could reasonably determine that a single, on-site visit to the establishment or shelter would provide sufficient evidence that the establishment or shelter is serving meals to the homeless. The responsible agency could further determine that approval, once granted, could be continued without further inspections, unless it

receives evidence that the establishment or shelter is no longer serving meals to the homeless.

Implementation Dates (§§ 272.1, 278.9)

Upon publication of this rulemaking, homeless meal providers may submit applications for authorization to accept food stamps from homeless food stamp recipients. All other provisions of this rule will become effective April 1, 1987 (§§ 272.1(g)(85) (i) and (ii), 278.9(e)).

Recognizing that this implementation schedule may cause some difficulties with Quality Control (QC) reviews, for QC purposes only, we are allowing State agencies additional time to come into compliance with the provisions of this rule. For the period between publication and the first of the month following 30 days after publication, State QC reviews need not identify variances resulting solely from the State agency's implementation or non-implementation of this rule.

Participation of Homeless Meal Providers (§§ 271.2, 278.1, 278.2, 278.3, 278.4, 278.6)

For purposes of this rulemaking, the term "Homeless meal provider" shall mean public or private nonprofit establishments (e.g., soup kitchens, temporary shelters), approved by an appropriate State or local agency, that feed homeless food stamp households. The Homeless Eligibility Clarification Act adds a new provision applicable to homeless meal providers to Section 9 of the Food Stamp Act, which section addresses the approval of retailers. The new provision states that, in an area in which FNS, in consultation with the Department's Office of Inspector General, finds evidence that the authorization of a homeless meal provider would damage the Food Stamp Program's integrity, FNS shall limit the participation of that homeless meal provider, unless FNS determines that the establishment or shelter is the only one of its kind serving the area. When authorized by FNS, such establishments are considered retailers for purposes of the Food Stamp Program, and, except as provided for in this rule, must comply with the requirements applicable to retail food stores. Like other retailers, all homeless meal providers will be subject to disciplinary action for program violations, as provided in Section 12 of the Food Stamp Act, and will have the same rights of appeal, etc., as other retailers.

To be eligible for authorization to accept food stamps, a meal provider must meet the requirements set forth in § 278.1 (a), (b) and (h), and must serve meals that include food purchased by

the establishment. A meal provider serving only meals which consist wholly of donated foods will not be eligible for authorization. In addition, a meal provider must be approved by an appropriate State or local agency, as discussed below.

Only those food stamp households determined to be homeless shall be permitted to use food stamp benefits to purchase prepared meals served by authorized homeless meal providers. To ensure that the use of food stamps for prepared meals is restricted to homeless persons, homeless meal providers shall establish that person's right to use coupons to purchase meals (§ 278.2(1)).

Applicant meal providers shall be responsible for acquiring approval from an appropriate State or local agency prior to final approval of their applications. Written documentation of such approval must be provided to the FNS Officer-in-Charge.

Under Pub. L. 99-570, homeless meal providers may not redeem food stamps through financial institutions for cash. Meal providers will therefore be restricted to redeeming food stamps received from homeless persons through authorized wholesale food outlets and through authorized retail food stores for food only. Retail food stores will be permitted to accept detached (and undetached) coupons, in all denominations, from homeless meal providers (§§ 278.1(c), 278.2(c), 278.2(g), 278.3(a), 278.4(c)). Homeless meal providers redeeming coupons through retail food stores shall present their retailer authorization card as proof of their eligibility to redeem coupons through retail food stores (§ 278.2(h)). (Establishments redeeming coupons through wholesale food concerns will use the redemption certificate system already established.) Although current regulations prohibit the redemption of food stamps by retailers through other retailers, the Department recognizes that requiring meal providers to use coupons for the purchase of eligible food only from wholesalers could impose serious hardships on meal providers in areas with limited or in access to wholesale food concerns.

Pub. L. 99-570 amended the Food Stamp Act to provide that the use of food stamps to purchase meals from homeless meal providers would be voluntary of the part of food stamp recipients. Food stamp recipients must continue to be given the option of using cash if payment for a meal is required. In addition, if others have the option of eating free or making a monetary donation, homeless food stamp recipients must be given the same option

(eat free, or donate money or food stamps). The amount requested from homeless food stamp recipients using food stamps to purchase meals may not exceed the average cost to the homeless meal provider of the food contained in a meal served to the patrons of the meal provider. If a homeless recipient voluntarily pays more than the average cost of food contained in a meal served, such payment may be accepted by the meal provider. The statutory language, "average cost of the food contained in a meal served" Pub. L. 99-570, section 11002(a)(3) refers to direct costs, through purchases of food used in preparation of meals. It does not include the value of donated foods such as USDA-donated food or foods donated by private individuals or companies. It would also exclude the costs incurred by meal providers in the acquisition, storage, or preparation of the foods used in the meals. The legislative history confirms this interpretation. 132 Cong. Rec. S15347 (daily ed. October 6, 1986) (statements of Sen. Helms and Sen. Domenici). For purposes of this rule, "average cost" shall be determined by averaging costs over a period of up to one calendar month (§ 278.2(b)).

Under current rules, for stamp recipients using their food stamp benefits at authorized retailers receive change in amounts less than \$1.00 in cash. The legislative history shows Congressional intent that homeless food stamp recipients purchasing prepared meals would not receive cash change in any amount. (123 Cong. Rec., *supra*.) Moreover, requiring homeless meal providers to make cash change would not be practicable, because, unlike all other retailers, homeless meal providers may not redeem coupons for cash and may have no other source of cash to use in making change. Therefore, meal providers will be prohibited from providing cash change to homeless persons for food stamps received in exchange for prepared meals. In addition, FNS shall not approve the use of credit slip systems for purposes of providing change (§§ 274.10(i), 278.2(d)). Such systems are not used in the Food Stamp Program.

Homeless meal providers will not be permitted to serve as "Authorized Representatives" for homeless food stamp households (§ 273.1(f)(4)(iv)). Because of the transitory nature of most homeless food stamp households, and the meal pricing restrictions of Pub. L. 99-570, S.C. 11002(a)(3), the Department believes that permitting homeless meal providers to serve as authorized representatives would not be in the best interest of homeless recipients or the

Food Stamp Program, overall. To allow such providers to be authorized representatives would increase the potential for violation of provisions of the law which provide that the use of food stamps for prepared meals must be voluntary on the part of homeless food stamp households and that the amount requested of food stamp recipients by meal providers may not exceed the average cost of the food used in a meal served. The use of meal providers as authorized representatives would also impose additional accountability requirements on such meal providers who would be required to establish a fully documentable system for accounting for benefits used by a given person at any given point in time, and returning any unused portion of a person's allotment upon request. In addition, the use of homeless meal providers as authorized representatives could restrict homeless recipients to one source of food and could prevent such recipients from exercising a choice of where to purchase meals or other eligible foods from other sources.

Participation of Wholesale Food Concerns (§§ 278.1, 278.3)

Wholesale food concerns may be authorized to accept food stamps from one or more specified authorized meal providers in exchange for food (§ 278.3(a)). To be authorized to accept food stamps from homeless meal providers, a wholesaler must demonstrate to FNS that its services are required as a redemption outlet for each specified meal provider in the area in which it operates (§ 278.1(c)).

Redemption Process (§ 274.10)

This rulemaking will broaden the scope of Part 274 of the Food Stamp Regulations to specifically state that homeless food stamp recipients may use their benefits for prepared meals served by authorized homeless meal providers. (§ 274.10(e)(1)). In addition, Part 274 specifically prohibits the return of cash change or issuance of credit slips by homeless meal providers to homeless food stamp clients using coupons to purchase prepared meals (§ 274.10(f)).

Evaluation

Pub. L. 99-570 requires FNS to submit a report to both the House Committee on Agriculture and the Senate Committee on Agriculture, Nutrition, and Forestry, no later than September 30, 1988. The report must evaluate the program established by the homeless provisions of Pub. L. 99-570 (section 11002), and include any proposed legislative recommendations.

List of Subjects

7 CFR Part 271

Administrative practice and procedure, Food stamps, Grant programs—social programs.

7 CFR Part 272

Alaska, Civil rights, Food stamps, Grant programs—social programs, Reporting and recordkeeping requirements.

7 CFR Part 273

Administrative practice and procedure, Aliens, Claims, Food stamps, Fraud, Grant programs—social programs, Penalties, Reporting and recordkeeping requirements, Social security, Students.

7 CFR Part 274

Administrative practice and procedure, Food stamps, Grant programs—social programs, Reporting and recordkeeping requirements.

7 CFR Part 278

Administrative practice and procedure, Banks, banking, Claims, Food Stamps, Groceries—retail, Groceries, general line—wholesaler, Penalties.

Accordingly, 7 CFR Parts 271, 272, 273, 274, and 278 are amended as follows:

1. The authority citation for Parts 271, 272, 273, 274, and 278 continues to read as follows:

Authority: 7 U.S.C. 2011-2029.

PART 271—GENERAL INFORMATION AND DEFINITIONS

2. In § 271.2:

a. Definitions for "Homeless food stamp household", and "Homeless meal provider" are added in alphabetical order.

b. The definition of "Eligible foods" is amended by removing the word "and" before paragraph (7), replacing the period after (7) with "; and", and by adding a new paragraph (8).

c. The definition of "Retail food store" is amended by inserting "public or private nonprofit establishments, approved by an appropriate State or local agency, that feed homeless persons;" at the end of paragraph (2).

The additions read as follows:

§ 271.2 Definitions.

"Eligible foods" (8) in the case of homeless food stamp households, meals prepared for and served by an authorized public or private nonprofit establishment (e.g. soup kitchen, temporary shelter), approved by an

appropriate State or local agency, that feeds homeless persons.

"Homeless food stamp household" means an eligible food stamp household which has no fixed mailing address or does not reside in a permanent dwelling.

"Homeless meal provider" means a public or private nonprofit establishment (e.g. soup kitchen, temporary shelter), approved by an appropriate State or local agency as defined in § 278.1(h), that feeds homeless persons.

PART 272—REQUIREMENTS FOR PARTICIPATING STATE AGENCIES

3. In § 272.1, a new paragraph (g)(85) is added in numerical order to read as follows:

§ 272.1 General terms and conditions.

(g) Implementation . . .

(85) Amendment No. 286. (i) The provisions of Amendment No. 286 which permit homeless meal providers to apply for authorization to accept food stamps shall be effective March 11, 1987.

(ii) All other provisions of this amendment are effective April 1, 1987.

4. In Part 272, a new § 272.9 is added to read as follows:

§ 272.9 Approval of homeless meal providers.

The State food stamp agency, or another appropriate State or local governmental agency identified by the State food stamp agency, shall approve establishments and shelters serving the homeless upon sufficient evidence, as determined by the agency, that the establishment or shelter does in fact serve meals to homeless persons. Where the State food stamp agency identifies another appropriate State or local agency for the purpose of approving establishments or shelters serving the homeless, the State food stamp agency will remain responsible for insuring that the provisions of the preceding sentence are effectively carried out.

PART 273—CERTIFICATION OF ELIGIBLE HOUSEHOLDS

5. In § 273.1:

- a. A new paragraph (e)(5) is added.
 - b. A new paragraph (f)(4)(iv) is added.
- The additions read as follows:

§ 273.1 Household concept.

- (e) Residents of Institutions . . .
- (5) Residents of public or private nonprofit shelters for homeless persons.

(f) Authorized Representatives.

(4) . . .

(iv) Homeless meal providers, as defined in § 271.2, may not act as authorized representatives for homeless food stamp recipients.

6. In § 273.11, paragraphs (h), (i), and (j) are redesignated as paragraphs (i), (j), and (k), respectively, and a new paragraph (h) is added to read as follows:

§ 273.11 Action on households with special circumstances.

(h) Homeless food stamp households. Homeless food stamp households shall be permitted to use their food stamp benefits to purchase prepared meals from homeless meal providers authorized by FNS under § 278.1(h).

PART 274—ISSUANCE AND USE OF FOOD COUPONS

7. In § 274.10:

a. Paragraphs (e), (f), (g), and (h) are redesignated (f), (g), (h), and (i), respectively, and a new paragraph (e) is added.

b. Newly redesignated paragraph (i) is amended by adding a new sentence at the end of the paragraph.

The additions read as follows:

§ 274.10 Use or redemption of coupons by eligible households.

(e) Homeless food stamp households. Homeless food stamp households may use their food stamp benefits to purchase prepared meals from authorized homeless meal providers.

(i) . . . However, in the case of homeless food stamp households, neither cash change nor credit slips shall be returned for coupons used for the purchase of prepared meals from authorized homeless meal providers. Such meal providers may use uncanceled and unmarked \$1 coupons which were previously accepted for meals served to food stamp recipients when change is required for \$5 and \$10 coupons.

PART 278—PARTICIPATION OF RETAIL FOOD STORES, WHOLESALE FOOD CONCERNS AND INSURED FINANCIAL INSTITUTIONS

8. In section 278.1:

a. Paragraph (c) is amended by removing the word "or" from the end of (c)(4), by redesignating (c)(5) as (c)(6) and adding a new (c)(5).

b. Paragraphs (h) through (q) are redesignated as paragraphs (i) through (r), respectively, and a new paragraph (h) is added.

The revisions and additions are as follows:

§ 278.1 Approval of retail food stores and wholesale food concerns.

(c) Wholesalers. . . (5) for one or more specified authorized homeless meal providers, or . . .

(h) Homeless Meal Providers. FNS shall authorize as retail food stores, those homeless meal providers which apply and qualify for authorization to accept food stamps from homeless food stamp recipients. Such meal providers must be public or private nonprofit organizations as defined by the Internal Revenue Service (I.R.C. 501(c)(3)), must serve meals that include food purchased by the meal provider, must meet the requirements of paragraphs (a) and (b) of this section, and must be approved by an appropriate State or local agency, pursuant to § 272.9.

Homeless meal providers shall be responsible for obtaining approval from an appropriate State or local agency and shall provide written documentation of such approval to FNS prior to approval of the meal provider's application for authorization. (If such approval is subsequently withdrawn, FNS authorization shall be withdrawn). Homeless meal providers serving meals which consist wholly of donated foods shall not be eligible for authorization. In an area in which FNS, in consultation with the Department's Office of Inspector General, finds evidence that the authorization of a homeless meal provider would damage the Food Stamp Program's integrity, FNS shall limit the participation of that homeless meal provider, unless FNS determines that the establishment or shelter is the only one of its kind serving the area.

9. In § 278.2:

a. Paragraph (a) is amended by adding the phrase, "except that homeless meal providers may redeem coupons for eligible food through authorized retail food stores" before the period of the last sentence of the paragraph.

b. Paragraph (b) is amended by adding six new sentences between the second and third sentences of the paragraph.

c. Paragraph (c) is amended by adding a new sentence before the last sentence of the paragraph.

d. Paragraph (d) is amended by adding a new sentence following the second sentence of the paragraph.

e. Paragraph (g) is amended by adding a new sentence between the third and fourth sentences of the paragraph.

f. The last sentence of paragraph (g) is amended by removing the word "and" after "group living arrangements", and by adding the phrase "and, homeless meal providers for homeless food stamp households" after the word "children".

g. Paragraph (h) is amended by adding a new sentence to the end of the paragraph.

h. A new paragraph (i) is added.

§ 278.2 Participation of retail food stores.

(b) *Equal treatment for coupon customers.* . . . However, homeless meal providers may only request voluntary use of food stamps from homeless food stamp recipients and may not request such households using food stamps to pay more than the average cost of the food purchased by the homeless meal provider contained in a meal served to the patrons of the meal service. For purposes of this section, "average cost" is determined by averaging food costs over a period of up to one calendar month. Voluntary payments by food stamp recipients in excess of such costs may be accepted by the meal providers. The value of donated foods from any source shall not be considered in determining the amount to be requested from food stamp recipients. All indirect costs, such as those incurred in the acquisition, storage, or preparation of the foods used in meals shall also be excluded. In addition, if others have the opinion of eating free or making a monetary donation, food stamp recipients must be provided the same option of eating free

or making a donation in money or food stamps. . . .

(c) *Accepting coupons.* . . . However, in the case of homeless meal providers retail food stores may accept detached coupons which have been accepted by the homeless meal provider. . . .

(d) *Making change.* . . . However, in the case of homeless meal providers, neither cash change nor credit slips shall be provided under any circumstances when food stamps are used to purchase meals. . . .

(g) *Redeeming coupons.* . . . Homeless meal providers may purchase food in authorized retail food stores and through authorized wholesale food concerns. . . .

(h) . . . Homeless meal providers redeeming detached coupons through retail food stores shall present their retailer authorization card as proof of their eligibility to redeem coupons through retail food stores. . . .

(i) *Checking homeless meal provider recipients.* Homeless meal providers shall establish a food stamp patron's right to purchase meals with coupons.

§ 278.3 (Amended)

10. In § 278.3, paragraph (a) is amended by (1) removing the word "or" in the first sentence following the phrase "drug addict or alcoholic treatment programs", and adding the phrase "or, from one or more specified homeless meal providers" after "battered women and children", and (2) by adding the phrase "or from one or more homeless meal providers" after the first and second phrases reading "battered

women and children," in the second sentence.

§ 278.4 (Amended)

11. In § 278.4, the second sentence of paragraph (c) is amended by adding the phrase "and homeless meal providers," after the phrase "rehabilitation programs."

§ 278.6 (Amended)

12. In § 278.6:
a. Paragraphs (e)(2) (iii) and (iv) are amended by adding the phrase "homeless meal providers" following the phrase "drug addict and alcoholic treatment programs."

b. Paragraph (e)(3)(iii) is amended by adding the phrase "homeless meal provider," after the phrase "group living arrangement".

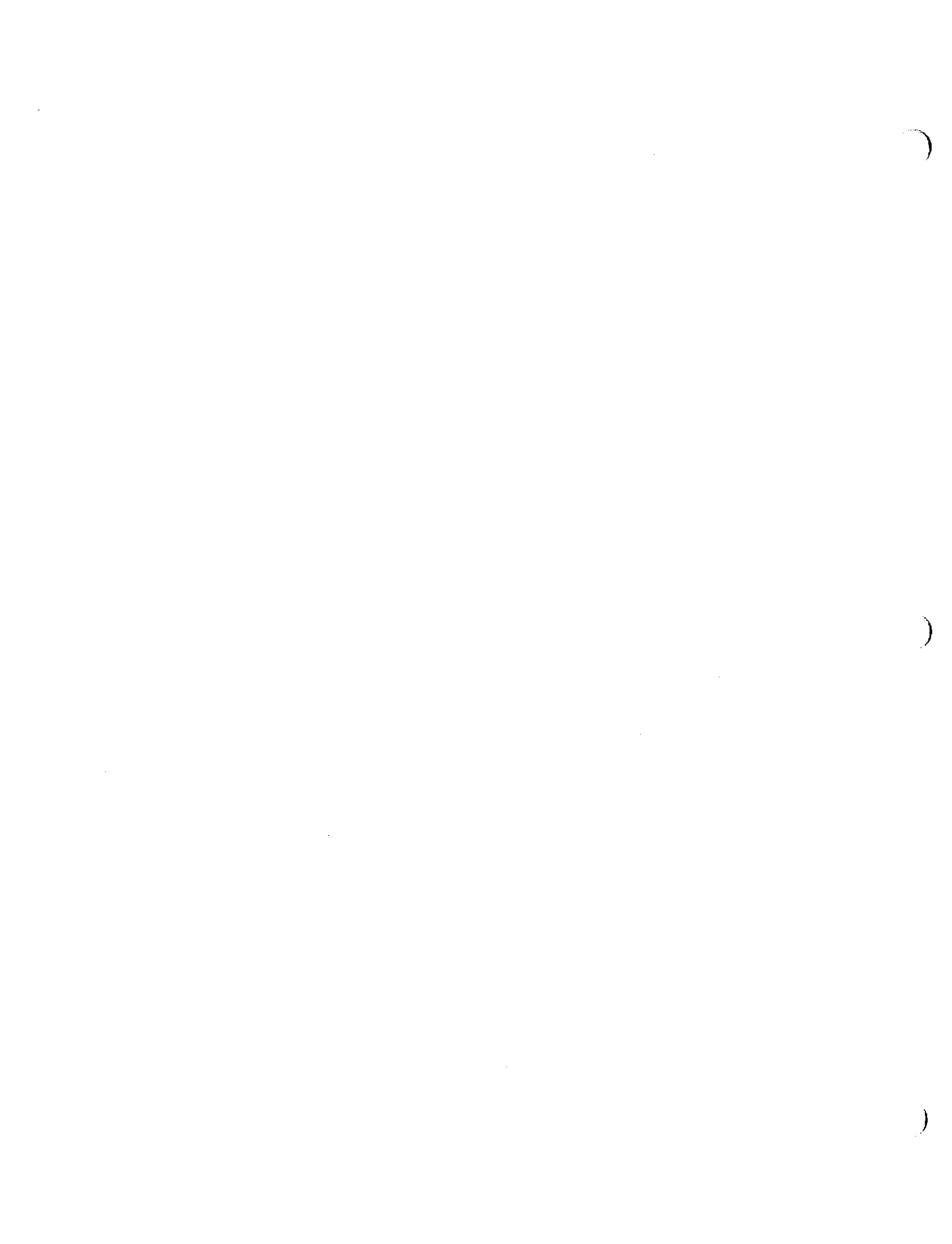
c. Paragraph (e)(3)(v) is amended by adding the phrase "homeless meal providers," after the phrase "group living arrangements".

13. Section 278.9 is amended by adding a new paragraph (e) as follows:

§ 278.9 Implementation of amendments relating to participation of retail food stores, wholesale food concerns and insured financial institutions.

(e) *Amendment No. 286.* The provisions for Part 278 of Amendment No. 286 are effective March 11, 1987 for purposes of submitting applications for authorization to accept food stamps. For all other purposes the effective date is April 1, 1987.

Dated: March 9, 1987.
Robert E. Leard,
Administrator.
[FR Doc. 87-5293 Filed 3-10-87; 9:32 am]
BILLING CODE 3410-30-01



VII. THE CHARITABLE INSTITUTIONAL FOOD PROGRAM: COMMODITIES FOR NON-PROFIT FOOD SERVICES

*You should serve more meat
in your meals.*

-A Sisters customer

An important tool for Sisters Of The Road in providing nutritious, enjoyable meals at low cost is the U.S. Department of Agriculture's Charitable Institutional Food Program. The USDA performs a valuable service by purchasing surplus farm products and providing them at little charge to those who can most benefit. Each state maintains a distribution system by which individuals and non-profits can obtain essential food from USDA.

In Oregon, the state Housing and Community Services Department administers the Charitable Institutional Food Program. The recipient agencies pay a small fee to help the state cover its warehouse and distribution costs.

Sisters Of The Road receives commodities from two distinct U.S.D.A. programs. Traditionally, the organization has obtained commodities directly from the state agency that administers the commodities program. More recently, the local food bank began receiving U.S.D.A. Temporary Emergency Food Assistance Program commodities. It in turn passes these on to member agencies like Sisters Of The Road, which serve homeless people.

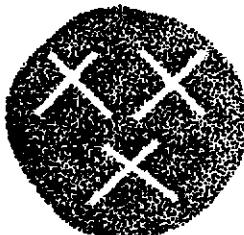
APPLICATION

Included in this chapter is a sample application for the principal USDA Food Program as administered in Oregon. It is a simple, straightforward document. The application contains ground rules for participation in the program.

FOOD SUPPLIES

Charitable institutions are eligible for a number of commodities that are generally available. These include:

Butter
Shortening
Oil
All purpose flour
Cornmeal



Bread flour
Spaghetti
Macaroni

Other foods are often, but not always available, including peanut butter, peanuts and raisins.

All commodities come in large quantities. For example, a unit of butter is 32 pounds, and bread flour comes in 50-pound sacks. Spaghetti and macaroni is distributed in 20-pound packages.

The food bank often has a wider variety of foods available. For example, Sisters sometimes obtains canned pork from this source.

SOME CONSIDERATIONS

The commodities program is designed to assist people who are not benefiting from other food and nutrition programs. A document distributed by Oregon's Housing and Community Services Department states:

A needy person is someone who:

Does not use coupons issued under the Food Stamp Program in exchange for meals served by the charitable institution.

Who does not participate in any Child Nutrition Program conducted within the charitable institution.

Is eligible for federal, state or local public assistance programs, such as the Aid to Families with Dependent Children Program, or who would be eligible for such programs if not a resident of the charitable institution.

Is otherwise in need of food assistance because of financial instability.

To calculate the amount of commodities for which your agency will be eligible, you will need to keep records of the number of meals provided and deduct the amount of meals paid for by food stamps or other nutrition programs.

RECORD KEEPING

As described on page 5 of the attached document (The Charitable Institutional Food Program), a participating institution must maintain records of:

- o The receipt, disposal and inventory of donated foods;
- o The method used to determine the number of needy persons served.

Records must be saved for three years from the close of the relevant federal fiscal year.

Included in this chapter is the full description of the institutional commodities program provided by the Oregon Housing and Community Services Department. Sisters Of The Road is required to report three times yearly to this state agency.

Also included is a sample use and inventory report that Sisters Of The Road Cafe must submit monthly to the food bank.

NOTICE OF POTENTIAL CHANGE

At this writing, the U.S.D.A. is considering a rule change that would make Sister Of The Road Cafe ineligible for all but a few commodities. If you are operating or considering starting a similar organization, you may want to inquire of your local U.S.D.A. office or a member of your Congressional delegation about proposed changes.

By the time you receive this document, the reduced commodity program may already be in place. The commodities program once played a critical role in Sisters' ability to serve low income and homeless people. This major change in federal policy has severely impacted our ability to serve the community.

This is an example of the continuous need of local service providers to pay attention to changing federal policy and regulations -- regardless of the party or administration in power.

THE CHARITABLE INSTITUTIONAL FOOD PROGRAM

WHAT IS IT? The United States Department of Agriculture (USDA) makes certain food commodities available at no charge to organizations which qualify as "Charitable Institutions." These commodities are shipped to distributing agencies across the country who are responsible for passing them on to eligible recipients. In the State of Oregon, the distributing agency is the Oregon State Housing and Community Services Department. Although the variety of food available from USDA varies from time to time, the following commodities are generally always available for donation to eligible organizations:

BUTTER, 32/1# case, 32# net weight
SHORTENING, 12/3# case, 36# net weight
OIL, 6/1 gal. case, 46.2# net weight
ALL PURPOSE FLOUR, 5/10# baler, 50# net weight
CORNMEAL, 10/5# baler, 50# net weight
BREAD FLOUR, 50# sack
SPAGHETTI, 20# pkg.
MACARONI, 20# pkg.

In addition to the standard food commodities listed above, "bonus" commodities, such as peanut butter, peanuts and raisins, are often available.

The only cost to donee is a service charge of \$1.50 per food unit payable to the Oregon State Housing and Community Services Department to cover the cost of warehousing and distribution.

WHO IS ENTITLED TO PARTICIPATE IN THE PROGRAM?

Organizations who fall within the definition of "charitable institutions" may participate.

A "charitable institution" is a public or private nonprofit, tax exempt organization established to provide ongoing charitable services. Its primary purpose must be non-educational, and it must provide an ongoing regular meal service in an established location.

An organization is "tax exempt" if it is exempt from income tax under Section 501 (c) (3) of the 1954 Internal Revenue code or under Section 101 (6) of the 1939 Internal Revenue Code.

Barbara Roberts
Governor



1600 State Street
Salem, OR 97310
(503) 378-4343
FAX (503) 378-3465

An organization can be "non-educational" even though educational courses are given if the courses are only incidental to its primary charitable purpose. Vocational training programs for the physically and/or mentally handicapped or economically disadvantaged which are not part of an established school system may be considered rehabilitative rather than educational. An institution which is recognized as a school by the Oregon Department of Education or which issues academic credits to its participants is ineligible to receipt of food commodities under this program.

A "public charitable institution" may be a state, county or local institution. Adult correctional institutions and related rehabilitative facilities are considered "public charitable institutions." For more information about eligibility requirements for adult correctional institutions and rehabilitative programs, see page 5 of these instructions.

To participate in the program, an organization must actually prepare and serve meals rather than simply redistribute the food in the donated form or allow residents to prepare their meals individually. Donated foods allocated for use by charitable institutions may not be distributed to private households unless such foods are used in preparing meals to be distributed from a central kitchen for a meal delivery service, such as the meals-on-wheels program.

An institution may employ a food service management company to prepare meals using donated food if the service is contracted for in accordance with Section 250.8 (b) (3) of the USDA Food Distribution Regulations. It is suggested that institutions contact the Oregon State Housing and Community Services Departments' USDA Food Program Specialist for assistance before entering into such contracts.

Organizations which participate in any of the following programs generally may not participate in the Charitable Institution Program even though they meet the other criteria for participation:

National School Lunch Program;
Special Milk Program;
School Breakfast Program;
Summer Food Service Program for Children;
Child Care Food Program;

NOTE: It is possible that part of an institution may be ineligible to participate in the Charitable Institution Program because it participates in one of the programs listed above while the rest of the institution is eligible to participate. For example, only the children's wing of a long term care hospital may participate in a Child Nutrition Program.

This problem can be resolved by excluding the number of residents in the ineligible portion of the institution from the response to Question 9 on the application form.

HOW DO CHARITABLE INSTITUTIONS APPLY FOR PARTICIPATION IN THE FOOD COMMODITY PROGRAM?

Applications are available from the USDA Charitable Food Program Specialist, Oregon State Housing and Community Services Department, 1600 State Street, Salem, OR 97310. The signature of an authorized representative of the institution on the application form signifies acceptance of the term and conditions under which the food is donated. For that reason, it is important that all aspects of the form be clearly understood before signature. If you have any questions, call the USDA Food Program Specialist at 378-4729.

HOW IS THE AMOUNT OF FOOD TO BE ISSUED DETERMINED?

The amount of food issued (referred to as the institution's "extent of eligibility") is based upon the average number of "needy persons" served at each meal prepared by the institution (response to Question 9 on the application form).

A "needy person" is someone who:

- ** Does not use coupons issued under the Food Stamp Program in exchange for meals served by the charitable institution;
- ** Who does not participate in any Child Nutrition Program conducted within the charitable institution;
- ** Is eligible for federal, state or local public assistance program, such as the Aid to Families with Dependent Children Program, or who would be eligible for such programs if not a resident of the charitable institution;
- ** Is otherwise in need of food assistance because of financial inability.

There are two methods which can be used to calculate an organization's extent of eligibility. The method to be used is determined by the financial ability of the person served by the organization.

METHOD NO. 1

In those institutions where meals are always provided at no charge or at a charge which is less than the actual cost of providing meals, it is assumed that all persons served have already been determined to be needy by the institution's admission policies. The extent of eligibility in such an institution is, therefore, based upon the average number of persons (who do not pay for their meals with food stamps or participate in USDA Child Nutrition Programs) served daily over a period of at least six months.

METHOD NO. 2

In those institutions where some persons served are financially able to pay the full cost of services provided and where only a portion of the persons served receive services free or at less than full cost, the institution's extent of eligibility will be determined in one of the following ways:

A. The calculation will be based upon the actual number of meals served daily during a period of not less than 6 months to persons who:

- ** Do not pay for their meals with food stamps or participate in a Child Nutrition Program conducted within the institution;
- ** Have been determined by institutional authorities to be financially unable to pay the full amount of charges assessed;
- ** Have been determined to be economically disadvantaged by a state or local public or private welfare agency which makes payments, including medical (under Title XIX, Social Security Act), on their behalf; OR

B. The calculation will be based upon the average number of meals served over at least a six-month period multiplied by the percentage of the institution's operating funds during that time which were derived from public taxes, private charitable funds, or tax-exempt contributions. The following payment shall not be considered to be from one of these sources:

- ** Medicare payments (under Title XVIII, Social Security Act);
- ** The value of food stamps issued under the food Stamp Program received by the institution in payment for meals;

- ** Reimbursement for meals or other financial assistance provided under the National School Lunch Act or Child Nutrition Act of 1966.**

ONCE AN INSTITUTION IS ACCEPTED INTO THE PROGRAM, WHAT RECORDS MUST IT KEEP?

Each institution receiving donated foods shall maintain accurate and complete records of :

- ** The receipt, disposal and inventory of donated foods;**
- ** The methodology used to determine the number of needy persons served. If Method No. 2 (B) was used to determine extent of eligibility, the institution must document how it calculated the portion of its operating costs derived from taxes, tax-exempt contributions or other charitable funds.**

Institutions who contract with food service management companies for the preparation of donated food must have copies of such contracts on file.

The records listed above must be retained for three years from the close of the federal fiscal year to which they pertain.

SPECIAL INSTRUCTIONS FOR ADULT CORRECTIONAL INSTITUTIONS AND REHABILITATIVE PROGRAMS WISHING TO PARTICIPATE IN THE PROGRAM

Adult correctional institutions which conduct rehabilitative programs in which a majority of inmates participate at least 10 hours per week are eligible to receive donated foods.

Rehabilitative programs may be eligible for participation if the principal beneficiaries of the programs are inmates in the institutions providing the rehabilitation. If an activity is intended to prepare an inmate for return to society, it may be considered rehabilitative. However, if an activity's primary function is to provide income for the institution, it may be considered rehabilitative only if the inmates are gaining skills, attitudes, or work habits which will help them become useful citizens.

An "adult correctional institution" is:

1. A public, tax-supported residential institution for the confinement and rehabilitation of sentenced adult offenders; or

2. A public or private non-profit residential halfway house or pre-release center which provides rehabilitative services to sentenced adult offenders or ex-offenders.

A "rehabilitative program" is any continuing activity conducted or approved by authorities of correctional institutions for the purpose of restoring inmates usefully to society through education, vocational training, employment, counseling services, and health therapy.

Since inmates in correctional institutions have been removed from access to any legitimate means of livelihood, they may be considered "needy persons" for purposes of participation in this program.

The extent of eligibility in such an institution is based upon the average number of persons served daily during a period of not less than six months except those who pay for their meals with food coupons or are in drug or alcohol rehabilitation programs which have been approved for Food Stamp program participation.

The following activities involving inmate participation may be considered rehabilitative:

1. Academic Education: courses at elementary, high school, college or post-graduate levels, including study release programs;
2. Vocational education or training: Formal courses or on-the-job training in trades;
3. Employment: Work experience involving the acquisition, maintenance, or improvement of trade or professional skills, including work release programs;
4. Clinical or counseling services: psychiatric therapy and psychological or other counseling, including chaplaincy services;
5. Health therapy: Treatment of physical handicaps, including drug or alcohol addiction which may have contributed to an inmate's breaking the law.

Institutions wishing to request that activities other than those listed above be considered rehabilitative may do so by submitting a written request to the USDA Charitable Food Program Specialist with a full description of the activities. In making such a request, the burden of proof is on the institution.

HOW IS FOOD ALLOCATED AND DISTRIBUTED?

Food commodities are issued to eligible institutions three times each year during the months of January, May and September. Food order blanks are mailed to each institution approximately 45 days before each issue. Institutions are required to complete and return their orders before the requested return date.

After the orders are filled, the institution must either arrange for someone to pick up the order at the Department of General Services Warehouse, 1655 Salem Industrial Drive NE, Salem, OR 97310 or request that the order be shipped Freight Collect to the institution's storage facility.

Charitable Institutions are required to pre-pay prior to food being issued. State agencies and Local Government Agencies are invoiced at the end of the month in which the food is issued. Subsequent food issues are not made until all service charges due are paid.

ELIGIBILITY APPLICATION FOR U.S.D.A. FOOD PROGRAM

New Renewal Order Number _____
(Please Check)

Date: _____

HOUSING AND
COMMUNITY
SERVICES
DEPARTMENT

Name of Agency: _____

Physical Address: _____

Street _____ City _____
State _____ County _____ Zip _____ Phone _____ Contact Person _____

Billing Address: _____

Street _____ City _____
State _____ County _____ Zip _____ Phone _____ Contact Person _____

1. Check one of the following best describing your agency:
 Public Institution (Govt. Agencies) Mission
 Private Hospital Home For The Needy Aged
 Child Care Center Senior Citizen Meal Program
 Rehabilitation Program: Other (specify) _____
(type) _____
2. Is your agency non-profit and tax-exempt? YES () NO ()
3. ATTACH A PHOTO COPY OF YOUR FEDERAL TAX EXEMPTION LETTER SHOWING YOUR AGENCY AS EXEMPT FROM FEDERAL TAXES UNDER SECTION 501(c)(3) OF THE 1954 INTERNAL REVENUE CODE OR THE CORRESPONDING SECTION 101(6) OF THE 1939 REVENUE CODE. (Not required of Public Institutions.) 501(c)(3) certified by _____
Organization name & phone number
4. Will a food service company be employed to prepare and serve meals? YES () NO ()
5. Does your agency maintain an established food program conducted on a regular basis, and considered an integral part of its normal activities? YES () NO ()
6. Will government donated food be prepared and served as meals upon the premises of your agency and not be re-distributed as commodities to individuals? YES () NO ()
7. How many meals are served each week, (1 to 21)? _____ (Meals per day x days per week)
8. List the average number of "needy persons by racial/ethnic background served at each meal?"
AFRICAN AMERICAN _____ HISPANIC _____ NATIVE AMERICAN _____ ASIAN _____
WHITE _____ ALL OTHERS _____ TOTAL _____
"Needy persons are those who are unable to pay the full established charge for services provided or from whom you do not receive full payment from another person legally obligated for support of such persons. The term "full charge" shall mean the regular or normal fee for services provided. All inmates of correctional facilities are considered "needy persons".
9. Total population served each meal, include (needy, non-needy, agency staff)? _____
10. Primary age group served: Under 19 () Over 60 () Mixed Ages ()
11. All forms of communication available to the public, such as brochures, leaflets and applications describing your agency's program and its services contain or will be changed to contain the nondiscrimination statement: "Acceptance and participation are the same for everyone without regard to race, color, national origin, age, sex or handicap." YES () NO ()
Date change will be completed: _____

NOTE: ALL CORRECTIONAL INSTITUTIONS ARE EXEMPT FROM #11 AND ALL GOVERNMENT AGENCIES ARE EXEMPT FROM #3

Barbara Roberts
Governor



**AGREEMENT BETWEEN DISTRIBUTION AGENCY AND RECIPIENT AGENCY FOR
COMMODITIES DONATED BY THE UNITED STATES DEPARTMENT OF AGRICULTURE**

The Recipient Agency hereby agrees to the following terms and conditions:

1. The agency will designate a representative, who will be charged with the responsibility for the proper management and use of commodities received. He will be authorized to obligate the agency's funds, and to sign, on behalf of the agency, requests for commodities, reports, or other documents necessary in the U.S. Department of Agriculture food program.
2. Commodities received under this agreement will be used solely for the benefit of those persons served or assisted by the Recipient Agency, and will not be otherwise disposed of without prior written approval of the Distributing Agency. Under no circumstances will USDA commodities be sold or traded.
3. Commodities will be requested and accepted only in such quantities as can and will be fully utilized without waste by eligible recipients. Guideline rates will be established by the Distributing Agency.
4. Normal food expenditures will not be reduced because of the receipt or acceptance of these commodities.
5. The Recipient Agency agrees that if it improperly uses any commodity or causes loss of or damage to a commodity through its failure to provide proper storage or care, that the Recipient Agency shall make restitution as prescribed by the Distributing Agency.
6. That representatives of the Distributing Agency and the United States Department of Agriculture may make inspection of the commodities in storage or of the facilities used by the Recipient Agency at any reasonable time.
7. To pay all transportation charges on commodities shipped from the central receiving point as determined by the Distributing Agency, to the receiving point, designated by the Recipient Agency.
8. Remit to the Distributing Agency a basic unit fee on all commodities received by the Recipient Agency. This unit charge (based upon units received, such as a sack, case, box, baler, etc.) will be set to cover the cost of expenses incurred by the Distributing Agency for warehousing, handling and maintaining accountability on all commodities received and distributed.
9. Containers received with shipments of donated commodities will be used exclusively for storage or general use containers at the Recipient Agency's facilities or will be sold and the proceeds shall be used solely for the payment of expenses of the Commodity Distribution Program, which includes transportation, storage and handling of commodities.
10. The Recipient Agency agrees to investigate promptly any shortage, loss or damage to commodities and to report the facts relating to each case promptly to the Distributing Agency. The Distributing Agency will have the final determination as to when each case has been properly adjusted.
11. Facilities for the proper handling and storage of commodities requested and accepted will be provided.
12. Commodities received under this agreement will be served in a common dining room, wherever possible, and there will be no distinction or segregation whatever between paying and non-paying persons in the type of meals served and the manner of serving.
13. Accurate records shall be maintained pertaining to all transactions relating to the receipt, disposal and inventory of commodities, including records with respect to the receipt and disbursement of funds arising from the receipt and use of these commodities. All records required in this section shall be retained for a period of three (3) years from the close of the federal fiscal year to which they pertain. As a minimum, these records will contain the following:

- (a) A record of all commodities received, including date and quantity.
 - (b) A record of all amounts of commodities withdrawn from central storage for food preparation purposes.
 - (c) A full explanation of any inventory differences.
 - (d) An inventory record of donated commodities on hand at the end of each month must be maintained.
14. Representatives of the Distributing Agency and the U.S. Department of Agriculture are authorized to inspect and audit all records, including financial records and reports, pertaining to the distribution and use of commodities, and may review or audit the procedures and methods used in carrying out the requirements of this agreement at any reasonable time and place, to insure compliance with the terms and conditions.
15. Recipient Agencies shall submit reports to the Distributing Agency with each food order covering receipt and use of food commodities issued including an inventory of food on hand, of previous commodities issued. Recipient Agency will submit such other reports as may be required from time to time by the Distributing Agency Acceptances and delivery receipts will be promptly completed by the Recipient Agency and returned to Distributing Agency.
16. Either agency may terminate this agreement by giving 30 days notice, in writing to the other party. The Distributing Agency may cancel this agreement immediately upon receipt of evidence that the terms and conditions thereof have not been fully complied with, by notice in writing to the Recipient Agency subject to such notice of termination or cancellation of the agreement, the Recipient Agency agrees to comply with the instructions of the Distributing Agency either to (a) redonate all remaining inventories of commodities in its possession or control, or (b) return such inventories to the Distributing Agency and transmit such reports as are required by the Distributing Agency to record final disposition of such inventories. The Recipient Agency will be held accountable for any losses occurring prior to the date of cancellation, which may be revealed in a final closing audit of the Recipient Agency's operations.

Except that any termination of this agreement for noncompliance with Title VI of the Civil Rights Act of 1964 shall be in accordance with applicable laws and regulations.

17. Processing and labeling of commodities. Distributing Agencies, Subdistributing Agencies, or Recipient Agencies may employ commercial or institutional facilities to process commodities by converting them into different end-products or by repackaging them after securing written approval from the Distributing Agency to do so. When this is done, Distributing Agencies, Subdistributing Agencies and Recipient Agencies shall be required to enter into written agreements with such processing facilities. These agreements shall provide, as a minimum that the processing facility shall (a) fully account for the commodities delivered into its possession by production of an appropriate number of units of end-product or packages, (b) be liable for the return of all commodities not so accounted for or for the value thereof, (c) use or dispose of the containers in which the commodities are received in accordance with the instructions of the Distributing Agency, Subdistributing Agency, or Recipient Agency, and (d) maintain records and submit reports to the Distributing Agency, Subdistributing Agency, or Recipient Agency pertaining to the performance of the contact.

When commercial or institutional facilities are employed to process commodities, the end-product if placed in containers, or the repackaged commodity, shall be plainly labeled "Contains Commodities Donated by the United States Department of Agriculture - Not To Be Sold or Exchanged" or "Donated by the United States Department of Agriculture - Not To Be Sold or Exchanged", whichever is appropriate. When Distributing Agencies, Subdistributing Agencies, or Recipient Agencies use their own facilities to process commodities, the containers shall be plainly labeled as provided above to the extent practicable and within the limitations of available funds and personnel.

18. Required Content of Agreement: All agreements shall contain the following language:

The Distributing Agency or, where applicable, Recipient Agency hereby agrees that it will comply with Title VI of the Civil Rights Act of 1964 (P.L. 88-352), Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973 (P.L. 93-112), Age Discrimination Act of 1975 (P.L. 94-135) and all

requirements imposed by the regulations of the Department of Agriculture (7 CFR Part 15), Department of Justice (28 CFR Parts 42 and 50) and FNS directives or regulations issued pursuant to that Act and the regulations, to the effect that, no person in the United States shall, on the ground of race, color, national origin, age, sex, or handicap, be excluded from participation in, be denied the benefits of, or be otherwise subject to discrimination under any program or activity for which the program applicant received Federal financial assistance from the Department; and hereby gives assurance that it will immediately take any measures necessary to effectuate this agreement.

This assurance is given in consideration of and for the purpose of obtaining any and all Federal financial assistance, grants and loans of Federal funds, reimbursable expenditures, grant or donation of Federal property and interest in property, the detail of Federal personnel, the sale and lease of, and the permission to use, Federal property or interest in such property or the furnishing of services without consideration or at a nominal consideration, or at a consideration which is reduced for the purpose of assisting the recipient, or in recognition of the public interest to be served by such sale, lease or furnishing of services to the recipient, or any improvements made with Federal financial assistance extended to the program applicant by the Department. This includes any Federal agreement, arrangement, or other contract which has as one of its purposes the provision of assistance such as food, and cash assistance for purchase or rental of food service equipment or any other financial assistance extended in reliance on the representations and agreements made in this assurance.

By accepting this assurance, the Distributing Agency or, where applicable, Recipient Agency agrees to compile data, maintain records and submit reports as required, to permit effective enforcement of Title VI and permit authorized USDA personnel during normal working hours to review such records, books and accounts as needed to ascertain compliance with Title VI. If there are any violations of this assurance, the Department of Agriculture, Food and Nutrition Service, shall have the right to seek judicial enforcement of Agency, its successors, transfers, and assignees as long as it receives assistance or retains possession of any assistance from the Department. The person or persons whose signatures appear on application are authorized to sign this assurance on the behalf of the program applicant.

PRINT NAME OF SIGNEE _____

SIGNATURE OF AUTHORIZED REPRESENTATIVE _____

SIGNATURE OF FOOD SERVICE REPRESENTATIVE AND PHONE NUMBER
(Food Service Representative is defined as person who places food orders.)

NOTE: PLEASE RETURN ALL FOUR PAGES OF ORIGINAL TO US. PLEASE MAKE A COPY TO RETAIN FOR YOUR FILES.

DO NOT WRITE IN SPACES BELOW. FOR CHARITABLE FOOD PROGRAM INFORMATION

APPROVED () DISAPPROVED () BY: _____ DATE: _____

COMMENTS:

DATE: October 11, 1991

TO: All Charitable and Correctional
Institutions

FROM: Kim Fernandez, Program Specialist
State Community Services/Charitable Food
Program

SUBJECT: JANUARY FOOD ISSUE - PLEASE READ CAREFULLY

Enclosed you will find your food order and inventory forms for the September food issue. Please follow the instructions carefully for completing the food order and inventory reports and return them to us by November 15, 1991.

After food orders are returned, available food will be allocated and you will be sent the pink copy of your order verifying those commodities you will receive, and the date and time you have been scheduled to pick up your food. You will also be requested to submit your payment for the service charge for storage and handling of your order. PLEASE DO NOT SEND PAYMENT PRIOR TO RECEIPT OF YOUR PINK COPY OF FOOD ORDER AND PAYMENT LETTER as we cannot assure you that all commodities you order will be reserved. You will not be able to pick up your food order, nor will it be shipped until your payment is received and cleared through our accounting system

INSTRUCTIONS FOR COMPLETING FOOD ORDER

1. Check the appropriate box on the order form in the shaded area above the billing address to designate whether you want to pick up your commodities at the Department of General Services Distribution Center in Salem, 1655 Salem Industrial Drive, or if you want to have the commodities shipped to you freight collect, (remember, we do not pay freight, you will be billed by the freight company).
2. IF YOU REQUEST YOUR ORDER BE SHIPPED, Fill in the "ship to" address if different than the "bill to" address printed on your food order form. Do not use a PO Box number for a ship to address.

Barbara Roberts
Governor



1600 State Street
Salem, OR 97310-0161
(503) 378-4343
FAX (503) 378-3465

3. Fill in the contact person and phone number you want our Distribution Center to contact if necessary for further arrangements for picking up your food order or for additional shipping information. It is essential that an appointment be scheduled prior to pick-up of orders as the frozen commodities are not stored on our premises and must be requested at least twenty four (24) hours prior to delivery to us.
4. Complete the quantity requested column on the left side of the food order form with sufficient amounts to last until the next issue in September, 1991. Units are based on weight or packaging (i.e. 5/10 # bags = 1 unit, 24/29 oz = 1 unit).
5. Have the authorized person that signed your application form sign the "requested by" portion of your food order.
6. Remove and KEEP THE GOLDENROD COPY OF THE FOOD ORDER FOR YOUR RECORDS.
7. Complete both copies of the enclosed inventory report (Be sure it is signed). Attach one copy to the back of your new food order to mail to us. Save the second copy for your records.
8. Mail your food order, and inventory report to us no later than November 15, 1991. Orders mailed after that date may not receive all of the commodities that you requested due to prior allocation to other agencies whose orders were received on time.

If you have any questions please don't hesitate to contact me at 378-4729.

Enclosure

dlc
Issultr

To: _____ Food Order No. _____

HOUSING AND
COMMUNITY
SERVICES
DEPARTMENT

Welcome to the USDA Commodity Food Program. Your application to receive USDA commodities has been approved. Enclosed you will find the following:

- * Introductory letter.
- * Civil Rights Poster - display conspicuously in a publicly accessible location.
- * Signed copies of your application - retain for future reference.
- * Food order form - this is the form you will use to order commodities, it must be filled out completely and signed in the shaded box at the bottom of the order.
- * Two inventory sheets - both to be completely filled out. If this is your first order than indicate on the inventory sheet "First Time Order" and make sure that you sign the top of your inventory. The second copy is for your records.
- * Storage Requirement Checklist - this must be posted and followed accordingly to meet all Federal Regulations. You will be checked on your storage procedures.
- * Business Cards for both; Charitable Program Specialist and the Warehouseman.
- * Map directing you to the location of the General Services Warehouse where the commodities are stored.

The commodities are free, however, there is a service and handling fee of \$1.50 for Charitable Institutions and \$1.75 for Summer Camps. All Charitable Institutions and Summer Camps are to pay in advance of receiving commodities. State Agencies are billed at the end of the issue period for the commodities that were ordered.

Barbara Roberts
Governor



1600 State Street
Salem, OR 97310-0161
(503) 378-4343
FAX (503) 378-3465

Salem is the only distribution site for the State of Oregon. If you choose to pick-up your commodities, a time and date will be assigned and returned to you with a bill totaling the amount of commodities that were ordered. Commodities can be picked up at 1655 Salem Industrial Drive. If your agency chooses to have the commodities shipped, they will be shipped freight collect (this amount is based on the weight of commodities). Ship dates are usually the first two weeks of the issue period.

If you have any questions regarding the program or need assistance with the paperwork, please notify the Program Specialist at (503) 378-4729.

YES NO RECORD KEEPING:

- Are accurate and complete records maintained with respect to: The receipt, disposal, and inventory of donated foods received?
- Are records kept on the data and method used to determine the number of needy persons served by the institution?

YES NO CIVIL RIGHTS COMPLIANCE:

- Does the institution limit or deny admission because of race, color, national origin, age, sex, or handicap? If yes, explain.
- Is membership in any organization a requirement for admission? If yes, explain.
- Has the institution announced publicly that admission is open to all regardless of race, color, national origin, age, sex, or handicap? If no, explain.
- Do all forms of communication available to the public, such as brochures, leaflets, and applications describing the institutions program and its services contain the nondiscrimination statement, "Acceptance and participation are the same for everyone without regard to race, color, national origin, age, sex, or handicap"? If no, explain.
- Are all services and facilities used routinely by all persons without regard to race, color, national origin, age, sex, or handicap? If no, explain.
- Does the institution display a poster, "And Justice For All" in a conspicuous place where it can be seen by all?
- Does the institution advise the public, including minority and grassroots organizations in the service delivery area, of program availability and eligibility standards at least once every 2 years or more frequently as deemed necessary?
- Does the institution inform potential participants of any significant program changes in the areas affected, such as revisions in eligibility standards, and changes in location, as well as, changes in hours of operation?
- Have the capability of providing information in a bilingual manner where services are being delivered in a language minority area?
- Does the staff of the institution understand the procedures for filing complaints of discrimination and how to handle any complaints received?
- Does the agency maintain records documenting participation by minority populations?

**Comments by
Reviewer** _____

Signature of Person Reviewed _____

CIreview

Oregon Housing and Community Services Department
 Charitable Institution Food Program
 1600 State Street N.E.
 Salem OR 97310

Date: _____

Institution Name: _____

Signature: _____

(Instructions on reverse side)

INVENTORY OF FOOD COMMODITIES Order No. _____

Commodity	Pack Size	(1) Beg. Invent.	(2) Units Received	(3) Units Used	(4) Physical Invent.
Flour, Bread	1/50# Bag				
Flour, A/P	1/50# Bag				
Cornmeal	5/10# Bags				
Shortening, Veg.	12/3# Cs				
Oil, Veg.	6/1 Gal Cs				
Honey	6/#5 Cs				
Macaroni	1/20# Cs				
Spaghetti	1/20# Cs				
Almond Butter	6/#10				
Butter, Print	36/1# Cs				
Raisins - Dried	30# Cs				
Prunes	16 #2				
Date Pieces	30# Cs.				
Walnuts	30# Cs.				

List any commodity in poor condition _____

List any commodity you wish to transfer or return _____

List average number of recipients for quarter (see reverse) _____

(over)

1. Fill in date and Institution name and have authorized person sign the signature line.
2. Enter the actual physical inventory balance from the inventory report for the previous issue to the first column of your current inventory sheet.
3. Enter total number of units of each commodity used during period. For inventory purposes any unit that is opened is considered consumed.
4. Enter actual physical count of any commodities you have on hand. Remember to only count unopened cartons or bags.

THE NEXT THREE (3) ITEMS SHOULD BE ANSWERED ON THE APPROPRIATE LINE ON THE FRONT OF THE FORM:

5. List any commodity in poor condition and explain how damage occurred.
6. List any commodity which you have an excess amount. All commodities should be used within a six (6) month period.
7. List average number of recipients for quarter.
(DEFINITION: "Recipient" means needy persons, and disaster victims receiving commodities for their own use. "Needy persons" means (1) persons serviced by charitable institutions who, because of their economic status, are in need of food assistance and who do not use coupons issued under the Food Stamp Program (7 CFR Parts 270-274) to purchase meals provided by a charitable institution, and (2) all the members of a household which is certified as in need of food assistance.

VIII. THE COUPON PROGRAM: A RESPONSE TO PAN-HANDLING

*A good place where people
are accepted unconditionally*

-A Sisters customer

Most people experience a range of emotions when confronted with a pan-handler. Thoughts vary from, "I work for my money, why don't you?" to, "how can I let someone go hungry?" We wonder how that person will eat if we don't give money. Then we wonder how the money really will be used if we hand it over. Then we deliberate if giving away a quarter here and there is really the best way to solve a problem.

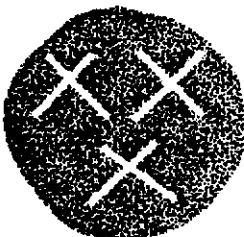
Sisters Of The Road Cafe has created a simple solution to the dilemma. Sisters sells food coupons for \$2 a piece. People confronted by the pan-handler question now have the option of giving someone a ticket that's worth a meal and a beverage at Sisters Of The Road Cafe. Tickets are priced slightly higher than the meals to compensate for the cost of printing and other program costs.

The coupon program has received a significant amount of publicity from Portland's media. Today, many people take advantage of the opportunity to support meals at Sisters. Each day, the cafe receives between 15 and 50 coupons in exchange for meals.

Meal coupons resolve the problem in the spirit of dignity and hospitality which permeates every activity at Sisters Of The Road. Each of us confronted by a pan-handler can respond to that person as an individual, acknowledging the homeless person's needs and our mutual humanity. At the same time, use of a coupon indicates our awareness of street truths -- that cash is likely to be used for drugs and alcohol.

Providing a coupon for use at Sisters Of The Road Cafe has many benefits. It guarantees the ability to eat a nutritious meal. Many people who are unaware of Sisters -- even those who have lived in the neighborhood for some time -- are glad to learn about the cafe. And connection with Sisters can open the doors to other incremental changes in a homeless person's life.

But perhaps the biggest gift of the coupon system is received by the person who buys the coupons.



We know that a lecture on a street corner (if I give you money you'll just go out and get drunk) does absolutely no good. We know that giving cash will have limited value.

And we know that, ultimately, the only person each of us can change is ourself. Our purchase of a coupon helps us solve a problem in a way that makes sense and that makes a positive statement about ourselves and our environment. It helps us build a cohesive philosophy about mutual help and empowerment and make a statement about the way we choose to interact with the world.

IX. HEALTH REQUIREMENTS

*"I can come here even though
I'm mentally ill, and people
don't judge and are not afraid
of me."*

-Women's Group member

It is impossible to repeat one concept too many times in this manual. So, we repeat: just because you're a non-profit doesn't mean that you can be lax about the business end of your operation.

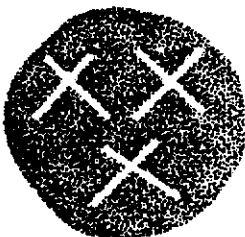
In no way is this concept more important than your awareness of and faithful adherence to health and sanitary regulations.

It is not the place of this manual to delineate each and every health regulation, particularly as they will be different in each city and county. What is essential is that the staff -- and more than one staff person if possible -- become an expert in the health and sanitation requirements that apply to restaurants.

In most places, counties have jurisdiction over sanitation, or what is today often called the environmental health section. Before you consider leasing or buying space for a restaurant, become familiar with the physical requirements that you will be expected to accommodate. For example, in Multnomah County, where Sisters Of The Road Cafe is located, a restaurant must, "Submit plans for review and approval before the construction or remodeling of a food service establishment."

One more time...get acquainted with the health and sanitation requirements before you take any action toward establishing a restaurant. Make sure one or more staff members know the rules as well as they know their own names. Always be conscious of the regulations and how well you are complying with them.

Included in this chapter is a copy of Multnomah County's General Restaurant Requirements.





MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
ENVIRONMENTAL HEALTH SECTION
J.K. Gill Building—2nd Floor
426 S.W. Stark Street
Portland, Oregon 97204-2396 / 248-3400

BOARD OF COUNTY COMMISSIONERS
GLADYS MCCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
CAROLINE MILLER • DISTRICT 3 COMMISSIONER
POLLY CASTERLINE • DISTRICT 4 COMMISSIONER

The following is not a complete list of the rules.

See Food Sanitation Rules 1987

GENERAL RESTAURANT REQUIREMENTS

1. Application and Fee: Complete the restaurant License Application and return it to our office with the license fee.
2. Food Handlers Cards: No person can perform work as a food handler without first having obtained a current, valid food handler certificate. Managers, dishwashers, waiters and waitresses, cooks, and bus persons are all required to obtain cards.
3. All new food service establishments, establishments not previously licensed by the Health Department and those not licensed for the preceding 12 months, must comply with all current rules regarding plumbing, construction and equipment.
4. Plans: Submit plans for review and approval before the construction or remodeling of a food service establishment.
5. Wall, Floor, and Ceiling Construction: Floors, walls, and ceilings must be finished, smooth, and easily cleanable. The use of smooth, non-absorbent, hard materials (Formica, stainless steel, etc.) on the walls behind the dishwashing areas, pot and pan washing areas, and in any other areas where damage may be done to the walls is highly recommended. Wall/floor, wall/wall and wall/ceiling junctions should be tightly joined and sealed. Coving is recommended for all non-carpeted floors. Carpets may be installed in dining areas only. All gaps, cracks, crevices, and holes shall be repaired, filled, sealed, and made smooth. Walls and ceilings shall be finished in a light color. Enclose or eliminate utility service lines that prevent easy cleaning of walls or floors.
6. Doors and Windows: Restroom doors shall be self-closing. Exterior doors shall be rodent proof (clearance should not exceed 1/4 inch and should be as tight-fitting as possible). All openings to the outer air are to be screened to prevent fly access (includes ventilation ports).
7. Hoods: All stationary heating appliances shall be equipped with a hood. Hoods must be equipped with filters and other easily cleanable filtering devices.
8. Hand Washing Sinks: In establishments constructed or substantially remodeled after July 1, 1965, handwashing facilities shall be present in the food preparation area and must be easily accessible. HANDWASHING SINKS MUST BE SEPARATE FROM OTHER SINKS AND SHALL NOT BE USED FOR FOOD PREPARATION OR UTENSIL WASHING.

9. **Equipment:** All equipment should be easily cleanable and in good repair. All metal equipment should be free of rust and corrosion. Rusty/corroded metal equipment should be replaced or refinished in an approved manner. Chipped, painted wooden surfaces must be refinished. All stationary equipment should be installed in a manner providing ease of cleaning beneath or behind the equipment.
10. **Dishwashing:** Dishwashing must be accomplished either by means of a three-compartment sink or by an approved commercial dishwashing machine. In either case, the dishwashing area shall be equipped with drainboards or sorting tables; one for soiled utensils, and one for clean utensils. These surfaces should be of sufficient size to handle peak loads in a sanitary manner. Domestic (home style) dishwashing machines and two-compartment sinks for dishwashing are not allowed.
- A. **Three-compartment Sinks:** Each compartment shall be of sufficient size to allow immersion of the largest utensil to be washed. Each compartment of the sink shall be supplied with hot and cold running water.
- B. **Mechanical Dishwashing:** The pressure of the final sanitizing rinse water supplied to the machine shall not be less than 15 nor more than 25 pounds per square inch measured in the water line immediately adjacent to the final rinse control valve. A 1/4 inch IPS (Iron Pipe Size) valve shall be provided immediately upstream from the final rinse control valve to permit checking the flow pressure of the final rinse water. Machine or water line mounted thermometers, accurate to $\pm 3^{\circ}\text{F}$, shall be provided to indicate the temperature of the final rinse water as it enters the manifold. Plumb the drain lines with an indirect connection.
- a. **Hot Temp Type:** If the machine sanitizes by means of hot water, it must maintain a minimum wash temperature of 140°F and a minimum rinse temperature of 170°F as measured at the dishrack level. This type of machine should be equipped with a hood.
- b. **Cold Temp Type:** If the machine sanitizes by means of chemical injection, it must maintain a minimum wash temperature of 120°F and a minimum rinse temperature of 75°F . The concentration of the chemical sanitizer injected during the final rinse must be at least 50 ppm for chlorine types, 12.5 ppm for iodine types. An approved test kit to accurately measure the concentration of the chemical sanitizer must be provided and used on a regular basis.
11. **Refrigeration:** Enough conveniently located refrigeration facilities or effectively insulated facilities shall be provided to assure the maintenance of potentially hazardous food at required temperatures during storage. Each mechanically refrigerated facility storing potentially hazardous food shall be provided with a numerically scaled spirit stem indicating thermometer accurate to ± 3 degrees F, located to measure the air temperature in the warmest part of the facility and located to be easily readable. Recording thermometers, accurate to ± 3 degrees F may be used in lieu of indicating thermometers. Refrigerators equipped with a temperature gauge visible from the exterior are acceptable.
12. **Floor Drains:** Install drains where pressure spray cleaning, where there is water flushing of floors or where there are waste water discharges from equipment, such as refrigeration units and ice machines.

13. Dipper Wells: All utensils used to dispense frozen desserts are to be stored in running water at all times while the establishment is open.
14. Storage Devices: All storage shall be at least six inches off the floor to permit cleaning of the floor, except where storage is on a wheeled platform or sealed base.
15. Steam Tables: Steam tables must maintain hot stored food at a temperature of 140°F or more. If hot holding units do not come equipped with thermometers, obtain metal stem product thermometers and keep them available to check internal food temperatures.
16. Lockers and Dressing Rooms: Adequate storage areas should be provided for employee clothing and personal items.
17. Mop Sinks: Installation of a utility sink or curbed cleaning facility is required. Any hose bibs require installation of vacuum breakers.
18. Garbage Areas: Provide hard, cleanable surfaces in these areas.
19. Food Preparation Sink: Provide cleanable construction. Hand washing and ware washing is not allowed. Plumb the waste line indirectly.
20. Operation: DO NOT OPEN FOR BUSINESS UNTIL APPROVED BY MULTNOMAH COUNTY ENVIRONMENTAL HEALTH. CALL 248-3400 FOR A PRE-OPENING INSPECTION.

MINIMUM FIXTURES FOR RESTAURANT RESTROOMS

Information from the Oregon Building and Planning Specialty Codes, Section 510 and Table 5E:

Occupancy Load = Customers Plus Employees

Customers = Direct count of seats of 15 square feet of dining area per customer

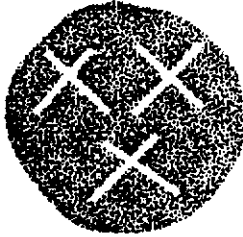
Employees = Maximum number of employees on any shift.

<u>Occupancy Load</u>	<u>Toilets</u>	<u>Hand Sinks</u>
0-15	1	1
16-100	2	2
101-200	3	2
201-300	4	3
Each Additional 200	2	1

Notes:

1. Divide the required number of fixtures equally between males and females when possible.
2. If the number of fixtures is an odd number, the building official may decide whether the fixture will be assigned to the male or female restroom.
3. Urinals may be substituted for toilets, but at a ratio, no greater than 1 urinal to 3 toilets.
4. Customers or other unauthorized persons are not permitted to pass through the food preparation, utensil washing or storage areas to access restrooms.

X. DAY TO DAY TASKS



After 14 years, the cafe's daily operations have been refined and rearranged so that little question remains as to which way a procedure will be completed. Recently, the cafe staff and volunteers spent several days updating old job descriptions to reflect accurately each task that must be completed every day to make the cafe function.

The following job descriptions describe the daily activities of everyone at the cafe, from the executive director and operations manager to the barter help.

JOB TITLES:

Executive Director
Development Manager
Operations Manager
Restaurant Manager
Floor Manager
Volunteer Coordinator
Administrative Assistant
Cashier
1st Shift Cook
2nd Shift Cook
Waitperson
Dishwasher
Job Training Coordinator
Barter Positions:

Counters
Dishwasher
Floors
Garbage Disposal
Tables and Chairs
Recycling
Children's Corner
Office
Restroom Detail

POSITION: EXECUTIVE DIRECTOR

HOURS: Monday - Wednesday 9:00 am to 5:00 pm

SALARY: \$10.50 per hour

BENEFITS: Health Care Benefits, Complimentary Meals

SUPERVISOR: Executive Committee, Board of Directors

RESPONSIBILITIES: The Executive Director is responsible for nurturing and maintaining the vision for Sisters Of The Road Cafe, including: non-violence training, public relations, advocacy, and Board liaison. In addition, the Executive Director shares the responsibility for managing the business of a non-profit cafe including: fundraising, program management and development, personnel management, fiscal management, and planning and record-keeping.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Non-violence Training.
 - a. Maintain mission.
 - b. Implement philosophy.
 - c. Organize, produce, schedule, and facilitate non-violence training sessions.
- 3) Public Relations.
 - a. Schedule, prepare and deliver presentations at speaking engagements.
 - b. Networking via Neighborhood associations, homeless and low income advocacy groups, etc.
 - c. Act as media liaison.
- 4) Advocacy.
 - a. Provide information and referral.
 - b. Oversee the Women's Group.
 - c. Participate in hearings, give public testimony.
 - d. Oversee community organizing projects.
- 5) Board Liaison.
 - a. Attend and provide information at all Board meetings.
 - b. Attend and provide information at all necessary Board committee meetings.

- 6) Fundraising.
 - a. Work actively with the Development Manager to investigate, secure, and maintain traditional and new sources of revenue.
 - b. Attend meetings for contract compliance.
 - c. Attend event committee meetings as necessary.

- 7) Program Management and Development.
 - a. Implement Management Team model.
 - b. Conduct on-going evaluation.
 - c. Conceptualize and implement new strategies.

- 8) Personnel Management
 - a. Recruit and hire staff.
 - b. Co-facilitate monthly staff meeting.
 - c. Supervise the Development Manager, the Operations Manager, the Restaurant Manager, the Volunteer Coordinator, and the Administrative Assistant.
 - d. Assist in supervision of Job Trainee's when necessary.
 - e. Supervise Work Study and Practicum placements
 - f. Manage all personnel correspondence: references, unemployment insurance, etc.
 - g. Discharge employees when necessary.
 - h. Implement personnel policies.

- 9) Fiscal Management
 - a. Develop an annual budget, present to Board, review regularly.
 - b. Oversee and/or initiate contract billings.
 - c. Oversee daily cash flow.
 - d. Oversee meal coupon project.

- 10) Planning and Record Keeping.
 - a. Develop an over-all work plan for Sisters on a yearly basis.
 - b. Ensure all records relating to the operation of the Cafe required by funding sources and city, county, state and federal governments are completed and accessible.

- 11) Office Management
 - a. Oversee filing system.

- 12) Operations
 - a. Cover management team and job trainee positions when necessary.

POSITION: DEVELOPMENT MANAGER

HOURS: 25 Hours Per Week

SALARY: \$9.50 per hour

BENEFITS: Complimentary Meals

SUPERVISOR: Executive Director

RESPONSIBILITIES: The Development Manager works closely with the Executive Director to plan and foster the growth of Sisters Of The Road Cafe. The Development Manager is responsible for cultivating and maintaining donors: the individual donor base with special attention to major donors, foundations and corporations, and participate in special events coordination.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Public Relations:
 - a. Work with the Executive Director to implement public education presentations, media events and publicity activities when necessary.
 - b. Oversee production and mailing of Cafe newsletter;
 - c. Network with other organizations to increase community awareness.
- 3) Board Liaison:
 - a. Attend and provide information at all Board meetings;
 - b. Attend and provide information at Development Committee Meetings:
 - c. Work with Executive Director to keep abreast of Board committee assignments.
- 4) Fundraising:
 - a. Major Donors:
 1. investigate major donor prospects through existing volunteer base or outside affiliations;
 2. Nurture major donor relationships;
 3. Maintain major donor files;
 4. Write major donor thank-yous.
 - b. Individual Donors:
 - 1 Assist in maintaining financial records of all donors;
 2. Monitor effectiveness of database including appropriate trainings.

c.. **Foundation and Corporations:**

1. **Brainstorm current year's needs;**
2. **Investigate potential sources of funding;**
3. **Nurture relationships;**
4. **Write grants;**
5. **Monitor correspondence (e.g. thank yous, updates, evaluation).**

d. **Events:**

1. **Possess a working knowledge of special events planning and coordination including committee structure, human resource requirements, publicity needs; recruit and partner with advanced level fundraising volunteers.**
2. **Locate sponsors for Cafe Boogie, the major fundraising event.**

5) **Miscellaneous:**

Keep informed of significant methods in the field of development and philanthropy and share this information with Cafe managers and board members.

POSITION: OPERATIONS MANAGER

HOURS: Monday - Friday 9:00 a.m. to 5:00 p.m.

SALARY: \$9.50 per hour

BENEFITS: Health Care Benefits, Complimentary Meals

SUPERVISOR: Executive Director

RESPONSIBILITIES: The Operations Manager is responsible for assisting the Executive Director with managing some of the business of a non-profit cafe, including: office management, personnel management, planning and record keeping and fiscal management. Supervise and train the Cashier(s) and Waitstaff. Ensure adequate staffing. Maintain constant communication with Executive Director and Restaurant Manager regarding safety issues, personnel issues and Cafe milieu. Implement Cafe philosophy of non-violence and gentle personalism; provide hospitality and interrupt violence.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Office Management
 - a. Deal with incoming telephone calls as necessary.
 - b. Inventory and maintain office supplies.
 - c. Process and sort incoming mail.
 - d. Maintain and update all Cafe literature.
- 3) Personnel Management
 - a. Supervise cashiers.
 1. Plan training schedule and orientation for new cashiers, including necessary paperwork.
 2. Conduct monthly personnel sessions with cashiers.
 3. Facilitate monthly cashier meetings.
 - b. Supervise Job Trainees.
 1. With Restaurant Manager, recruit Job Trainees.
 2. Conduct orientation to Sisters and specific position, including necessary paperwork.
 3. Supervise waitstaff directly and mentor other Job Trainees.
 4. Perform check-ins with waitstaff; attendance, appointments (Alcohol & Drug Program responsibilities, etc.)
 5. Perform check-outs with waitstaff.

4) Program Management

- a. Write all thank-yous for in-kind donations.
- b. Conduct annual restaurant check-up through cost, program, and management analysis.
- c. Monitor the Children's program area: childproofing, cleanliness, etc.
- d. Facilitate weekly Womens Support Group when necessary.

5) Planning and Record-keeping

- a. Ensure systematic collection and maintenance of all pertinent data: Barter Books, Womens Program, No-Charge Forms, and Daily Barter Rosters.
- b. Compile customer and meal data monthly and complete necessary reports.

6) Volunteer Management

- a. Assist in recruitment of volunteers for clean-up and special projects.

7) Fiscal Management

- a. Payroll
- b. Pay bills twice monthly.
- c. Oversee accounts receivable.
- d. Oversee merchandise sales.

8) Daily Floor Management

(see Floor Manager job description)

POSITION: RESTAURANT MANAGER

HOURS: Monday - Friday 9:00 am to 5:00 pm

SALARY: \$9.50 per hour

BENEFITS: Health Care Benefits, Complimentary Meals

SUPERVISOR: Executive Director

RESPONSIBILITIES:

The Restaurant Manager is responsible for monitoring and maintaining the Cafe and its off-site storage area(s) as prescribed by all applicable agents: Multnomah County Public Health, U.S. Department of Agriculture, etc. Receive and stock food, supplies, donations, etc.; Inventory and ordering; Purchase necessary merchandise, supervise and train kitchen staff; Attend to all requirements necessary for food preparation in connection with timely opening of Cafe. Maintain constant communication with Executive Director and Operations Manager regarding safety issues, personnel issues, and Cafe milieu; Supervise after-hours clean-up; Responsible for Cafe security and safety issues; Implement Cafe philosophy on non-violence and gentle personalism, provide hospitality and interrupt violence.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.

- 2) Monitor, Maintain, and Enhance Facility in accordance with health and fire codes.
 - a. Ensure correct procedures in food preparation and storage, handling and service delivery.
 - b. Routinely inspect all restaurant equipment and facility for cleanliness and malfunction; alert Operations Manager and coordinate a plan of maintenance/repair.
 - c. Plan all Cafe menus.
 - d. Schedule, receive and pay for pest control and linen service.
 - e. Maintain cleanliness and organization of storerooms, and off-site storage facility.

- 3) Inventory and Order
 - a. Inventory all food and supplies.
 - b. Order all food and supplies.
 - c. Arrange all food supply and pick-ups.
 - d. Ensure all food, supplies, donations, etc. are properly stored.

- 4) Personnel Management
 - a. With Operations Manager recruit Job Trainees and do ongoing program evaluation and enhancement.
 - b. Plan training schedule of cooks, and train cooks in all aspects of restaurant work.
 - c. Evaluate efficacy of food preparation; assign responsibility for unfinished duties; and follow-up to ensure that they are accomplished.
 - d. Supervise cooks and dishwasher directly and mentor other Job Trainees.
 - e. Perform check-ins with cooks and dishwasher; attendance, appointments (Alcohol & Drug Program responsibilities, etc.)
 - f. Perform check-outs with cooks and dishwasher.

- 5) Volunteer Management
 - a. Assist in recruitment of volunteers for clean-up and special projects.

- 6) Cafe Security
 - a. Conduct overall supervision of after hours clean-up and preparation for locking up Cafe.

- 7) (see Floor Manager job description)

POSITION: FLOOR MANAGER

This job is shared equally by the Operations Manager and the Restaurant Manager on a daily basis.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.

- 2) Manage Facility and Floor Staff
 - a. Manage daily barter program.
 - b. Train and manage Cafe volunteers
 - c. Schedule breaks for all floor staff and volunteers.
 - d. Respond to lack of staffing by fulfilling necessary duties, i.e. secure barter help to substitute, or assume responsibilities if unable to fill position.
 - e. Receive donations and prepare necessary receipts. Distribute donations as appropriate. Provide literature and relevant information regarding Cafe philosophy and history in response to questions and general inquiries.
 - f. Keep bulletin boards and windows updated and organized.
 - g. Collect mail from carrier and secure in administrative drawer.
 - h. Provide break(s) for the Cashier, assume that responsibility.

- 3) Provide hospitality to all entering the Cafe.
 - a. Provide information, referral and advocacy as needed.
 - b. Build trust with families, and particularly children in the Cafe.

POSITION: VOLUNTEER COORDINATOR

HOURS: Monday - Friday 9:00 a.m. - 5:00 p.m.

SALARY: \$9.50 per hour

BENEFITS: Health Care Benefits, Complimentary Meals

SUPERVISOR: Executive Director

RESPONSIBILITIES: The Volunteer Coordinator is responsible for the full management of all volunteers at Sisters Of The Road Cafe. This includes: recruiting, training, coordinating, supporting and retaining all volunteers. The Volunteer Coordinator is also expected to implement Cafe philosophy of non-violence and gentle personalism; provide hospitality and interrupt violence.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges.
- 2) Operations
 - a. Cover management staff and job trainee positions when necessary.
- 3) Recruiting
 - a. Assess the current operation for volunteers.
 - b. Re-establish contact with current volunteers.
 - c. Create a volunteer brochure.
 - d. Establish community contacts for volunteer commitment as necessary.
 - e. Create a volunteer information intake form for initial volunteer telephone interview.
 - f. Update data entry for all new volunteers, maintain current files and "hard" copies of volunteer base.
 - g. Participate in Cafe "speakers bureau" to increase awareness and possible volunteer opportunities for the Cafe.
- 4) Training
 - a. Schedule all volunteer training sessions (minimum one time a month).
 - b. Create all material to be used in the volunteer training sessions including: evaluation forms, volunteer orientation packets, a slide show presentation about the Cafe, the neighborhood and the philosophy-in-action.
 - c. Facilitate all volunteer training sessions.

- 5) Coordination
 - a. Maintain all volunteer log books.
 - b. Schedule volunteers weekly on the calendar to work in the Cafe.
 - c. Schedule all volunteers to work on fundraising events for the Cafe.
 - d. Coordinate with the Alternative Community Service Program and manage all volunteers they assign to Sisters.,
 - e. Act as the liaison between Board members, office and Cafe staff, and volunteers.

- 6) Support
 - a. Be available to all volunteers during their volunteer experience in the Cafe, in the office, and on committees and fundraising events.
 - b. Maintain positive contact and relations with all volunteers.
 - c. Continue to monitor progress of volunteers and insure a best match with volunteer capabilities and possibilities at Sisters Of The Road Cafe.
 - d. Provide on-going support of volunteers and all volunteer activities that take place at the Cafe.
 - e. Coordinate an annual volunteer recognition event.

- 7) Retention
 - a. Work with volunteers to understand how their experience with the Cafe is going.
 - b. Create evaluation forms for all volunteers at every level of Cafe operations to help track individual experiences and improve upon these experiences.
 - c. Conduct an exit interview with each volunteer for valuable information for future application.

POSITION: ADMINISTRATIVE ASSISTANT

HOURS: 25 hours a week

SALARY: \$7.50 per hour

BENEFITS: Complimentary meals

SUPERVISOR: Executive Director

RESPONSIBILITIES: The Administrative Assistant is responsible for the following: Maintenance of mailing list; Totalling daily cash-flow including donations, and completing bookkeeping documentation; Maintaining records on food stamp income and expenditures including preparing monthly food stamp report; Accountable for the sending of "thank you" letters to those who make donations; Maintaining files on meal coupons as well as responsible for distributing them upon request; and performing miscellaneous errands, filing, phone answering and supply purchasing. Also responsible for implementing Cafe philosophy of non-violence and gentle personlism; providing hospitality and interrupting violence.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Daily Cashflow.
 - a. Total daily cash. Indicate the amount of currency, coin and food stamps. Prepare all cash for deposit to bank, including all cash donations and donations made by check.
 - b. Complete Daily Cash Count form completing the following categories: Vouchers, Contributions, Other Cash (these include dollar amount, how paid, check number, bank number, and name of donor), Cash Paid Out and Deposit to Bank. Maintain written documentation of donations with all information regarding donor, and input into the computer.
 - c. Prepare Daily Food Stamp Income form indicating the amount of Food Stamps that came into the Cafe and the amount and location of Food Stamps expended.
 - d. Record daily cash income and Food Stamp income to the Daily Record Book indicating all cash paid outs and Food Stamp paid outs. Breakdown Food Stamp income into the amount of 1's, 5's and 10's.

2) Computer Maintenance.

a. Installation of computer programs. Accountable for all warranties, system backups, and relevant information regarding computer system.

b. Setup and input Mailing List including creating Cafe codes and categories. Input names, addresses, phone numbers, and all transactions both monetary and non-monetary, indicating amount and how paid (cash, check, money order, gift certificate, etc.), check number, bank number, date payment received, purpose of donation (straight donation, meal coupons, T-Shirt, charity function, etc.).

3) Monthly Reports.

a. Prepare monthly Food Stamp Reconciliation Report and letter to U.S. Department of Agriculture.

4) Office Maintenance.

a. Prepare "thank you" letters, along with other correspondence, forms and signs, for Executive Director.

b. Maintain files on all blue meal coupons out on consignment, indicating how many coupons went out, the number series, and the balance owing. Update files as payments come in. Respond to requests for meal coupons by mail or in person and complete appropriate receipts.

c. Answer phones, take messages, route messages and take messages off voice mail. Handle calls pertaining to the purchase of meal coupons and/or T-shirts, volunteer training times, etc.

d. Responsible for sending meal coupons and T-shirts, when these items are ordered by mail or in person; and keeping track of sales of these items.

5) Advocacy.

a. Give information and referrals on request via phone or in person.

POSITION: CASHIER

HOURS: Monday - Friday 9:00 am to 5:00 pm

SALARY: \$4.75 per hour

BENEFITS: Complimentary Meals

SUPERVISOR: Operations Manager

RESPONSIBILITIES: Implement Cafe philosophy of non-violence and gentle personalism; provide hospitality and interrupt violence. Maintain constant communication with Operations Manager and Restaurant Manager regarding safety issues, personnel issues, and Cafe milieu. Responsible for maintaining guest checks statistical information. Responsible for Cafe security and safety issues before closing.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Functions Prior to Opening Cafe
 - a. Post daily menu.
 - b. Stock cashier station with appropriate materials: guest checks, forms, etc.
 - c. Count daily till prior to opening.
 - d. Prepare barter list for end of day clean-up. Hire one barter worker for bussing position.
 - e. Maintain and prepare all Barter Books, Womens Program Sheets, No-Charge Forms and Daily Barter List.
- 3) Open Cafe
 - a. Enlist barter assistance for end of day clean-up.
 - b. Take customer orders, making note of relevant menu information re extra butter, salsa, etc. Interpret menu and identify items.
 - c. Responsible for ticket orders statistical information; race, sex, and proper coding for payment of meal (cash, food stamp, barter, womens' program, no-charge, staff, food stamp account, cash account, social service agencies' accounts, meal coupon, and Sister's single tickets.)
 - d. Receive and process all payment of meals: cash, food stamps, barter, etc.

4) Day-End Tasks

- a. Begin preparing clean-up crew for various responsibilities, including training and “no show” replacements. Close Cafe.
- b. Secure daily till.
- c. Assist and encourage customers to leave Cafe.
- d. Assist and supervise clean-up crew. Review individual check-off lists of various barter positions.

5) Guest Checks

- a. Record ethnic/gender statistical information for Operations Manager together with the total number of meals served for the day.
- b. Count daily income, deducting \$40.00 (\$20.00 in Food Stamps; \$10.00 in ones, \$6.00 in quarters, \$3.00 in dimes, and \$1.00 in nickels) which was the initial till fund. Total currency, coin and Food Stamp income, including cash paid-outs and Food Stamp paid-outs which equals daily income. Record, bag and secure.

6) Prepare to Secure Cafe

- a. Inspect equipment and facility. Check temperatures in refrigerators (45 degrees) and freezer (under 10 degrees) and check them for proper food storage. Check cleanliness of stove and ensure burners and oven are off. Ensure all burners are off on coffee machine, fan is off, and lights are out. Ensure freezer and refrigerators are plugged in. Check steamtable, make sure burners are off. Move garbage bin to front of Cafe for pick-up.
- b. Check store room and bathrooms to ensure light is off and the door is open and unlocked. Check to ensure heater and/or fan is off. Close and latch windows. Main lights should be turned off and front window lights turned on. (See Close-Up Checklist). Secure door and gate.

POSITION: 1ST SHIFT COOK

HOURS: Monday - Friday 6:00 am to 2:00 pm

STIPEND: \$12.00 per shift

BENEFITS: Complimentary Meals

SUPERVISOR: Restaurant Manager

RESPONSIBILITIES: Management of the kitchen including maintaining cleanliness and following health codes during daily operation. Accountable for knowing and understanding all kitchen tasks. Preparation of all meals, including beans, sauces, and meats. Responsible for getting meals out on time, and implementing accurate portion control with each plate. Responsible for planning and cooking enough food so the Cafe doesn't run out before closing. All duties are expected to be completed with a friendly, non-violent, and hospitable manner toward everyone (customers, co-workers, etc.). As an employee of Sisters Of The Road Cafe it is also expected that you will develop and learn to interact as a team player.

DUTIES:

1) Implement the Cafe's philosophy of non-violence and gentle personalism.

a. Provide hospitality.

b. Be aware of violence and inappropriate behavior.

Bring it to the attention of the supervisor.

2) Implement all Public Health regulations:

a. Maintain correct food temperatures on stove (160 degrees), in steam table (140 degrees), in refrigerators (45 degrees), and in freezer (below 10 degrees).

b. Maintain a spotless kitchen.

c. Constantly check food temperatures with food thermometer.

3) Preparation of Food:

a. Set up the kitchen for operation according to daily times and task sheet.

b. Cook daily entrees including beans and specials.

c. Prepare three peanutbutter and jelly sandwiches for customer emergencies. The sandwiches need to be wrapped in clear plastic wrap, placed in the refrigerator, ready before we open the cafe.

- d. Make extra food if necessary and see that it's made before the end of your shift.
 - e. Assist when necessary with all duties of the 2nd Shift Cook.
 - f. Before end of shift, take leftover beans out of double boiler and put them in 2-inch insert pans; place uncovered in third door compartment of refrigerator in storeroom.
 - g. Take out meat to thaw for next day's meal (usually done when beans are soaked).
- 4) Responsible for maintaining the kitchen supply of staples kept in canisters under the butcher block table with lids on tight at the end of the day.
- 5) Responsible for cleaning:
- a. Grill on Tuesday, Wednesday, and Thursday.
 - b. Stove top.
 - c. Underneath the butcher-block table.
 - d. Industrial size can opener.
- 7) Responsible for communicating with Resturant Manager about problems in the kitchen.

POSITION: 2ND SHIFT COOK

HOURS: Monday - Friday 7:30 am to 3:30 pm

STIPEND: \$12.00 per shift

BENEFITS: Complimentary Meals

SUPERVISOR: Resturant Manager

RESPONSIBILITIES: Management of the kitchen including maintaining cleanliness and following health codes during daily operation. Accountable for knowing and understanding all kitchen tasks. Responsible for getting meals out on time, and implementing accurate portion control with each plate. Responsible for planning and cooking enough food so the Cafe doesn't run out before closing. Responsible for any left over food at the end of each day; includes calling appropriate groups that can use leftover food, and if necessary tossing out unusable food. All duties are expected to be completed with a friendly, non-violent, and hospitable manner toward everyone (customers, co-workers, etc.). As an employee of Sisters Of The Road Cafe it is also expected that you will develop and learn to interact as a team player.

DUTIES:

- 1) Implement the Cafe's philosophy of non-violence and gentle personalism.
 - a. Provide hospitality.
 - b. Be aware of violence and inappropriate behavior. Bring it to the attention of the supervisor.

- 2) Implement all Public Health regulations:
 - a. Maintain correct food temperatures on stove (160 degrees), in steam table (140 degrees), in refrigerators (45 degrees), and in freezer (below 10 degrees).
 - b. Maintain a spotless kitchen.
 - c. Constantly check food temperatures with food thermometer.

- 3) Accountable for all duties assigned on daily times and tasks sheet.

- 4) Responsible for cooking prior to opening:
 - a. Rice
 - b. Pastas
 - c. Cornbread
 - d. Make extra food if necessary.

- (5) Prepare all condiments before and during open hours:
 - a. Cut butter.
 - b. Mix milk.
 - c. Make cream.
 - d. Refill ice tea, juice, water, and milk during operations hours.

- 6) Soak beans overnight for next day's meal.

- 7) Responsible for cleaning:
 - a. Stove (see posted instructions).
 - b. Refrigerator -- daily wipe down, weekly cleaning, baking soda (as needed according to date), food covered/dumped.
 - c. Steam table (see posted instructions).
 - d. Stainless-steel table underneath.
 - e. Grill on Monday and Friday.

- 8) Responsible for dirty towels:
 - a. Clean and recycle useable towels for following day. (Hang in kitchen to dry).
 - b. Place unuseable towels in laundry hamper in storeroom.
 - c. Empty and scrub kitchen bleach bucket.

- 9) Responsible for communicating with Restaurant Manager about problems in the kitchen.

POSITION: WAITPERSON

HOURS: Monday - Friday 9:00 am to 3:15 pm

STIPEND: \$10.00 per shift

BENEFITS: Complimentary Meals

SUPERVISOR: Operations Manager

RESPONSIBILITIES: The waitperson is responsible for serving food and drinks to customers, setting up condiment stations and overall cafe preparation for opening in the morning. All duties are expected to be completed with a friendly, non-violent, and hospitable manner toward everyone (customers, co-workers, etc.). As an employee of Sisters Of The Road Cafe it is also expected that you will develop and learn to interact as a team player.

DUTIES:

1) Implement the Cafe's philosophy of non-violence and gentle personalism.

- a. Provide hospitality.
- b. Be aware of violence and inappropriate behavior. Bring it to the attention of the supervisor.

2) Setup Cafe for daily operation.

- a. Follow checklists at duty station.
- b. Monitor coffee stations for hot water and coffee.
- c. Maintain ice in ice bucket.
- d. Have kitchen staff refill drink pitchers and creamers.
- e. Help with closing procedure at end of day as needed.

(3) Learn and follow procedures for filling and serving food and drink orders:

- a. Pick up guest check from cashier's station.
- b. Fill drink orders.
- c. Take ticket to cook's station and place on counter in sequence from cook's left to right - refer to red numbers at top right hand corner of guest checks for proper number order.
- d. Deliver drinks to customers.
- e. Pick up the plate and a fork from cook's counter; don't take it without the ticket.
- f. Deliver food to customer using table number assigned by cashier on guest check.
- g. Return guest check and number to receipt box at cashier station.

POSITION: DISHWASHER

HOURS: Monday - Friday 9:00 am to 3:00 pm

STIPEND: \$10.00 per shift

BENEFITS: Complimentary Meals

SUPERVISOR: Operations Manager

RESPONSIBILITIES: The cleaning of all dishes, cups, utensils, pots, etc. in accordance with the county health code. Monitor work stations for supplies of dishes, cups, utensils, pots, etc., and keep supplied. Responsible for operating the dishwasher. Responsible for maintaining clean dishwasher, sink, and floor areas during operation hours. All duties are expected to be completed with a friendly, non-violent, and hospitable manner toward everyone (customers, co-workers, etc.). As an employee of Sisters Of The Road Cafe it is also expected that you will develop and learn to interact as a team player.

DUTIES:

- 1) Implement the Cafe's philosophy of non-violence and gentle personalism.
 - a. Provide hospitality.
 - b. Be aware of violence and inappropriate behavior. Bring it to the attention of the supervisor.

- 2) Maintain Dishwashing Station.
 - a. Clean workstation before Cafe opens (sinks, dishes, floors).
 - b. Clean all cooking and serving utensils before Cafe opens.
 - c. Monitor levels of dishwasher soap and sanitizer in buckets, and report low levels to Restuarant Manager.
 - d. Continue throughout the shift to keep sinks, sink traps, floor, and dishwasher clean.
 - e. Collect bus bins with dirty dishes, etc., at bus stations and take back to dishwashing station.
 - f. Remove items from bins, rinse bins, and return bins to stations.
 - g. Scrape, wash, rinse, and sanitize according to instructions for Dishwasher or 3 Sink System.
 - h. Responsible for all cooking utensils to be cleaned and put away before end of shift.

POSITION: JOB TRAINING PROGRAM MANAGER

HOURS: 16 Hours Per Week

SALARY: Portland State University MSW Practicum Program

BENEFITS: Complimentary Meals

SUPERVISOR: Executive Director

RESPONSIBILITIES: The Job Training Program Manager is responsible for a healthy milieu within which the job training staff are trained, sponsored, and eventually transitioned into an interdependent living situation. This encompasses many functions including conducting bi-monthly individual personnel meetings, coordinating with the Executive Director and with other in-house managers, facilitating a Quality Team meeting, and coordinating with other community organizations. Tracking and supporting the job trainee graduates for a period of at least three months. Implement Cafe philosophy of non-violence and gentle personalism; provide hospitality and interrupt violence.

DUTIES:

- 1) Maintain constant awareness of Cafe environment interrupting and deterring behavior not acceptable in the Cafe; racism, sexism, violence, drug exchanges, etc.
- 2) Conduct bi-monthly individual personnel meetings. This would include:
 - a. Introduction, explanation, and clarification of personnel policies.
 - b. Needs assessment.
 - c. Health assessment.
 - d. Goal setting,
 - e. Advocacy.
 - f. Life skills training.
 - g. Personal counseling.
 - h. Evaluation of progress.
- 3) Coordination with Executive Director and in-house managers.
 - a. Attend regular meetings with Executive Director.
 - b. Attend regular meetings with managers.
 - c. Identify needs and goals of individual employees.
 - d. Formulate in-house response to individual employee needs.

- e. Track and receive feedback on employees' progress within the Cafe.
- 4) Facilitate a monthly Quality Team meeting.
 - a. Address any issues job trainees have encountered in their work.
 - b. Initiate discussion either about ideas for the Cafe, or to address job training/work maturity issues that might be of interest to all.
- 5) Coordinate services with other community organizations.
 - a. Meet with service providers regarding job training program.
 - b. Maintain a working relationship with outside providers of services for the enhanced benefit of job trainees.
 - c. Advocate for job trainees with respect to these services.
- 6) Coordinate transitional support services.
 - a. Continue to track and support graduates for at least three months.
 - b. Schedule off sight meetings with graduates for at least three months.

BARTER JOB CREDITS

ALL BARTER JOBS WILL ACCUMULATE MEAL CREDIT AT A RATE OF \$5.00 PER HOUR.

15 MINUTES=\$1.25

30 MINUTES=\$2.50

45 MINUTES=\$3.75

60 MINUTES=\$5.00

THE ESTIMATED TIME FOR EACH CLOSING CREW JOB IS AS FOLLOWS:

COUNTERS: 45 MINUTES

DISHES: 2 HOURS

FLOORS: 2 HOURS

GARBAGE: 30 MINUTES

TABLES AND CHAIRS: 45 MINUTES

RECYCLING: 30 MINUTES

CHILDREN'S CORNER: 30 MINUTES

OFFICE: 30 MINUTES

RESTROOMS: 45 MINUTES

**** THE AMOUNT OF MEAL CREDIT A BARTER WORKER EARNS IS ALSO DEPENDENT ON THE QUALITY OF THE JOB DONE. THE CASHIER WILL TAKE THIS FACTOR INTO ACCOUNT WHEN ADDING CREDIT TO A BARTER ACCOUNT.**

BARTER POSITION: COUNTERS

PAY: \$5.00/ HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will the meal credit be added to the account, if the barter worker does not wish to eat the meal.

Cleaning supplies are located in the utility area.

- o Fill clean 5 gallon plastic bucket half-way with hot water and 2 1/2 capfuls of bleach. Obtain clean white towel.
- o Remove salt and pepper shakers, wipe the outside of shakers with clean rag, and place them on appropriate tray.
- o Remove sugar containers, empty contents into plastic bucket labeled "Sugar," and take empty sugar containers to the dishwasher.
- o Remove any dirty dishes and silverware, put them in the bus bins.
- o Clean counter top directly above coffee cups. Once completed, place coffee cups on this clean counter (rims up), take rubber mesh mat below counter top to dishwasher to be machine washed and sterilized. Thoroughly clean this counter before replacing mesh mat and cups.
- o Clean counter directly above glasses. Once completed, place glasses on this clean counter, take rubber mesh mat below counter top to dishwasher to be machine washed and sterilized. Thoroughly clean this counter before replacing mesh mat and glasses.
- o Now thoroughly clean all counter areas (including counter wall area in front of stools), shelves, and bus and trash receptacles.

Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/ hour credit earned.

BARTER POSITION: DISHWASHER

PAY: \$5.00/ HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Dishwasher must be oriented to the proper use and cleaning of automatic dishmachine (meet with staff person prior to starting this job) - Personal hygiene is important at all times - Person washing dishes should have no serious health problems, as in respiratory or skin infections, chronic cough, etc.

Automatic Dishmachine Operation:

1. Before dish washing, wash, rinse and sanitize sinks before using them to wash dishes. Never wash your hands in dish washing sinks.
2. Push left side of button, hold for approximately ten seconds, or until water is at "Fill" line.
3. Fill first sink with hot water to "Fill" line, add one capful of soap.
4. Scrape, wash in first sink if necessary and/or pre-rinse food from the dishes and utensils.
5. Stack in appropriate racks, place in automatic dishmachine one rack at a time.

Note: No Soap Suds. All dishes and utensils going into the automatic dishmachine must be thoroughly rinsed.

6. Push right side of button and hold, count "one, two, three, four" then release. The cycle has started. When noise ceases the cycle is completed.
7. Open door and slide rack to right on table.

8. Return to Step 6 with new tray of dirty dishes.
9. Remove clean dishes from rack to the right of machine and put in appropriate areas.
10. After all dishes are washed, drain dishwasher and Three Sink System.
11. Clean screen inside of dishwasher, the Three Sink System, and the handwashing sink with cleanser and water.
12. The dishwashing job may be divided into two jobs, as follows:
 - a. One person washes and rinses all dishes.
 - b. One person loads dishes into dishmachine, unloads, and puts all dishes in their designated areas.

Special Note: The temperature of the wash and rinse water for this automatic dishmachine must be at least 120F. This machine provides a sanitizing solution. Use test papers to determine if the machine is working and sanitizing properly. Ask a staff person to do this.

IF DISHMACHINE IS NOT WORKING PROPERLY INFORM STAFF PERSON! IF IT IS DECIDED BY STAFF PERSON THAT DISHMACHINE IS NOT FUNCTIONING PROPERLY UTILIZE THE "THREE SINK SYSTEM." (SEE "THREE SINK SYSTEM").

All dish washing procedures listed above must be attended to before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00 per hour credit earned.

BARTER POSITION: FLOORS

PAY: \$5.00/ HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Floor cleaning products are located in the utility area.

o Including the storeroom, *the entire Cafe* should be thoroughly swept and mopped. This includes under the tables, fixtures, stools, corners, floor area directly underneath the counter stools, and bathrooms.

Special Note: Make sure mop and bucket are thoroughly cleaned before starting to mop. Floor cleaning mixture should contain 6 capfuls of bleach, one capful soap, and 2/3 mop bucket of **hot** water. Check water as needed.

Kitchen mats must be rinsed off, folded and ran through dishwater then placed across table to dry.

All floor areas listed above must be swept and mopped before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/hour credit earned.

BARTER POSITION: GARBAGE DISPOSAL

PAY: \$5.00/HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Garbage bag liners are located beneath drink glass counter

o The Cashier is responsible for the two small sanitary napkin disposal units in the restrooms (one in each)

o All garbage cans should be washed out in the utility area before liners are replaced in them. **Also wipe all surfaces of garbage receptacle area connected to the counter.

o One large round metal garbage container in utility area - replace with 1 large liner.

o One large round plastic container located beneath bus station - replace with 2 large liners.

o One small brown plastic garbage container beneath cashier station - replace with 1 large liner.

o One small brown plastic garbage container beneath bus station opposite the cashier station - replace with 2 large liners.

o One small yellow plastic garbage container near the coffee cup counter - replace with 2 large liners.

o One large plastic garbage container (empty this one last) in kitchen area between stove and small porcelain sink - replace with 2 large liners

Special Note: All full garbage bags must be tightly sealed and all garbage liners replaced must be secured around edges of container.

All garbage containers listed above must be emptied before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/hour credit earned.

BARTER POSITION: TABLES AND CHAIRS

PAY: \$5.00/HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Cleaning supplies are located in the utility area.

- o Fill clean 5 gallon plastic bucket half full with hot water and 2 1/2 capfuls of bleach. Obtain clean white towel.
- o Remove ashtrays, dump contents into butt cans, and put in bus bins.
- o Remove salt and pepper shakers, wipe the outside of shakers with clean rag, and place them on the counter where it is marked "Salt and Pepper Shakers."
- o Clear table tops of all dishes and silverware and put them in the bus bins.
- o Clean all the surfaces of the tables and chairs **first**, then clean the base of each table and the legs of all chairs.

All tables and chairs, including bases, must be wiped down before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/hour credit earned.

BARTER POSITION: RECYCLING

PAY: \$5.00/HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Recycling station is located in the utility area

- o Inspect cans to be sure they have been completely rinsed. Rinse them in utility sink if necessary.
- o Remove labels from cans and throw away.
- o Using can opener attached to shelf, open both ends of cans. **BE CAREFUL OF SHARP EDGES!!**
- o Crush cans by stepping on the sides of them.
- o Place crushed, cleaned, label free cans back in plastic recycling bags. Ask the cashier for recycling bags.
- o Break down boxes if necessary, and stack flat next to recycling can.
- o Check recycling area to make sure all is clean and in order.
- o On Thursdays, bring all boxes and cans up to the front door when finished.

All recycling duties listed above must be attended to before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/hour credit earned.

BARTER POSITION: CHILDREN'S CORNER

PAY: \$5.00/ HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will the meal credit be added to the account if the barter worker does not wish to eat the meal.

- o Inspect children's corner for hazards (e.g. broken and cracked toys, screw and nails sticking out, etc...). Alert cashier of all hazards.
- o Take all plastic toys (including plastic blocks), load them onto green dishwasher racks, and send through dishwasher.
- o Remove all toys from shelves and wipe them down with clean towel and bleach water solution (use the gray bucket).
- o Wipe blue cushion, chalkboard, picnic table, toy stove, and walls.
- o Make sure all crayons, markers, colored pencils, and paper are put into the closet.
- o Mop floor.
- o Return toys to shelves in an organized manner and remove all chairs, high chair, and other things that should not be in the children's corner.
- o Return cleaning supplies and throw towel in dirty linen bag located in the storeroom.

Upon completion inform staff person. He/she will inspect and then enter into barter meal book \$5.00/ hour credit earned.

BARTER POSITION: OFFICE

PAY: \$5.00/ HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will the meal credit be added to the account, if the barter worker does not wish to eat the meal.

- o Accompanied by the cashier, go upstairs, with 409, a clean towel, and 3 new garbage can liners.
- o Ask Operations Manager what exactly needs to be done, sometimes staff are busy and cannot be disrupted by cleaning.
- o Dust computer area first, with clean, dry towel. No 409!
- o Wipe desks, railing, and file cabinets with towel and 409.
- o Vacuum entire office including both vents and the back office.
- o Change garbage can liners if necessary.

Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/ hour credit earned.

BARTER POSITION: RESTROOM DETAIL

PAY: \$5.00/HOUR IN MEAL CREDIT

Barter worker is asked to arrive approximately 30 minutes prior to closing time. At that time barter worker may eat one meal with drink. This will not be deducted from meal credit earned for completing specified task that day, nor will meal credit be added if the barter worker does not wish to eat the meal.

Restroom cleaning supplies and restroom soap are located on shelf in utility area and toilet paper is located in storeroom (see staff person)

- o Refill toilet paper dispensers if required - two rolls should be in place at all times
- o Refill soap dispensers if required
- o Thoroughly clean restroom sinks - There is a separate bucket with a clean rag for this purpose - Use cleanser and bleach
- o Thoroughly clean toilet bowls and outside of toilets - use toilet brush and bleach - There is also a separate bucket with a clean rag for this purpose - Use cleanser and bleach
- o Inform staff person if towel dispenser(s) require(s) refilling

Special Note: Ask staff person for key to soap and toilet paper dispensers. When cleaning, remember to use the clearly marked "sink" or "toilet" buckets for each task with hot water and bleach.

All restroom duties listed above must be attended to before task is considered completed. Upon completion inform staff person. He/She will inspect and then enter into barter meal book \$5.00/hour credit earned.

XI. MENUS

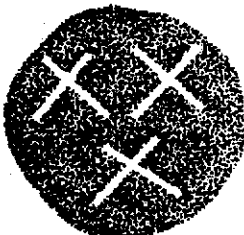
The key to designing meals at Sisters Of The Road Cafe is **what's available at the time** from the USDA commodities program. In reviewing Sisters' menus, you'll soon become aware of the central role of USDA pork, corn meal, noodles and other staples in the regularly served meals.

At Sisters Of The Road Cafe, the restaurant manager is responsible for ordering food and designing the menus for the week. The cafe often advertises the same menu on the same day of the week for many weeks in a row. This simplifies ordering and meal planning, plus it creates a continuity for the customers. Very often, the driving force behind changing a menu is the availability or discontinuation of a commodity from the food bank.

Each day, Sisters has a special menu item, like chicken a la king or spaghetti. In addition, virtually every day since it opened the cafe has offered its customers corn bread, beans and rice -- a healthy, inexpensive and filling combination. On Viernes -- every Friday, when menus are created with hispanic customers in mind -- the cafe serves corn tortillas, refried beans and Spanish rice.

Sisters Of The Road Cafe has benefitted from the generosity of other institutions and programs which have donated recipes for feeding large groups. It is very difficult to translate the recipes in most cookbooks to the large quantities you will need, so you are encouraged to approach schools, colleges, restaurants and other non-profits to share their cooking secrets.

The following pages offer sample recipes from Sisters' kitchen.



RICE

INGREDIENTS

To make 3 Quarts:

1Qt Rice
1 Tsp Salt
2 Qts Boiling Water

To make 1 1/2 Gallons:

2 Qts Rice
2 Tsp Salt
4 Qts Boiling Water

To make 3 Gallons:

4 Qts Rice
1 Tbsp Salt
8 Qts Boiling Water

Follow These Steps

1. Cook in batches no larger than four quarts of rice. Add rice and salt to boiling water; add one tsp oil or fat for each pound of rice to prevent foaming.
2. Leave lid off pot until rice comes to a boil. When rice comes to a boil, turn heat down to low and cover with a tight fitting lid.
3. Cook on low heat for about 20 to 25 minutes.
4. Remove from heat and let stand covered five to ten minutes.

Follow these steps for oven method

1. Place three quarts rice in baking pan (about 12 x 20 x 2 inches). Add salt. Pour six quarts of boiling water over rice; stir to distribute evenly in pan.
2. Cover pan tightly.
3. Bake at 350 degrees F (moderate oven) 25 minutes.
4. Remove from oven and let stand covered five minutes.

PINTO BEANS

This bean recipe is an ongoing process. Described below is three days of bean preparation.

FOLLOW THESE STEPS

FOR THE FIRST DAY:

The night before:

Sort and soak 10 quarts of pinto beans overnight. The water should be 5 inches above the beans in the pot.

In the morning:

Put pinto beans on the stove in a large pot. The water should be 2 1/2 inches above the beans. Cook the pinto beans until soft but firm.

When the beans are cooked, combine the following ingredients with the beans and mix well.

2 Tbsp	Oregano
8 Tbsp	Garlic Powder
5 Cups	Chopped Onions
2 #10 Cans	Diced Tomatoes
7 Tbsp	Parsley
7 Tbsp	Basil
4 Tbsp	Black Pepper
5 Tbsp	Paprika

FOR THE SECOND DAY:

At the end of the day:

If there is one 4-inch pan of beans left over, do the following preparation for the next day:

Sort and soak 7 quarts of pinto beans overnight. The water should be 2 1/2 inches above the beans in the pot.

In the morning:

Put pinto beans on stove in a large pot. Again, the water should be 2 1/2 inches above the beans. Cook the pinto beans until soft but firm.

Combine the beans with the following ingredients and mix well:

4 Tbsp	Garlic Powder
3 Cups	Chopped Onions
1 #10 Can	Diced Tomatoes
5 Tbsp	Parsley
5 Tbsp	Basil
3 Tbsp	Black Pepper
3 1/2 Tbsp	Paprika

FOR THE THIRD DAY:

At the end of the day:

If there is more than one 4-inch pan of beans left over, do the following preparation. Sort and soak 4 quarts of pinto beans overnight. The water should be 2 1/2 inches above the beans.

The next morning:

Put the pinto beans on the stove in a large pot. Again, the water should be 2 1/2 inches above the beans. Cook the pinto beans until soft but firm.

Combine the beans with the following ingredients and mix well:

4 Tbsp	Garlic Powder
1 1/2 Cups	Chopped Onions
1 #10 Can	Diced Tomatoes
2 Tbsp	Parsley
2 Tbsp	Basil
2 Tbsp	Black Pepper
1 1/2 Tbsp	Paprika

CORN BREAD

INGREDIENTS

10 Cups	Cornmeal
12 Cups	Flour
1 1/2 Cups	Sugar
1 Cup	Baking Powder
2 Tbsp	Salt
12	Eggs
4 Qts	Milk (5 1/3 cups dry milk mixed with 4 quarts of water)
12 Tbsp	Vegetable Oil

FOLLOW THESE STEPS

1. Preheat oven to 425 degrees.
2. Lightly grease two 2-inch pans on all sides and on the bottom with shortening. Set aside.
3. In a large mixing bowl, measure out dry ingredients and combine:
 - 10 cups cornmeal
 - 12 cups flour
 - 1 1/2 cups sugar
 - 1 cups baking powder; and
 - 2 tablespoons salt. Mix well with a wire whip.
4. In a medium mixing bowl, measure out wet ingredients and combine:
 - 12 eggs
 - 4 quarts milk (mix powdered milk and water first to make milk); and
 - 12 tablespoons oil. Beat well with wire whip.
5. Add wet ingredients to dry ingredients and stir well with a wire whip. **Do not beat mixture.**
6. **IF THE BATTER IS TOO THICK**, add 1 cup of milk to thin it out.
7. Pour into two 2-inch greased pans.

8. Put pans on bottom rack of oven for 25 minutes.
9. Remove pans from bottom rack and put on top rack for 25 minutes.
10. Test Cornbread to check if it's cooked through. Insert clean butter knife into center of pan. If knife comes out clean, the Cornbread is done.
11. Cut Cornbread into 24 individual pieces.

Note: Make at least eight pans to start the day, seven if it is between the 5th and the 20th of the month.

Baking tip: To keep place in a recipe, place all baking ingredients on the right side of the bowl before measuring or mixing. As each ingredient is used move it to the left side of the bowl.

BLACK BEANS

Do the Night Before: Sort and soak 10 quarts of Black Beans overnight. There should be 8 gallons of water.

The Next Morning: Put Black Beans on stove in a large pot. Again the water should be 2 1/2 inches above the Beans. Cook the Black Beans until soft but still firm.

INGREDIENTS

15 Tbsp Garlic
5 Qts Chopped Onions
10 Bay Leaves
10 Tbsp Parsley
7 Tbsp Basil
4 Tbsp Cumin
2 Cups Cooking Oil
5 Qts Carrots
8 Qts Celery
1/2 Tbsp Cayenne
2 Cups Lemon Juice

Follow These Steps

1. When beans are partially cooked, add bay leaves. Always be sure to keep sufficient water in beans, so they do not burn.
2. When beans are soft, put in double boiler.
3. Saute onions and celery in cooking oil with garlic, cumin, and basil.
4. Add sauteed vegetables and carrots to beans.
5. Add cayenne, parsley, lemon juice, and one tablespoon salt to beans.

SHEPHERDS PIE MONTANA STYLE

INGREDIENTS

20 Cans	Pork or 15 Lbs. Ground Beef
3 #10 Cans	Tomato Sauce
1 #10 Can	Tomatoes, diced
1 #10 Can	Green Beans, drained
1 #10 Can	Corn, drained
6 Stalks	Celery
3 Tbsp	Dill Weed
3	Onions, chopped
2	Green Pepper, chopped
1 Tbsp	Italian Seasoning
3 Tbsp	Garlic
1 Tbsp	Black Pepper
4 Tbsp	Parsley
2 Tbsp	Oregano

Follow These Steps

1. Rinse pork.
2. Brown pork in 2 1/2 inch drip pans inside 4 inch pans with garlic and oregano (1 tablespoon each per pan).
3. Prepare double boiler, and begin heating water.
4. In large pot (in double boiler) combine tomato sauce, diced tomatoes, green beans, corn, celery, onions, green pepper, and spices. Mix well, and simmer for 1 hour. Stir frequently.
5. Make 4 pounds of instant mashed potatoes.
6. Grate 1/2 block of cheddar cheese.
7. Divide stock pot mixture into four 4 inch pans. Divide meat and add to vegetable mixture.
8. Top with 2 inches of mashed potatoes per pan.
9. Lightly sprinkle cheese over potatoes, and sprinkle parsley for a garnish.
10. Bake for 40 minutes at 425 degrees.

SPAGHETTI SAUCE WITH MEAT

INGREDIENTS

4 #10 Cans	Tomato Sauce
10 #10 Cans	Diced Tomatoes
10 Tbsp	Oregano
12 Tbsp	Garlic
7 Tbsp	Basil
2 Tbsp	Black Pepper
10 Tbsp	Parsley Flakes
10	Bay Leaves, Crushed
8 Tbsp	Italian Seasoning
4 Tbsp	Thyme
1/2 Cup	Sugar
4	Large Chopped Onions
15-20 Lbs	Ground Beef

FOLLOW THESE STEPS

1. Preheat oven to 375 degrees.
2. In double boiler, combine tomato sauce, diced tomatoes, spices, and sugar. Cover and bring to a boil.
3. In a large mixing bowl, combine ground beef, and chopped onions. Mix well.
4. Take two 1 1/2-inch insert pans that have drip holes in the bottom and place them inside two 4-inch insert pans.
5. Place even amounts of ground beef mixture in each pan and place in heated oven.
6. Cook until done, about 30 to 35 minutes.
7. Remove meat from oven.
8. Add to spaghetti sauce.
9. Stir well with paddle.
10. Cover and let simmer.

11. Make Pasta:

- a. In medium size pot bring 14 Qts. water to boil. Add 4 Oz. vegetable oil.
- b. Add 4 Lbs. spaghetti noodles. Cook 10 minutes, stirring occasionally.
- c. Drain water. Place spaghetti noodles into a 4 inch pan. Sprinkle small amount of vegetable oil on cooked pasta and mix.

Serving portion: One 6-ounce ladle over 10 ounces spaghetti.

TAMALE PIE

INGREDIENTS

Bottom Crust Layer:

50 Cups Corneal
1 Lb Butter
1 Cup Salt

Follow These Steps

1. Add cornmeal, water, salt, and butter to pot.
2. Bring to a boil, stirring constantly to prevent clumping.
3. When cornmeal mixture reaches the consistency of Cream of Wheat, remove from heat and divide evenly into 8 OILED 12x20x2 pans.
4. Cool until firm.

Filling Layer:

8	Onions, chopped
3 Stalks	Celery, chopped
6	Green Peppers, chopped
3 #10 Cans	Tomatoes, diced
1 #10 Can	Whole Kernal Corn
1/2 Cup	Garlic Powder
1 Cup	Chili Powder
1 Cup	Salt
5 Tbsp	Black Pepper
3/4 Cup	Cumin
20 Lbs	Ground Beef
9 Qts	Cheddar Cheese, grated (+ extra for topping)
1 1/2 Gal	Water
9 Cups	A.P. Flour

Follow These Steps

1. Preheat oven to 425 degrees.
2. Cook ground beef in oven (in 2 1/2 inch drip pans) until it reaches internal temperature of 155 degrees.

3. Saute chopped vegetables in 1/2 cup vegetable oil with spices.
4. When beef and vegetables are done, combine them with the diced tomatoes, corn, 1 gallon of water.
5. When mixture comes to a boil slowly add cheese, stirring constantly.
6. Mix flour with 1 gallon water, then add to mixture.
7. Bring mixture up to temperature.
8. Carefully pour 4 quarts of mixture onto each pan of polenta.
9. Sprinkle each pan with cheese.
10. Bake at 450 degrees in oven until crisp around the edges.
11. Serve 8 ounces.

CARNITAS A LA CASERA

INGREDIENTS

25 Cans (USDA)	Canned Pork/Beef
10	Chopped Onions
12 Tbsp	Garlic Powder
7 Tbsp	Oregano
12 Tbsp	Cumin
2 Cans	Green Chiles
7 (5 Dozen) Bags	Corn Tortillas

FOLLOW THESE STEPS

1. Preheat oven to 425 degrees
2. Rinse meat in cold running water to remove fat.
3. Chop meat into small cubes.
4. In large mixing bowl, thoroughly combine meat, onion, spices and green chiles.
5. Place meat mixture evenly in 4-inch pans. Cover with foil.
6. Cook in oven until done, about 30 to 35 minutes. The mixture will be done when it reaches a temperature of 155 degrees.
7. Serve with 2 corn tortillas.

Note: When fresh, chopped cilantro is available, add it to the meat mixture before cooking.

REFRIED BEANS

INGREDIENTS

8 Qts Dry Pinto Beans
8 Chopped Onions
3 Cups Shortening
1 Tbsp Salt
8 Tbsp Garlic

FOLLOW THESE STEPS

1. Sort and soak beans following Sisters' Pinto Beans Recipe. Be sure to replace water in the pot with fresh, warm water in the morning, enough to cover the beans.
2. Bring beans to a boil.
3. Add onion and garlic.
4. Cover with lid ajar and simmer gently for two hours.
5. Add 1 cup shortening and allow to simmer for one hour.
6. Mash beans with potato masher in 4-inch pan.
7. Heat 1/2 cup shortening on grill.
8. Using slotted spoon, place some beans on grill. Add some of the bean liquid.
9. Add salt to taste. Fry for approximately 10 minutes, flipping frequently.
10. Place refried beans on steam table, making sure they maintain temperature.

SPANISH RICE

INGREDIENTS

3 Qts	White Rice
6 Qts	Water
3 Cups	Chopped Bell Peppers
1/4 #10 Can	Diced Tomatoes, Drained
3 Cups	Chopped Celery
3 Cups	Chopped Onion
1/2 Cup	Butter
3 Tbsp	Garlic Powder
1 Tbsp	Black Pepper
2 Tbsp	Cumin
2 Tbsp	Chili Powder

FOLLOW THESE STEPS

1. Melt butter in 4-inch pan over low heat.
2. Add rice to brown (for about one minute.) **Stir frequently!**
3. After one minute, add 6 quarts of water and stir.
4. Next add celery, onions and bell peppers.
5. Allow mixture to simmer for two minutes and continue to stir frequently.
6. Add diced tomatoes and spices. Stir.
7. Cover pan, stir occasionally until all water is evaporated.
8. Serve with 2 slotted spoonsful of salsa.

Yields: One 4-inch pan.

BISCUITS: FULL BATCH

INGREDIENTS

48 Cups	Flour
1 1/2 Cups	Baking Powder
4 Cups	Sugar
1 1/2 Tbsp	Salt
8 Cups	Milk
2 Cups	Shortening

FOLLOW THESE STEPS

1. Preheat oven to 425 degrees.
2. Grease 2 sheet pans and set aside.
3. In large mixing bowl, combine:

48 Cups	Flour
1 1/2 Cups	Baking Powder
4 Cups	Sugar
1 1/2 Tbsp	Salt
4. Blend together by hand, use gloves.
5. Add 2 cups shortening and cut in by hand until a fine crumb (small lumps) is formed.
6. Add milk and mix **gently** by hand until all ingredients are moistened and dough is formed.
7. Spread 2 cups flour on surface of table.
8. Turn dough onto table. If sticky, sprinkle one cup flour on dough until it is no longer sticky, turning dough **gently** as you add flour. When dough is no longer sticky, continue to next step.
9. Roll dough out to a 1-inch thickness with a rolling pin.
10. Cut biscuits with a water glass and place on greased sheet pans. Place them fairly close together.

11. Place sheet pans on bottom rack until biscuits have risen, then remove the pans and place them on the top rack until biscuits brown.

Yields: 100 servings.

Baking tip: To keep place in a recipe, place all baking ingredients on the right side of the bowl before measuring or mixing. As each ingredient is used move it to the left side of the bowl.

BREAKFAST SAUSAGE CASSEROLE

INGREDIENTS

10 Lb	Ground Sausage
10 Cups	Butter
5	Medium onions, chopped
120 slices	Bread (or potatoes)
50 Lbs	Potatoes
13 Tbsp	Dried Basil
7 Tbsp	Dill
10 Cups	Shredded Cheddar Cheese
10 Dozen	Eggs
32 Cups	Milk

FOLLOW THESE STEPS

1. Preheat oven to 425 degrees.
2. Brown sausage and onions using two 1 1/2-inch insert pans that have drip holes in the bottom, placed inside two 4-inch insert pans. When sausage is completely cooked, remove it from pan and dispose of the grease properly.
3. Melt the butter in a small pan and pour one cup into each of ten 2-inch metal pans.
4. Cut the bread or potatoes into cubes.

If you are using bread:

5. Layer half of the total amount of bread evenly in each of the 10 pans.
6. Mix the basil and dill in a small bowl. Sprinkle 1 tablespoon of the mixed spices over the bread or potatoes in each pan.
7. Sprinkle 1/2 cup of cheese in each pan.
8. Then layer the remaining bread, herbs and cheese in each pan. Plan to use about 1 tablespoon of herbs and about 1/2 cup of cheese in each pan.
9. Prepare the milk from the milk powder.

10. Beat the eggs well and add the milk.

11. Pour 4 quarts of egg-milk mixture into each pan. If there is not enough of the egg mixture for all 10 pans, make more using a ratio of 1 dozen eggs to 4 cups of milk.

If you are using potatoes, just make one layer of each in this order: potatoes, herbs, eggs then cheese on top.

12. Bake 4 pans for 45 minutes, or until cooked thoroughly. Rotate pans to different positions in the oven every 15 minutes.

13. Store the remaining pans in the reach-in refrigerator.

Each pan serves 8 people.

MAKES 80 SERVINGS.

PANCAKE BATTER: FULL BATCH

48 Cups Flour
1 Cup Baking Powder
5 Cups Sugar
4 Tbsp Salt
5 Cups Powdered Milk
2 Cups Oil
12 Medium Eggs
10 Qts Cold Water
3 Tbsp Vanilla

FOLLOW THESE STEPS

1. In a large mixing bowl, measure out dry ingredients and combine:

48 Cups Flour
1 Cup Baking Powder
5 Cups Sugar
4 Tbsp Salt
5 Cups Powdered Milk

2. Mix well with a wire whip.
3. In medium mixing bowl, measure out wet ingredients and combine:

12 Medium Eggs
2 Cups Oil
3 Tbsp Vanilla

4. Beat with wire whip
5. Add wet ingredients to dry ingredients.
6. Add 10 quarts of cold water.
7. Mix together using a wire whip. **Do not beat.**

If batter is too thick, add more water a cup at a time until batter is well blended with a few lumps.

Note: Make two full batches and set aside without the wet ingredients in a five gallon bucket. Cover and set aside

until needed.

Baking tip: To keep place in a recipe, place all baking ingredients on the right side of the bowl before measuring or mixing. As each ingredient is used move it to the left side of the bowl.



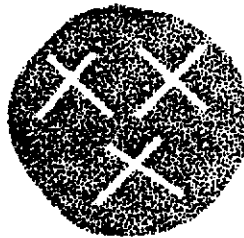
XII. INVENTORY



The following are lists of equipment and supplies used at Sisters Of The Road Cafe. You can get by with more, but it would be difficult to get by with less.

Some items are required by health and sanitation regulations. Others are needed by nature of the type of food served at Sisters.

We provide these lists to give you a starting place for putting together your kitchen.



KITCHEN SUPPLY INVENTORY

Pitchers - 10

- 3 - 2 Quarts for Water
- 2 - 2 Quarts for Juice
- 2 - 2 Quarts for Ice Tea
- 2 - 2 Quarts for Milk
- 1 - 2 Quarts for Cream

Coffee Pots: 5 - 8 Cup

- 3 - Regular
- 1 - Decaffeinated
- 1 - Hot Water

1 - 3 Burner Coffee Maker

1 - 2 Burner Hot Plate

16 - 16 Ounce Sugar Shakers

8 - 8 Ounce Stainless Steel Creamers

10 - 8 Ounce Ketchup Containers

16 - Salt Shaker Dispensers

16 - Pepper Shaker Dispensers

1 - Industrial Flour Sifter

1 - Pastry Brush

1 - No. 10 Ice Cream Scoop

1 - Hand Meat Tenderizer

1 - 20 Quart Colander

1 - Box Grater

1 - Scraper or Dough Cutter

1 - Potato or Vegetable Peeler

1 - Pastry Wheel

2 - Kitchen Forks

1 - Industrial Size Toaster

1 - 3 Speed Blender

Tongs - 3

1 - 16" Heavy Duty

1 - 12" Heavy Duty

1 - 9 1/2" Heavy Duty

4 - Sheet Pans (17 3/4" x 25 3/4" x 1")

2 - Plastic Cutting Boards

1 - 12" x 18" x 12"

1 - 15" x 20" x 12"

3 - Whips

1 - Wood Handle; 14" Medium Gauge

2 - Stainless Steel

1 - 14" Light Gauge

1 - 18" Heavy Gauge

2 - Square Mashers

1 - 18" Wood Handle

1 - 24" Wood Handle

1 - Butter Cutter

3 - Plastic Scoops

1 - 6 Ounce

1 - 32 Ounce

1 - 64 Ounce

1 - Aluminum Scoop (12 Ounce)

24 - Plastic Trays

1 - 12" Oval Tray

3 - 12" x 20"

4 - 14" x 13"

4 - 19" x 24"

4 - 14" x 22"

4 - 17" x 22"

4 - 18" x 26"

3 - Plastic Scrapers

1 - 9 1/2

1 - 13 1/2

1 - 16 1/2

1 - Wooden Handled Offset Spatula (8" x 3")

Pots

2 - 80 Quart Standard Weight

Stainless Steel Stock Pots

2 - 25 Quart Standard Weight Stainless Steel Stock Pots

1 - 25 Quart Stainless Steel Stock Pot

- 1 - 15 Quart Stainless Steel Stock Pot
- 2 - 6 1/2 Quart Heavy Duty Stainless Steel Sauce Pans

- 17 - 2" Steam Table Stainless Steel Pans
- 13 - 4" Steam Table Stainless Steel Pans
- 3 - Full Stainless Steel Size Lids (12" x 20")
- 4 - Half Stainless Steel Size Lids (10" x 12")
- 3 - 2" Stainless Steel Insert Pans with Drip Holes

Vollrath Super Pans

- 1 - 4" (6 7/8" x 12 3/4")
- 2 - 2 1/2" (6 7/8" x 6 1/4")
- 5 - 6" (10 3/8" x 12 3/4")

- 12 Dozen Dinner Folks
- 65 Dinner Plates (8 1/4")
- 15 Saucers
- 48 Glasses (12 Ounce Plastic)
- 48 Cups (8 Ounce)

- 1 - 36" Stainless Steel Paddle
- 1 - 6 3/8" Skimmer
- 4 - 1 Ounce Stainless Steel Ladles
- 2 - 4 Ounce Stainless Steel Ladles
- 2 - 7 Ounce Stainless Steel Ladles
- 2 - 8 Ounce Stainless Steel Ladles
- 2 - 12 Ounce Stainless Steel Ladles
- 2 - 3 Ounce Stainless Steel Spoodles
- 2 - 6 Ounce Stainless Steel Spoodles

- 5 - 13" Pierced Kitchen Spoons
- 2 - 15" Stainless Steel Slotted Kitchen Spoon
- 1 - 15" Stainless Steel Solid Kitchen Spoon
- 1 - 13" Stainless Steel Solid Kitchen Spoon

- 2 - Plastic Funnels
 - 1 - 4 1/2"
 - 1 - 6 3/4"

- 1 - Pliers Type Can Opener
- 2 - Can Piercer and Bottle Openers
- 1 - Heavy Duty Can Opener

- 2 Pair 13" Grill and Oven Mitts

2 Pair 17" Grill and Oven Mitts
4 - 3" Square Potholders

1 - 18" Wooden Rolling Pin
1 - Stainless Steel Measuring Spoon Set
4 - Plastic Measuring Cups
1 - 1/2 Quart Measuring Cup
1 - 1 Quart Measuring Cup
1 - 2 Quart Measuring Cup
2 - 4 Quart Measuring Cup

2 - 14" Coated Frying Pans
6 - 8" Coated Frying Pans
1 - Double Mesh Round Bowl Strainer
2 - Cutlery/Flatware Box (21" x 11 3/4" x 4")

Knives

2 - 3" Paring Knife
1 - 6" Cleaver
2 - 10" Cooks Knife
1 - 8" Cooks Knife
2 - 10" Butcher Knife
1 - Butcher Steel
1 - Baker Spatula
1 - Chief Knife

INVENTORY

Date	VENDOR: A.L.	Current Inventory	Order Amount	Staff & Order Date
	Seat covers			

VENDOR: BARTUR				
	Aluminum foil			
	Baking soda			
	Bleach			
	Cleanser			
	Coffee creamer			
	Coffee filters			
	Coffee rich			
	Corn starch			
	Cups, 2 oz.			
	Cups, 4 oz.			
	Dish soap			
	Eggs			
	Flour			
	Gloves, latex			
	Gloves, disposable			
	Griddle screens			
	Guest checks			
	Jelly packets			
	Napkins			
	Plastic wrap			
	Refried beans			
	Rice			
	Salsa			
	Scrub pads, blue			
	Shakers, pepper			
	Shakers, salt			
	Sugar			
	Sweet & Low			
	Syrup, diet			
	Syrup, pancake			
	Tea, iced			
	Tea, hot			
	Toilet paper			
	Trash bags			

VENDOR: C.C.C.				
	Beef, ground			
	Beets			

Date		Current Inventory	Order Amount	Staff & Order Date
	Bread			
	Carrots			
	Chicken, ground			
	Pumpkin			
	Turkeys			

VENDOR: C. B. I.

	Coffee, decaf			
	Coffee, regular			

VENDOR: D.S.

	Applesauce			
	Butter			
	Chicken, canned			
	Corn			
	Corn meal			
	Green beans			
	Macaroni			
	Milk, dry			
	Orange juice			
	Peanut butter			
	Pork, canned			
	Rotini			
	Shortening			
	Spaghetti			
	Tomato juice			
	Vegetable oil			

VENDOR: KOBOS

	Basil			
	Bay leaves			
	Cinnamon			
	Chili			
	Cumin			
	Dill weed			
	Garlic powder			
	Italian seasoning			
	Nutmeg			
	Oregano			
	Paprika			
	Pepper			

Date		Current Inventory	Order Amount	Staff & Order Date
	Parsley flakes			
	Salt			
	Tarragon			

VENDOR: KOLD.

	Ice			
--	-----	--	--	--

VENDOR: SHER.

	Bean sprouts			
	Bell peppers			
	Celery			
	Ched. cheese, mild			
	Cilantro			
	Cream of Mushroom			
	Green chilis, diced			
	Onions			
	Soy sauce			
	Spaghetti sauce			
	Tomatoes, diced			
	Tomato paste			
	Tomato sauce			
	Tortillas, corn			
	Tortillas, flour			
	Vinegar			
	Worcestershire			

XIII. CASH HANDLING AND RECORD KEEPING

Family? That's where I was neglected, abused, battered. This group is family to me -- warm, caring, there if I need them.

-Woman's Group member

The following wording was prepared by Beverly Nelson, Genny Nelson's mother, who has volunteered as a bookkeeper for Sisters Of The Road Cafe since its inception in 1979. Ms. Nelson has worked for many years as a teacher and currently an administrative assistant at a Portland area alternative school. She spends part of every Sunday making sure that Sisters' books are up to date and all aspects of the day-to-day finances are in order.

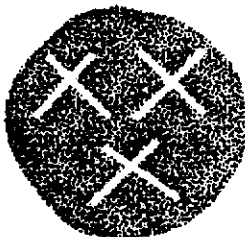
The following paragraphs state very succinctly what items the cafe must provide its cashier and its bookkeeper, and what activities must be performed every day to assure accurate accounting of all cash, checks and food stamps.

The procedures described below have been designed for the operations manager, director or administrative assistant with the daily responsibility of accounting for funds. It assumes that the cashier's jobs have been completed during the day and after the till has been closed out. (See cashier's job description).

SUPPLIES NEEDED:

(Samples of all forms are included in this chapter)

- o Cashier's daily till envelope holding guest checks, food stamps, currency and coin and receipts. (Sisters uses recycled manila envelopes for this.)
- o Daily Cash Count Sheet and Food Stamp Expense slip.
- o Binder containing Daily Recording of Cash and Food Stamp Income Sheet, for recording daily (1) food stamp denomination totals, and (2) food sales income.
- o Checkbook; checks not yet deposited; check endorsement stamp; container (Sisters uses an old bank pouch) holding (1) accumulated food stamps; (2) food stamp receipts and change; (3) food stamp authorization card; (4) food stamp Monthly Credit and Debit Sheet.
- o A bank deposit envelope, bank deposit slips and a bank bag.



- o Envelope to insert guest checks, receipts for cash expenditures, food stamp income and expenditure slip, carbon copy of bank deposit slip, completed Daily Cash Count Sheet. (This envelope goes to the bookkeeper.)

PROCEDURE

Gather together all of the above supplies except for the cashier's daily till envelope. Leave this in a locked drawer until you are ready to work with it.

Income Count

1. Take a Daily Cash Count Sheet, date it, and enter the cashier's initials. These initials can be found on the outside of the cashier's daily till envelope.

2. Take the deposit slip book; check to see that carbon paper is in place, and enter the date noted on the cashier's daily till envelope. In addition, take the bank deposit envelope, and, on the face of the envelope enter the name of the cafe, the bank branch and the account number.

3. Retrieve the checks and currency and coins that have come in the mail, sale of meal coupons, etc., that same day. On each envelope containing a donation, enter the full name of the donor, and rewrite the address if it is illegible on the envelope or if the address on the check or letter inside is different from the return address on the envelope. Also record on the envelope the date the check was received and your initials, the amount of the check, the bank number, the check number and the telephone number, if available.

Note what the donation was for, for example, t-shirt, meal coupons, etc.

4. Endorse the check or money order with the check endorsement stamp.

5. Enter the bank number and amount of the check on the deposit slip. Enter the donation amount on the Daily Cash Count Sheet, along with the donor's full name, check and bank number.

6. Repeat these steps with each separate donation.
7. Any donations that come as cash and currency should be recorded on the Daily Cash Count Sheet under the heading "contributions". However, cash and currency should be set aside once it is recorded on the sheet to be bundled with the other cash collected during the day.
8. Record all checks, money orders and cash and currency received for meal coupons, t-shirts or other purchases on the Daily Cash Count Sheet. At Sisters, meal coupon sales are recorded under the heading "vouchers." All donations are recorded under the heading "contributions." T-shirt sales and other income is recorded under the heading "other cash."

Record checks and money orders on deposit slip.
Temporarily set aside the cash once it has been recorded.

9. Bundle all envelopes that indicate names, addresses and contribution amounts of each donor. Put these in the place designated by the person who writes thank you letters.
10. Paper clip the processed checks and money orders to the bank's night depository envelope.
11. Now it is time to remove the cashier's daily till envelope from the locked drawer.

Date and initial the envelope that goes to the bookkeeper with the same date written on the outside of the cashier's daily till envelope. If there are several daily till envelopes, record the contents of the container with the oldest date first, then work up to the most current date.

12. Pull out the banded guest tickets from the cashier's daily till envelope and place them in the envelope that goes to the bookkeeper.

13. Remove all receipts from the cashier's daily till envelope, separating those for cash from those for food stamps. Take the cash receipts and go to the Daily Recording of Cash and Food Stamp Income Sheet. Enter the cash receipt amount into the column indicating "cash paid out." After entry, place these receipts in the envelope that goes to the bookkeeper. Set aside food stamp receipts.

14. Remove the currency, count it, and then compare your total with the total on the cashier's daily till envelope. The amounts should be the same. If not, enter the actual amount you have counted next to the cashier's figure. (The value of two people handling the money and consequently correcting errors is critical to note here.) Once again, band the currency and set it aside.

15. Remove the coins from the cashier's daily till envelope, count them, and compare your total with the cashier's total for coins. If they don't agree, enter the actual amount that you have counted next to the cashier's figure. The amounts should not be more than a few cents off.

16. On the Daily Recording of Cash and Food Stamp Income Sheet, under the "cash" column, enter the combined total of currency and coin.

17. Set aside currency and coin from the cashier's daily till envelope until food stamp income is tallied.

18. Date a Food Stamp Expense Slip and paper clip the receipts for food stamps to this slip. Be sure that all food stamp receipts indicate the name of the vendor where stamps were used.

19. Count and separate food stamps into \$1, \$5 and \$10 denominations. Enter onto the Daily Recording of Food Stamp Income Breakdown Sheet. (Be sure to include as income the food stamps expended that day at the cashier station, in the event that cafe staff have used stamps from the till to make purchases.)

20. Total the separate categories on the Daily Recording of Food Stamp Income Breakdown Sheet.

21. Take the above total and enter onto the Daily Recording of Cash and Food Stamp Income Sheet under the Food Stamps column.

22. Double check the amounts recorded by the cashier with your own calculations. If there is a discrepancy, this is a good opportunity to check everyone's figures.

23. Add up the Food Stamp Expense Receipts that you have received from vendors who have sold you food in exchange for food stamps that day (excluding those paid for out of the cashier's till).

24. Enter the daily total of food stamp income onto the Food Stamp Expense Slip. Now list all food stamp receipts by store, food stamps expended, actual purchase amount, and change, if any, to be deposited.

25. Enter the food stamp change onto the Daily Recording of Cash and Food Stamp Income Sheet under the "Food Stamp Change" column.

26. Total the two columns, "cash" and "food stamps," and enter in "total" column on the Daily Recording of Cash and Food Stamp Income Sheet.

27. Enter food stamps expended and location of expenditure onto the Food Stamp Monthly Credit and Debit Sheet. Highlight debits with a marker. This makes the end of the month report easier to prepare. Then balance the Food Stamp Monthly Credit and Debit Sheet.

28. Enter the Food Stamp Total from the Daily Recording of Cash and Food Stamp Income Sheet onto the Food Stamp Monthly Credit and Debit Sheet. Balance this sheet.

29. Place all Food Stamp receipts in an envelope to be placed in the food stamp container.

30. Paper clip the Food Stamps in \$20 amounts and rubber band these in groups of \$100. (Sisters has found this a manageable way to work with vendors for large purchases.) Place stamps in Food Stamp container.

31. The balance on the Food Stamp Monthly Credit and Debit sheet must always match the total Food Stamps in the Food Stamp container.

32. Combine the currency and coin from the cashier's daily till envelope with the currency and coin from donations, cash payment for meal coupons, Food Stamp change, etc. Enter total amount of currency and coin on the deposit slip.

33. Run an adding machine tape of all amounts on the bank deposit slip. Check printed amounts against the written amounts on the deposit slip. If figures agree, enter the total amount at the bottom of the deposit slip. In addition, enter the amount of the deposit in the check book, along with the date of the business day in question. Also enter this total onto the Daily Cash Count Sheet under the heading "Deposits to Bank."

34. Place the deposit slip and the checks in the bank deposit envelope. Add the coin and the banded currency. Seal the envelope and place in the bank bag. The deposit is now ready to be delivered to the bank. Keep this bag in the locked administration drawer until someone takes it to the bank.

35. Remove the carbon copy of the deposit slip and place it in the envelope going to the bookkeeper. Also, enclose the Daily Cash Count Sheet. Band this envelope with a rubber band and place it in the locked administration drawer. The bookkeeper will pick it up at a later date.

The above steps are performed daily by staff of Sisters Of The Road Cafe. With the above information, two volunteers spend about six hours a week preparing information for the accountant, who then prepares monthly statements for the board of directors. The accountant will also prepare tax files and other information for reporting purposes.

Once a week:

1. Take the week's worth of Daily Cash Count Sheets, bank deposit receipts, food stamp income forms and receipts from purchases.
2. Fill out the "food stamp" information on the Daily Cash Count Sheets.
3. Enter all food stamp information and balances, as well as all daily information. Double check the food stamp information at this time.

4. At this point you should be able to identify: the accumulated food stamps for the week; how much has been spent, and how much was taken in each day.

5. For accounting purposes, identify each daily total with accounting codes, marked in red. (These will be submitted to the accountant who records it into a computer.)

6. Separate the guest tickets into the appropriate categories. The following categories are used at Sisters:

- Actual food stamps
- Cash
- Food stamps as noted on the guest tickets
- Meal coupons
- Barter
- Staff
- No charge
- Miscellaneous client meals

Using a calculator with a tape, total the amounts in each separate category. Record the totals on a sheet indicating daily sales in each category. Date the tape, store it with the guest tickets. These must be saved for five years.

Once a month:

1. Place the accounting codes for purchases on all check stubs for checks used during the month.

2. Figure the total amount of payroll withholding tax and advise executive director of the amount to be forwarded to state and federal government by month's end.

3. When the bank statement is received, balance the checkbook and advise executive director of corrected month end balance. Forward statement to the accountant for recording.

DAILY CASH COUNT

DAILY CASH COUNT FOR: _____

CASH RECEIVED SUMMARY

Food sales:

Cash \$ _____ Food stamps \$ _____

Vouchers: _____

Contributions:

Other cash:

Total cash received:

Cash beginning of day:

Food Stamp Program funds *not deposited previous day:*

Food stamp change fund:

Change fund:

Total cash to be accounted for: _____

CASH PAID OUTS

Food stamps (separate receipt) _____

Total cash paid outs (_____)

Deposits to bank (_____)

Cash on hand should be: _____

Cash count:

Food Stamp Program funds not deposited

\$ _____ - \$ _____ + \$ _____ (_____)

Food stamp change fund (_____)

Change fund (_____)

Cash: (over) or short: _____

DATE: _____

FOOD STAMP EXPENSE THIS DAY: _____

STORE F.S. EXP. ACT. AMT. CHG. DEP.

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Sisters Of The Road Cafe, Inc.
133 NW 6th, Portland, OR 97209

DATE: _____

FOOD STAMP EXPENSE THIS DAY: _____

STORE F.S. EXP. ACT. AMT. CHG. DEP.

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Sisters Of The Road Cafe, Inc.
133 NW 6th, Portland, OR 97209

DATE: _____

FOOD STAMP EXPENSE THIS DAY: _____

STORE F.S. EXP. ACT. AMT. CHG. DEP.

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Sisters Of The Road Cafe, Inc.
133 NW 6th, Portland, OR 97209

DATE:

FOOD STAMP EXPENSE THIS DAY: _____

STORE F.S. EXP. ACT. AMT. CHG. DEP.

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Sisters Of The Road Cafe, Inc.
133 NW 6th, Portland, OR 97209

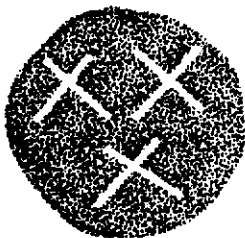
DAILY RECORDING OF FOOD STAMP INCOME BREAKDOWN

MONTH: _____ **YEAR:** _____

Date	1's	5's	10's	Total
Totals:				

June 1994	YTD	Act. B3 Cash	Cost	Inv. due	Surv	CTV	1993-94	Per	5295	5295	Name of Prop. Paying	Amount	With TH	Spec	Disc	
6-1	4884	5986.53	4861	2827.00			6640	624.15/6280.84	687.25	438.19		0.75	5.00	9.30	404.05	22.25
6-2	Closed															
6-3	28.00	899.90	25.00	17.55			.25	3.75	106.65	14.00	1.25					
6-4, 5	27.00	82.69	27.00	11.25			5.00	59.85	6.50	1.25						
6-6	Closed															
6-7	51.00	74.60	51.00	23.50			3.75	116.50	9.75	1.45						
6-8	71.00	32.80	71.00	20.00			2.50	76.65	7.50	1.25						
6-9	80.00	46.57	80.00	15.00			.75	94.45	7.25	5.25						
6-10	75.00	35.05	75.00	29.50			1.00	87.00	9.00							
6-11, 12	48.00	60.50	47.00	13.75			.50	103.45	6.50							2.25
6-13	Closed															
6-14	51.00	64.90	51.00	26.25			3.75	134.55	8.50	1.25						
6-15	50.00	60.00	47.00	22.75			.25	107.95	8.75	1.25						
6-16	42.00	83.80	40.00	6.25			6.25	129.35	2.75							
6-17	40.00	83.80	40.00	6.25			2.50	90.50	8.75	1.25						
6-18, 19	Closed						5.00	112.30	5.00	3.75						1.50
6-20	39.00	97.80	36.00	15.00			2.50	122.40	6.50	2.50						
6-21	38.00	61.10	38.00	21.25			3.75	97.45	8.75	3.75						1.25
6-22	25.00	41.75	25.00	16.40			2.50	128.90	5.00	2.50						
6-23	37.00	78.30	27.00	17.50			.25	118.80	15.25	3.75						
6-24	25.00	53.55	25.00	20.00			1.50	135.55	13.00	3.90						.25
6-25, 26	Closed															
6-27	19.00	62.90	19.00	26.40			1.50	168.55	10.75	2.50						
6-28	36.00	60.00	25.00	12.50			8.75	135.60	12.50	5.00						
6-29	28.00	67.45	17.00	20.00			.40	125.95	10.00	11.50						1.50
6-30	12.00	90.50	12.00	25.00			14.25	156.35	6.25	5.00						1.25
6-94	823.	1422.61	816.	381.35			6.90	2396.75	194.25	58.35		.00	1.25	4.50	.00	1.25
YTD	5707.	7417.14	5677.	3208.35			73.10	717.80	19137.59	871.50	497.54	0.75	6.25	13.80	404.05	23.50

XIV. CHRONOLOGICAL LIST OF REPORT FILINGS



The following is a list of reporting requirements imposed upon Sisters Of The Road Cafe. These requirements may change from state to state. In addition, you may be required to obtain local business licenses, authorization from local health departments and other permits.

Be sure to find out all your legal and regulatory requirements before you open your cafe.

EVERY MONTH

Deposit **federal payroll withholding taxes** and FICA (Social Security) withheld from paycheck in special account.

Deposit **state withholding tax**, if applicable.

Report **food stamp collections and expenses** to U.S.D.A.

Report to local U.S.D.A. Commodity distributor.

QUARTERLY

April, July, October & January. File reports of **federal payroll withholding and FICA** (totalling amounts already deposited for the quarter).

File report of **state payroll withholding taxes**, if applicable.

File report of **state unemployment taxes**, include check.

File report of **workers compensation**, include check.

(As a non-profit, you probably are exempt from federal unemployment, but you should check).

File report on commodities use to state agency administering the commodity program.

ANNUALLY

File W-2's, total **employee wages and withholding**, with Social Security Administration.

Federal Form 990, the "**non-profit tax return**," due on the 15th day of the fifth month after the end of the fiscal year. For example, our fiscal year ends Nov. 30, our report is due April 15.

Individual states may have separate reporting requirements. For example: In Oregon, the **Department of Justice** requires special reports from all charitable organizations, and requires payment of a small annual fee.

In Oregon, any non-profit must file an annual report with a small fee to the **Corporations Commission** to keep the corporate entity alive and protect the name.

In Oregon, restaurants are required to maintain an updated list of hazardous chemicals kept on site. Reports must be sent regularly to the local fire district, so that firefighters will be prepared to manage these substances in the case of a fire.

SISTERS FINANCIAL REPORT

	A	B	C	D	E	F	G	H	I
1	Sisters Fin. Report								
2	Mth. 11/93								
3		Proj.	Proj.		Mth.	YTD	Mth. % of	YTD %	YTD % of
4		Unrestrict.	Restricted	Both	Actual	Actual	Sales/Sup	Proj.	Sales/Sup
5	MEALS								
6	Food Cash Sales	20000.00	0.00	20000.00	931.00	11964.00	35.07%	59.82%	34.29%
7	Food Stamp Sales	12000.00	0.00	12000.00	905.00	9715.00	34.09%	80.96%	27.85%
8	SORC Singles	15000.00	0.00	15000.00	819.00	12904.00	30.85%	86.03%	36.99%
9	Misc. Meal Tickets	0.00	0.00	0.00	0.00	304.00	0%		0.87%
10									
11	SALES TOTALS	47000.00	0.00	47000.00	2655.0	34887.00	100%	74.23%	100%
12									
13	SUPPORT REV.								
14	Grant Income	0.00	19482.00	19482.00	0.00	8229.00	0%	42.24%	4%
15	Interest Income	400.00		400.00	32.0	434.00	0.14%	108.5%	0.21%
16	Misc. Income	100.00		100.00	6.00	45.00	0.03%	45%	0.02%
17	Student Workers	0.00	0.00	0.00	0.00	0.00	0%		0%
18	Major Ind. Gifts	24000.00	0.00	24000.00	5964.0	41351.00	25.2%	172.3%	20.11%
19	Individual	35000.00	0.00	35000.00	1448.0	28107.00	6.12%	80.31%	13.67%
20	Churches&Synags.	4000.00	0.00	4000.00	0.00	1875.00	0%	46.88%	0.91%
21	Foundations	20000.00	0.000	20000.00	10500.00	34173.00	44.36%	170.87%	16.62%
22	Corporations	5500.00	0.00	5500.00	2549.0	16694.00	10.77%	303.53%	8.12%
23	Other Sales	1000.00	0.00	1000.00	0.00	592.00	0%	59.2%	0.29%
24	Contracts	7000.00	0.00	7000.00	0.00	11520.00	0%	164.57%	5.6%
25	Major Events	52000.00	0.00	52000.00	2445.0	49492.00	10.33%	95.18%	24.07%
26	Small Events	2000.00	0.00	2000.00	324.00	1816.00	1.37%	90.8%	0.88%
27	Other Org.	3000.00	0.00	3000.00	0.00	1357.00	0%	45.23%	0.66%
28	In Kind	0.00	2400.00	2400.00	400.00	1500.00	1.69%	62.5%	0.73%
29	OJE Ck/Sv 12-1-92	8130.00	297.00	8427.00	0.00	8427.00	0%	100%	4.1%
30									
31	SUPPORT TOTALS	162130.00	22179.00	184309.00	23668.00	205612.00	100%	111.56%	100%
32									
33	TOT. SALES/SUP.	209130.00	22179.00	231309.00	26323.00	240499.00	100%	103.97%	100%
34									
35	EXPENSES								
36	Personnel: Reg.	120427.00	0.00	120427.00	8863.0	115731.00	42.36%	96.1%	55.22%
37	Personnel: Grant	0.00	0.00	0.00	0.00	239.00	0%		0.11%
38	Pers.:Student Wrkr	0.00	0.00	0.00	0.00	0.00	0%		0%
39									
40	Sub Totals	120427.00	0.00	120427.00	8863.0	115970.00	42.36%	96.3%	55.33%
41									
42	Gen.&Admin.: Reg.	80863.00	0.00	80863.00	8058.0	85880.00	38.52%	106.2%	40.97%
43	Gen.&Admin.:Grant	0.00	0.00	0.00	0.00	2910.00	0%		1.39%
44									
45	Sub Totals	80863.00	0.00	80863.00	8058.0	88790.00	38.52%	109.8%	42.36%
46									
47	Equipment: Kit.	0.00	0.00	0.00	4000.0	4000.00	19.12%	0%	1.91%
48	Leasehold Imprv.	0.00	0.00	0.00	0.00	72.18	0%		0.03%
49	Equipment: Ofc.	0.00	0.00	0.00	0.00	765.99	0%		0.37%
50	Liabilities: Loan	0.00	0.00	0.00	0.00	0.00	0%		0%
51	ResrvContrOpCont	24000.00	0.00	24000.00	0.00	0.00	0%	0%	0%
52									
53	TOTAL EXPENSE	225290.00	0.00	225290.00	20921.00	209598.10	100%	93.03%	100%

SISTERS OF THE ROAD CAFE, INC.
FINANCIAL STATEMENTS
AS OF NOVEMBER 30, 1993 AND 1992
(See Accountant's Compilation Report)

C O N T E N T S

Accountant's Report	1
Balance Sheet	2
Statement of Income and Expenses and Fund Balance	3
Statement of Cash Flows	4
Notes to Financial Statement	5

SUPPLEMENTAL INFORMATION

Statement of Contributions	6-7
Statement of Food Sales	8
Statement of Other Income	8
Statement of Student Workers	8
Statement of Personnel Expenses	9
Statement of General and Administrative	9
Statement of Grant Income and Expense	10

MELVIN E. USSING
CERTIFIED PUBLIC ACCOUNTANT

Suite 230
4506 S.E. Belmont
Portland, Oregon 97215
(503) 230-7718

January 20, 1994

Sisters of the Road Cafe, Inc.
Portland, Oregon

I have compiled the accompanying balance sheet of The Sisters of the Road Cafe, Inc., as of November 30, 1993 and 1992 and the related statement of income, fund balance and cash flows for the year then ended in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. I have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or any other form of assurance on them.

M. E. Ussing

SISTERS OF THE ROAD CAFE, INC.

BALANCE SHEET

NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

<u>ASSETS</u>		
<u>CURRENT ASSETS</u>	<u>1993</u>	<u>1992</u>
Cash in bank	\$ 36,791	\$ 9,188
SAIF - Deposit	<u>1,009</u>	<u>445</u>
Total Current Assets	37,800	9,633
 <u>PROPERTY AND EQUIPMENT (Note 2)</u>		
Kitchen equipment	24,672	15,498
Leasehold improvements	18,658	18,584
Office equipment	<u>4,557</u>	<u>3,791</u>
	47,887	37,873
Less accumulated depreciation	<u>29,660</u>	<u>24,795</u>
Net property and equipment	<u>18,227</u>	<u>13,078</u>
Total Assets	<u>\$ 56,027</u>	<u>\$ 22,711</u>
 <u>LIABILITIES AND FUND BALANCE</u>		
<u>CURRENT LIABILITIES</u>		
Accounts payable	\$ 5,966	\$ 851
Accrued payroll taxes	<u>3,721</u>	<u>2,831</u>
Total Current Liabilities	9,687	3,682
<u>FUND BALANCE</u>	<u>46,340</u>	<u>19,029</u>
Total liabilities and fund balance	<u>\$ 56,027</u>	<u>\$ 22,711</u>

SISTERS OF THE ROAD CAFE, INC.
STATEMENT OF INCOME AND EXPENSES AND FUND BALANCE
FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992
(See Accountant's Compilation Report)

<u>INCOME</u>	<u>1993</u>	<u>%</u>	<u>1992</u>	<u>%</u>
Contributions	\$ 142,919	63.8	\$ 113,391	73.4
Food Sales	34,887	15.6	40,674	26.3
Other Income	479	.2	409	.3
Fund Raiser Income	<u>45,558</u>	<u>20.4</u>	<u>-0-</u>	<u>-</u>
Total Income	223,843	100.0	154,474	100.0
 <u>OPERATING EXPENSES</u>				
Personnel Expenses	115,731	51.7	75,719	49.0
General and Administrative Expenses	75,101	33.6	77,577	50.0
Fundraiser Expenses	<u>10,779</u>	<u>4.8</u>	<u>-</u>	<u>-</u>
Total Operating Expenses	<u>201,611</u>	<u>90.1</u>	<u>153,296</u>	<u>99.0</u>
Net from Operations	22,232	9.9	1,178	.76
Net Grant Income (Loss)	5,080	2.3	(2,504)	(1.6)
Net Student Worker Income	<u>0</u>	<u>0</u>	<u>772</u>	<u>.5</u>
Increase in Fund Balance	27,312	<u>12.2</u>	(554)	<u>(.34)</u>
Fund balance Beginning	<u>19,029</u>		<u>19,583</u>	
Fund Balance	<u>\$ 46,341</u>		<u>\$ 19,029</u>	

14.8 The accompanying notes are an integral part of these financial statements.)

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

CASH FLOWS FROM OPERATING ACTIVITIES	<u>1993</u>	<u>1992</u>
Increase in fund balance	\$ 27,312	\$ (554)
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation	4,865	4,138
(Increase) decrease in:		
Prepaid expenses	(564)	(147)
Increase (decrease) in:		
Accounts payable	5,114	-0-
Accrued expenses	<u>890</u>	<u>1,664</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	37,617	5,101
 CASH FLOWS FROM INVESTING ACTIVITIES		
Equipment	(9,174)	(3,791)
Leasehold improvements	(74)	(1,500)
Office equipment	<u>(766)</u>	<u>-</u>
NET CASH USED BY INVESTING ACTIVITIES	(10,014)	(5,291)
 CASH FLOWS FROM FINANCING ACTIVITIES		
Debt reduction		
Long-term	<u>-</u>	<u>(1,441)</u>
NET CASH USED BY FINANCING ACTIVITIES	<u>-</u>	<u>(1,441)</u>
NET INCREASE (DECREASE) IN CASH	27,603	(1,631)
CASH AT BEGINNING OF YEAR	<u>9,188</u>	<u>10,819</u>
CASH AT END OF YEAR	<u>\$ 36,791</u>	<u>\$ 9,188</u>

SISTERS OF THE ROAD CAFE, INC.

NOTES TO FINANCIAL STATEMENTS

AT NOVEMBER 30, 1993

(See Accountant's Compilation Report)

NOTE 1 The organization's purpose is to provide low cost meals to low income or homeless persons. Meals are provided through cash purchases, meal tickets or work exchange.

NOTE 2 SIGNIFICANT ACCOUNTING POLICIES
Assets and liabilities, revenues and expenses are recognized by the accrual method of accounting.

PROPERTY AND EQUIPMENT is stated at cost and depreciated by the straight-line method over its estimated useful life of five or seven years.

INCOME TAXES The association is exempt from income taxation under Internal Revenue Code Section 501(c)3 and therefore no provision for income taxes has been made.

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF CONTRIBUTIONS

FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

INDIVIDUALS	1993	1992
Major gifts	\$ 41,351	\$ 13,500
Individual contributions	28,107	25,376
CHURCHES AND SYNAGOGUES		
Presbyterian Churches	194	-0-
Lutheran Churches	-0-	959
Episcopal Churches	661	370
Methodist Churches	720	325
Unitarian Churches	-0-	25
Congregations	300	961
FOUNDATIONS		
The Collins Foundation	10,000	-0-
Boeing Employees Neighbor Fund	523	340
Lifton Family Charitable Foundation	500	500
US West Foundation	50	135
Wheeler Foundation	1,000	1,000
Wessinger Foundation	1,000	-0-
Wyss Foundation	-0-	1,500
Mason Charitable Trust	-0-	3,200
Oregon Community Foundation	-0-	1,150
Zale Foundation	5,000	3,000
Friendly Rosenthal Foundation	1,000	-0-
Funk Family Trust	100	-0-
Oregon Community Foundations	11,000	-0-
The Swigert Foundation	3,000	-0-
Rose E Tucker Foundation	1,000	-0-
CORPORATIONS		
Seattle NW Securities Corp	-0-	625
Goose Hollow Inn, Inc.	50	-0-
Charter Investment Group	250	-0-
Standard Insurance	300	-0-
Emerson Hardwood Co.	960	-0-
Chez Jose	399	-0-
U.S. Bancorp	75	-0-
Stewart-Stiles Truck Lines	1,500	500
Hahn & Associated	100	-0-
Associated Chemists, Inc.	200	200
T. Dan Bracken, Inc.	-0-	250
Calculator Specialists	50	175
NW Natural Gas	-0-	300
Security Pacific Bank	-0-	350
Stoel Rives Boleg Jones & Gray	-0-	950
Walrad Insurance Agency	-0-	70
Southeast Seniors, Inc.	2,000	-0-
Sidney Frank Emp. Co., Inc.	489	-0-
Pratt & Larson Ceramics, Inc.	100	-0-
PACC Project Meals	10,000	-0-
Integ of America	196	-0-
Gassner Inc.	25	-0-

14.11

notes are an integral part of these financial statements.)

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF CONTRIBUTIONS

FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

STATEMENT OF CONTRIBUTIONS (Continued)

SALES	1993	1992
Tee-Shirt Sales	\$ 592	\$ 772
BENEFITS		
Major Events	3,934	43,024
Small Events	1,816	-
CONTRACTS		
FEMA	-0-	9,000
Multnomah Co. Contract Meals	11,520	-0-
OTHER ORGANIZATIONS		
Lions Club	-0-	100
Kaiser Permanente	-0-	1,000
Metanoia Peace Community	100	-0-
Twinson Company	100	-0-
Catlin Gabel Student Association	407	511
In Kind Donations	1,500	1,600
BMW Auto Club	-0-	100
Communications Workers of America	-0-	75
Comm. Action Agency of Yamhill	-0-	50
Corner on Health	-0-	43
Blue Cross Blue Shield	-0-	500
Oregon Telephone Pioneers	-0-	200
PEO Sisterhood	-0-	55
Video Movies International	-0-	100
Women's Group Library Fund	500	500
Women's Program Fund	250	-0-
Total Contributions	<u>\$ 142,919</u>	<u>\$ 113,391</u>

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF FOOD SALES AND OTHER INCOME

FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992

<u>STATEMENT OF FOOD SALES</u>	<u>1993</u>	<u>1992</u>
Sales - cash	\$ 11,964	\$ 28,932
Sales - food stamps	9,715	-0-
SORC singles	12,904	11,289
NW Pilot Project	14	-0-
Outreach Ministry	40	75
OSP	40	59
Miscellaneous client meal	210	-0-
Sisters meal tickets	-0-	319
Total Food Sales	\$ 34,887	\$ 40,674
<u>STATEMENT OF OTHER INCOME</u>		
Miscellaneous income	\$ 45	\$ 115
Interest income	434	294
	\$ 479	\$ 409
<u>STATEMENT OF FUNDRAISER INCOME</u>		
Cafe Boogie event	34,992	-0-
Phonothon	9,256	-0-
Fallen Angel benefit	1,310	-0-
	\$ 45,558	\$ -0-
<u>STATEMENT OF STUDENT WORKERS</u>		
Net student worker income and expense	\$ -0-	\$ 772

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF PERSONNEL & GENERAL AND ADMINISTRATIVE EXPENSES

FOR THE YEARS ENDED NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

STATEMENT OF PERSONNEL EXPENSES

	<u>1993</u>	<u>1992</u>
Wages	\$ 100,134	\$ 61,966
Payroll taxes - FICA	13,741	11 886
Health Insurance	1,494	1,743
Employee relations	<u>362</u>	<u>124</u>
Total Personnel Expenses	<u>\$ 115,731</u>	<u>\$ 75,719</u>

STATEMENT OF GENERAL AND ADMINISTRATIVE EXPENSES

Merchandise	\$ 21,574	\$ 23,875
Electricity & Gas	4,109	3,618
Supplies	7,800	7,772
Rent	3,859	3,024
Cash short (over)	(97)	40
Fund raising & advertising	6,702	14,405
Telephone	1,505	1,346
Office expense	4,650	4,983
Repairs & maintenance	3,201	2,594
Transportation	943	691
Refuse	1,457	1,282
Water	1,549	1,036
Insurance	1,039	1,200
Legal and Accounting	3,260	622
Licenses and fees	664	450
Laundry	1,248	1,133
Pest control	559	608
Interest expense	11	-0-
Depreciation	4,865	4,138
Miscellaneous	-0-	340
Volunteer expenses	230	2,407
Workshops/conferences	2,386	405
Bank charges	-0-	47
Rent - storage	725	589
Library book purchases	391	424
Public relations	47	32
Jesuit volunteer - Peninsula	1,375	442
Work study expenses	333	74
Video project	563	-0-
Women's program	<u>153</u>	<u>-0-</u>
Total General and Administrative Expenses	<u>\$ 75,101</u>	<u>\$ 77,577</u>

STATEMENT OF FUNDRAISING EXPENSES

Cafe Boogie expense	\$ 10,452	\$ -0-
Phonothon	209	-0-
Fallen Angel	<u>118</u>	<u>-0-</u>
	<u>\$ 10,779</u>	<u>\$ -0-</u>

14.14 accompanying notes are an integral part of these financial statements.)

SISTERS OF THE ROAD CAFE, INC.

STATEMENT OF GRANT INCOME AND EXPENSE

FOR THE YEAR ENDED NOVEMBER 30, 1993 AND 1992

(See Accountant's Compilation Report)

<u>GRANT INCOME</u>	<u>1993</u>	<u>1992</u>
Grant Income	\$ 8,229	\$ 29,408
 <u>GRANT PERSONNEL EXPENSES</u>		
Grant salaries	975	3,413
Grant consultants	(1,230)	17,500
Grant writer	244	7,430
Grant fringe benefits	250	244
Grant accountant	-0-	500
Total Grant Personnel Expenses	239	29,087
 <u>GRANT GENERAL AND ADMINISTRATIVE EXPENSES</u>		
Grant office expense	87	929
Grant postage	31	29
Grant utilities	240	720
Grant telephone	170	245
Grant insurance	60	180
Grant recruitment	-0-	200
Grant rent	178	522
Grant typesetting	1,530	-0-
Grant computer use	614	-0-
Total Grant General and Administrative Expenses	2,910	2,825
Net Grant Income (loss)	<u>\$ 5,080</u>	<u>\$ (2,504)</u>

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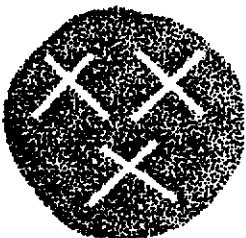
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XV. A SAMPLE FILING SYSTEM

One of the most difficult things for many organizations is creation of a workable, useful and easily understood filing system that expands with the organization's needs.

Genny Nelson learned this filing system at another non-profit organization and she introduced it to Sisters Of The Road Cafe. It is an excellent way of making sure that every topic is covered, and prevents the advent of "megafiles" -- where everything vaguely related to each other gets dumped into a single file, from which nothing can be retrieved.

The beauty of this system is that it can expand infinitely without having to redo the entire set of labels.



MASTER INDEX

GREEN

INDEX 1.0.0

ADMINISTRATIVE AND LEGAL

RED

INDEX 2.0.0

ACCOUNTING

PURPLE

INDEX 3.0.0

HOT PREPARED MEALS PROGRAM

BLACK

INDEX 4.0.0

WOMEN AND CHILDREN'S PROGRAM

ORANGE

INDEX 5.0.0

MARKETING AND PUBLICITY

BLUE

INDEX 6.0.0

JOB TRAINING PROGRAM

YELLOW

INDEX 7.0.0

INFORMATION AND REFERRAL

GREEN
INDEX 1.0.0 ADMINISTRATIVE AND LEGAL

- 1.1.0 POLICY
 - 1.1.1 Philosophy
 - 1.1.2 Mission Statement
 - 1.1.3 History
 - 1.1.4 Legal Counsel
 - 1.1.5 Procedures Manual
 - 1.1.6 Technical Assistance
 - 1.1.7 Work Plan
 - 1.1.8 Personnel Policies

- 1.2.0 INTERNAL REVENUE SERVICE
 - 1.2.1 Employer Identification Number
 - 1.2.2 Application for Recognition of Exemption
 - 1.2.3 Exemption Certificate - Copies
 - 1.2.4 Quarterly Report (CPA has on File)
 - 1.2.4.1 Past Quarterly Reports
 - 1.2.5 Annual Report Form 990 (CPA has on File)
 - 1.2.5.1 Past Annual Report Form 990
 - 1.2.6 Correspondence
 - 1.2.7 Bills (Past)
 - 1.2.8 W-4 Forms
 - 1.2.9 W-9 Forms
 - 1.2.10 W-2 Forms
 - 1.2.10.1 Past W-2's
 - 1.2.11 Circular E: Employer's Tax Guide

- 1.3.0 STATE OF OREGON
 - 1.3.1 Application for Exemption
 - 1.3.2 Certificate of Incorporation -Copies
 - 1.3.3 Corporate Officers
 - 1.3.4 Board Members
 - 1.3.4.1 Board Meeting Minutes
 - 1.3.4.1.1 Past Board Meeting Minutes
 - 1.3.4.2 Board Committees
 - 1.3.4.2.1 Executive Committee
 - 1.3.4.2.2 Nominating Committee
 - 1.3.4.2.3 Planning Committee
 - 1.3.4.2.4 Program Committee
 - 1.3.4.2.5 Fundraising Committee
 - 1.3.4.2.6 Churches & Service Organizations Committee

- 1.3.5 Corporation Division, Correspondence
- 1.3.6 Articles of Incorporation
- 1.3.7 Code of By-Laws
 - 1.3.7.1 Rewrite Process
- 1.3.8 Charitable Trust & Solicitations
- 1.3.9 Correspondence
- 1.3.10 Oregon Withholding Tax Tables
- 1.3.11 State Withholding Past
- 1.3.12 Unemployment Insurance Past
- 1.3.13 Workers Compensation
 - 1.3.13.1 Current Provider
 - 1.3.13.2 Workers Compensation Claims Form
 - 1.3.13.3 Workers Compensation Claims
 - 1.3.13.4 Correspondence
 - 1.3.13.5 Past Policies
- 1.3.14 Health Division
- 1.3.15 Bureau of Labor and Industries

1.4.0 MULTNOMAH COUNTY

- 1.4.1 General Restaurant Requirements
- 1.4.2 Food Inspection Report
- 1.4.3 Correspondence
- 1.4.4 Food Handler's Manual
- 1.4.5 Temporary Restaurant at a Special Event

1.5.0 CITY OF PORTLAND

- 1.5.1 Correspondence
- 1.5.2 Bureau of Buildings
- 1.5.3 Bureau of Fire
- 1.5.4 Bureau of Traffic
- 1.5.5 Bureau of Transportation, Engineering and Development

1.6.0 PERSONNEL

- 1.6.1 Payroll Records
 - 1.6.1.1 Payroll Record Forms
 - 1.6.1.2 Past Payroll Record Forms
- 1.6.2 Staff Attendance Forms
 - 1.6.2.1 Current Year
 - 1.6.2.2 Past Years
- 1.6.3 Staff Schedule Forms
 - 1.6.3.1 Current Year
 - 1.6.3.2 Past Years
- 1.6.4 Immigration and Naturalization Service
 - 1.6.4.1 I-9 Instructions

- 1.6.4.2 I-9 Verification Forms
- 1.6.4.3 Correspondence
- 1.6.5 Health Insurance
 - 1.6.5.1 Current Providers
 - 1.6.5.2 Past Providers
 - 1.6.5.3 Benefit Inquiries
- 1.6.6 Personnel Files
 - 1.6.6.1 Current - Alpha Order
 - 1.6.6.2 Past - Alpha Order
- 1.6.7 Confidential Employee History Files
- 1.6.8 Job Training Staff Agreements
 - 1.6.8.1 Wait Staff
 - 1.6.8.2 Cooks & Dish Washer
 - 1.6.8.3 Current Staff
 - 1.6.8.4 Past Staff
- 1.6.9 Staff Time Sheets
 - 1.6.9.1 Current Year Time Sheets
 - 1.6.9.2 Past Years Time Sheets
- 1.6.10 Job Training Staff Employment
 - 1.6.10.1 Job Training Employment Application
 - 1.6.10.2 Current Year
 - 1.6.10.3 Past Years
 - 1.6.10.4 Job Trainee Questionnaire
- 1.6.11 Bank ID Letter
- 1.6.12 Job Descriptions
 - 1.6.12.1 Executive Director
 - 1.6.12.2 Development Manager
 - 1.6.12.3 Administrative Assistant
 - 1.6.12.4 Job Training Program Manager
 - 1.6.12.5 Operations Manager
 - 1.6.12.6 Restaurant Manager
 - 1.6.12.7 Volunteer Coordinator
 - 1.6.12.8 Cashier
 - 1.6.12.9 Cook
 - 1.6.12.10 Waitstaff
 - 1.6.12.11 Dishwasher
- 1.6.13 Resumes
- 1.6.14 Employment Inquiries
- 1.6.15 Job Announcements
- 1.6.16 Interview Materials
- 1.6.17 Non-Hire Letter

1.7.0. TRAININGS

- 1.7.1 Non-Violence Training

1.8.0 VOLUNTEERS

- 1.8.1 Volunteer Training Session
 - 1.8.1.1 Format and Materials
 - 1.8.1.2 Volunteer Applications
 - 1.8.1.2.1 Current Volunteers
 - 1.8.1.2.2 Past Volunteers
 - 1.8.1.3 Training Packets
 - 1.8.1.3.1 Current
 - 1.8.1.3.2 Past
 - 1.8.1.4 Hours Form
 - 1.8.1.5 Evaluation
- 1.8.2 Volunteer Organizations - Alpha Order

1.9.0 WORK STUDY AND PRACTICUM

- 1.9.1 Organizations - Alpha Order
- 1.9.2 Independents - Alpha Order

RED

INDEX 2.0.0 ACCOUNTING

- 2.1.0 ACCOUNTS PAYABLE - ALPHA ORDER
- 2.2.0 ACCOUNTS RECEIVABLE - ALPHA ORDER
- 2.3.0 OPERATING BUDGET
 - 2.3.1 Financial Statements - Chronological Order
 - 2.3.1.1 Past Years
 - 2.3.2 Chart of Accounts
 - 2.3.2.1 Past Years
 - 2.3.3 General Ledger Listing
 - 2.3.3.1 Past Years
 - 2.3.4 Cash Receipts Journal
 - 2.3.4.1 Past Years
 - 2.3.5 Meal Code Accounting
 - 2.3.5.1 Past Years
 - 2.3.6 Payroll Register
 - 2.3.6.1 Past Years
 - 2.3.7 Projected Support & Revenue
 - 2.3.7.1 Current
 - 2.3.7.2 Past
 - 2.3.8 Projected Expenses
 - 2.3.8.1 Current
 - 2.3.8.2 Past

- 2.3.9 Salaries
 - 2.3.9.1 Current
 - 2.3.9.2 Past
- 2.3.10 Interpretation
- 2.3.11 Financial Pie Chart
 - 2.3.11.1 Current
 - 2.3.11.2 Past
- 2.3.12 Budget Strategies
- 2.3.13 Fundraising Calendar

2.4.0 FUNDING

- 2.4.1 Grant Writing
 - 2.4.1.1 Sample Grants - Chronological Order
 - 2.4.1.2 How-To Materials
 - 2.4.1.3 Cover Page
 - 2.4.1.4 Proposal Checklist
 - 2.4.1.5 Time Line
 - 2.4.1.6 Letters of Inquiry
 - 2.4.1.7 Letters of Support
- 2.4.2 Foundations - Alpha Order
- 2.4.3 Corporations - Alpha Order
 - 2.4.3.1 Letter of Appeal
 - 2.4.3.1.1 Current Year
 - 2.4.3.1.2 Past Years
- 2.4.4 Contracts
 - 2.4.4.1 United Way - Chronological
 - 2.4.4.2 FEMA: Central City Shelter Voucher Program
 - 2.4.4.3 FEMA: Burnside Projects Youth
 - 2.4.4.4 FEMA: Meals
 - 2.4.4.4.1 Current Year
 - 2.4.4.4.2 Past Years
 - 2.4.4.5 USDA Manual
- 2.4.5 Individuals
- 2.4.6 Churches
- 2.4.7 Events
 - 2.4.7.1 How-To
 - 2.4.7.1.1 The Basics
 - 2.4.7.1.2 Event Worksheet
 - 2.4.7.1.3 Project Planning Form
 - 2.4.7.1.4 Public Relations Form
 - 2.4.7.2 Phone-A-Thon
 - 2.4.7.3 Cafe Boogie
 - 2.4.7.3.1 Project Planning Form
 - 2.4.7.3.2 Budget

- 2.4.7.3.3 Committee Meetings
- 2.4.7.3.4 Tickets
- 2.4.7.3.5 Posters
- 2.4.7.3.6 Site Coordination
- 2.4.7.3.7 Media
- 2.4.7.3.8 Auction Items
- 2.4.7.3.9 Performers
- 2.4.7.3.10 Thank you's
- 2.4.7.3.11 Volunteers
- 2.4.7.3.12 Evaluation
- 2.4.7.4 Tom May Folk Concert
 - 2.4.7.4.1 Project Planning Form
 - 2.4.7.4.2 Budget
 - 2.4.7.4.3 Committee Meetings
 - 2.4.7.4.4 Tickets
 - 2.4.7.4.5 Posters
 - 2.4.7.4.6 Site Coordination
 - 2.4.7.4.7 Media
 - 2.4.7.4.8 Performers
 - 2.4.7.4.9 Thank you's
 - 2.4.7.4.10 Cafe Pre-Concert
 - 2.4.7.4.11 Volunteers
 - 2.4.7.4.12 Evaluation
- 2.4.7.5 Art Event
 - 2.4.7.5.1 Project Planning Form
 - 2.4.7.5.2 Budget
 - 2.4.7.5.3 Committee Meetings
 - 2.4.7.5.4 Posters
 - 2.4.7.5.5 Site Coordination
 - 2.4.7.5.6 Media
 - 2.4.7.5.7 Artists
 - 2.4.7.5.8 Thank you's
 - 2.4.7.5.9 Volunteers
 - 2.4.7.5.10 Evaluation
- 2.4.7.6 Musical Benefits
 - 2.4.7.6.1 Miscellaneous
 - 2.4.7.6.2 Fat Tuesday
 - 2.4.7.6.3 Mt. Tabor Extravaganza
 - 2.4.7.6.4 Fallen Angel Holiday Benefit
- 2.4.7.7 Dinners
- 2.4.7.8 Catering
- 2.4.7.9 Bake Sales
- 2.4.7.10 Winter Holidays
- 2.4.7.11 Colorbook
- 2.4.7.12 Rick Bauman's Bike Trip

- 2.4.7.13 Children's Fair
- 2.4.7.14 Birthdays
- 2.4.7.15 Our Children's Store
- 2.4.8 Meal Coupon Project
 - 2.4.8.1 Meal Coupon Masters
 - 2.4.8.1.1 Current Year
 - 2.4.8.1.2 Past Years
 - 2.4.8.2 Meal Coupon Data
 - 2.4.8.3 Correspondence
 - 2.4.8.4 Description
 - 2.4.8.5 Donor Suggestions
 - 2.4.8.6 Accounting
 - 2.4.8.6.1 Current Year
 - 2.4.8.6.2 Past Years
 - 2.4.8.7 Consignment - Alpha Order
- 2.4.9 Food Stamps
 - 2.4.9.1 History
 - 2.4.9.2 Report Procedure
 - 2.4.9.3 Monthly Reports
 - 2.4.9.3.1 Current Year
 - 2.4.9.3.2 Past Years
 - 2.4.9.4 Reconciliations
 - 2.4.9.4.1 Current Year
 - 2.4.9.4.2 Past Years
 - 2.4.9.5 Correspondence
- 2.4.10 Viernes Mejicanos
 - 2.4.10.1 Description
 - 2.4.10.2 Project Planning Form
 - 2.4.10.3 Budget
 - 2.4.10.4 Grant
 - 2.4.10.5 Funding Sources
 - 2.4.10.6 Advisory Group
 - 2.4.10.6.1 Members
 - 2.4.10.6.2 Meeting Minutes
 - 2.4.10.7 Networking
 - 2.4.10.8 Opening Day
 - 2.4.10.9 Information and Referral
 - 2.4.10.10 Hispanic Studies
 - 2.4.10.11 Translations
 - 2.4.10.12 Mailing
 - 2.4.10.13 Benefit

PURPLE
INDEX 3.0.0 HOT PREPARED MEALS PROGRAM

3.1.0 EQUIPMENT - Alpha Order

3.2.0 MAINTENANCE

3.2.1 Crafts People - Alpha Order

3.2.2 Interior Painting

3.2.3 Exterior Painting

3.2.4 Cafe's Outdoor Sign

3.2.5 Needs List

3.2.6 Restaurant

3.2.6.1 Set-up Tasks: Cooks

3.2.6.1.1 Current Year

3.2.6.1.2 Past Years

3.2.6.2 Set-Up Tasks: Waitstaff

3.2.6.2.1 Current Year

3.2.6.2.2 Past Years

3.2.6.3 Clean-up Tasks: Cooks

3.2.6.3.1 Current Year

3.2.6.3.2 Past Years

3.2.6.4 Clean-up Tasks: Waitstaff

3.2.6.4.1 Current Year

3.2.6.4.2 Past Years

3.2.6.5 Set-up Tasks: Cashier

3.2.6.6 Closing Tasks: Cashier

3.2.6.7 Disposable Gloves Procedure

3.2.6.8 Kitchen Supply Inventory

3.2.6.9 Portion Control

3.3.0 BARTER

3.3.1 History

3.3.2 Standards

3.3.3 Job Descriptions

3.3.3.1 Garbage Dumpster

3.3.3.2 Sidewalk/ Office Trash

3.3.3.3 Bus and Garbage Receptacles

3.3.3.4 Customer Restroom

3.3.3.5 Staff Restroom

3.3.3.6 Utility Area

3.3.3.7 Bus Buckets/ Hand Sink

3.3.3.8 Clean Mop and Mop Bucket

3.3.3.9 Wall Panels 1 and 2

3.3.3.10 Bussing

3.3.3.11 Table and Chairs

- 3.3.3.12 Counters
- 3.3.3.13 Dishwashing
- 3.3.3.14 Floors
- 3.3.3.15 Garbage Disposal
- 3.3.3.16 Restroom Detail
- 3.3.3.17 Wall Panel 3 and Vacuum Stairs
- 3.3.3.18 Children's Corner
- 3.3.3.19 Vacuum and Dust office
- 3.3.4 Daily Barter Job Rosters
- 3.3.5 Daily Barter Sheets
- 3.3.6 Individual Barter Sheets

3.4.0 FOOD

- 3.4.1 Inventory: USDA Commodities
 - 3.4.1.1 Current Year
 - 3.4.1.2 Past Years
- 3.4.2 Inventory: General
 - 3.4.2.1 Current Year
 - 3.4.2.2 Past Years
- 3.4.3 Order Sheet
 - 3.4.3.1 Current Year
 - 3.4.3.2 Past Years
- 3.4.4 Cost Analysis
- 3.4.5 Meal Statistics
- 3.4.6 Sample Menus
- 3.4.7 Recipes

BLACK INDEX 4.0.0 WOMEN AND CHILDREN'S PROGRAM

4.1.0 ADMINISTRATION

- 4.1.1 Program Description
- 4.1.2 Program Announcement
- 4.1.3 Mailing List
- 4.1.4 Donations
- 4.1.5 Program Reporting
 - 4.1.5.1 Forms
 - 4.1.5.2 Current Year
 - 4.1.5.3 Past Years

4.2.0 CONTRACTS

- 4.2.1 City of Portland B.C.D.
- 4.2.2 Fred Meyer Charitable Trust

- 4.2.3 MRG
- 4.2.4 Neighborhood Self Help Program

4.3.0 OPERATIONS

- 4.3.1 Wome's Group Members
- 4.3.2 Consent for Release of Information Forms
- 4.3.3 Referral Slips
- 4.3.4 Information and Referral Form
 - 4.3.4.1 Current Year I & R
 - 4.3.4.2 Past Years I & R

4.4.0 VOLUNTEERS

- 4.4.1 Recruitment
 - 4.4.1.1 Neighborhood Volunteers
 - 4.4.1.2 Metro Area Volunteers
- 4.4.2 Training
- 4.4.3 Coordination

4.5.0 PROJECTS

- 4.5.1 Newsletter
 - 4.5.1.1 Interviews
 - 4.5.1.2 Artwork
 - 4.5.1.3 Article Ideas
 - 4.5.1.4 Distribution
 - 4.5.1.5 Photographs
 - 4.5.1.6 Prep Material
- 4.5.2 Surveys
- 4.5.3 Speakers
- 4.5.4 Field Trips
- 4.5.5 Microenterprise

ORANGE

INDEX 5.0.0 MARKETING AND PUBLICITY

5.1.0 MAILING LIST

- 5.1.1 Master List
- 5.1.2 InfoTrak Coding System
- 5.1.3 Income Codes
- 5.1.4 Volunteer Codes
- 5.1.5 Prior Mailing List Data

5.2.0 BULK MAILING

- 5.2.1 Permit Number Information
- 5.2.2 Permit Accounting

- 5.2.3 Permit Correspondence
- 5.2.4 P.O. How-To Manual
- 5.2.5 Quick Instructions
- 5.2.6 P.O. Bar Code
- 5.3.0 NEWSLETTER
 - 5.3.1 Newsletter - Current Year
 - 5.3.2 Newsletter - Past Years
 - 5.3.3 Article Ideas
 - 5.3.4 Calendar Inclusions
 - 5.3.4.1 Winter
 - 5.3.4.2 Spring
 - 5.3.4.3 Summer
 - 5.3.4.4 Fall
 - 5.3.5 Content Model
 - 5.3.6 Newsletter Writers
 - 5.3.7 Computer Disk Information
 - 5.3.8 Newsletter Logo
 - 5.3.9 Merchandise Graphic
 - 5.3.10 Issue Volume and Number
 - 5.3.11 Printing Information
 - 5.3.12 Photographs
 - 5.3.13 Artwork
 - 5.3.14 Evaluation Procedure
 - 5.3.15 Past Original Articles
- 5.4.0 THANK YOU'S
 - 5.4.1 Masters
 - 5.4.2 Procedure
- 5.5.0 SCRAPBOOK
 - 5.5.1 Newspaper Articles
 - 5.5.2 Photographs
 - 5.5.3 Awards
 - 5.5.4 Correspondence
- 5.6.0 MEDIA
 - 5.6.1 Newspapers
 - 5.6.2 Radio Stations
 - 5.6.3 Television Stations
 - 5.6.3.1 CNN
- 5.7.0 ORAL PRESENTATIONS
 - 5.7.1 Current Year
 - 5.7.2 Past Years
 - 5.7.3 Correspondence Current Year

- 5.7.4 Correspondence Past Years
- 5.7.5 Evaluation
- 5.7.6 Genny Nelson's Speeches

5.8.0 GUEST BOOK

5.9.0 CAFE SURVEYS

- 5.9.1 Cafe Generated
- 5.9.2 Lewis & Clark College/Deborah Redlin

BLUE

INDEX 6.0.0 JOB TRAINING PROGRAM

6.1.0 JOB TRAINING PROGRAM MANAGER

- 6.1.1 Job Description
- 6.1.2 Orientation Packet
- 6.1.3 Information and Referral Manual

**6.2.0 JOB TRAINEES PERSONNEL POLICIES
PACKET**

- 6.2.1 Packet Index
- 6.2.2 "Welcome to Sisters Of The Road Cafe"
- 6.2.3 Job Training Program Description and Goal Statement
- 6.2.4 "You Can Expect..."
- 6.2.5 Personnel Sessions
- 6.2.6 Standards of Conduct
- 6.2.7 Addressing Inappropriate Behavior
- 6.2.8 Health and Hygiene
- 6.2.9 Grievance Procedures
- 6.2.10 "All About Sisters"
- 6.2.11 Nonviolence Training Sheet
- 6.2.12 Drug-Free Workplace Act of 1988
- 6.2.13 Food Handlers Manual

6.3.0 INITIAL ASSESSMENT SHEET

6.4.0 HEALTH ASSESSMENT SHEET

6.5.0 JOB TRAINEE PERSONNEL SESSION FORM

6.6.0 PERFORMANCE EVALUATION

6.7.0 CONSENT FOR RELEASE OF INFORMATION

6.8.0 TERMINATION INVENTORY

6.9.0 ADDITIONAL FORMS

6.9.1 Personnel File Face Sheet

6.9.2 Job Trainee Daily Planner

6.9.3 Goal Planning Worksheets

6.9.4 Goal Grid

6.9.5 Money Management Form

6.9.6 Oregon Restaurant Association Forms

6.10.0 HOUSING

6.11.0 JOB TRAINING PROGRAM PLANNING

6.12.0 JOB TRAINING PROGRAM EVALUATION

YELLOW

INDEX 7.0.0 INFORMATION AND

REFERRAL - ALPHA ORDER

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XVI. PERSONNEL AND EMPLOYMENT TRAINING

I think that the greatest danger in a human's life is to become so isolated that you don't react to others pain or your own feelings. I hope that when I see someone injured, it will upset me. I fear more than anything else the coldness.

-Sister's customer

Over the years, Sisters Of The Road Cafe has provided employment opportunities for a broad variety of people. Neighborhood residents, many of whom have eaten at the cafe and bartered for food, are offered the first chance at trainee positions when they become available in the cafe. Along with the trainee jobs come below-minimum-wage stipends and the opportunity to eat all meals for free.

Because the cafe is very short on administrative staff, Sisters had few formal procedures involving job training for many years. When a graduate student accepted an internship during his studies at Portland State University, he began to formalize the process of working with job trainees. However, as a student, his time at the cafe was limited. At this date, the "job training program" is partially in place, and much of it remains in the category, "if we only had more time, money and people."

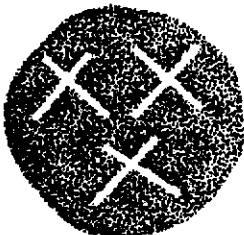
Therefore, what you will read in this chapter is a compilation of what has been done at Sisters and what the staff feel **should** happen if the resources were available.

PHILOSOPHY OF THE JOB TRAINING PROGRAM

For many people, washing dishes at Sisters may be the most structured and stable job they can ever hold for any length of time. For others, it's a stepping stone to more lucrative work and greater choices in life.

But regardless of a person's potential employment possibilities, job training at Sisters is designed to be an empowering situation. While one goal certainly is to help people find a different way of life if they so choose, the primary goal is to help people find dignity, comfort and self-respect in whatever they are doing.

The trainees at Sisters Of The Road Cafe cover a spectrum of personalities and needs. One graduate of the job training program is currently working as a certified nurse's aide. His employer is paying for his education and training for certification as a certified physical therapist.



Many people who live in the Burnside Community, some of whom work at Sisters, are emotionally, mentally and physically challenged, and are simply not equipped to work 40 hours a week in traditional, for-profit work places. For many, the work experience at Sisters provides the opportunity to work toward self-sufficiency, to know the pride of working for compensation, to feel the camaraderie of being part of a cohesive unit, to have some control and some input into their immediate surroundings. In their case, the goal is to give them the opportunity to show what they can do and how well they do it.

Working at Sisters is not easy. The pace is fast, the customers can be demanding, the cafe is noisy. People work very hard for little compensation. But for some, the personal rewards are worth it.

The experience of working at Sisters has helped people get clean and sober, find permanent jobs and housing, establish healthier relationships and move onto other neighborhoods and lifestyles. For the many people who will remain in Burnside, the work experience at Sisters validates their lives and provides them with a sense of purpose.

The staff and board at Sisters hope that the training program, like any contact with Sisters Of The Road Cafe, helps people come into their own, appreciate their own gifts and unique spirits, learn to tell their own stories and listen to those of others, and feel themselves a valuable part of a larger community.

DISCLAIMER

OK, it doesn't always work. One of the most frustrating things about working at Sisters Of The Road Cafe is that job trainees, like job trainees in low-paying jobs anywhere, tend to turn over rapidly. And because the trainees are doing the basic work of the cafe, a rapid departure leaves the cafe short staffed.

Furthermore, when people come and go frequently there's little chance to develop relationships, one of the key goals of the cafe. And sometimes people who have been working for awhile leave abruptly without saying goodbye. And that's hard on everyone.

Many of the people in the training program are struggling with drug and alcohol addictions. Over the long run, we expect some people to leave the cafe and come back several times over a number of years. When they're gone, they're fighting their own personal demons. When they come back, they are glad for support they find at Sisters. Sometimes these people have the best stories to tell.

Of one thing the people at Sisters are confident. No one who comes in contact with Sisters for any length of time is ever untouched by the experience.

Participating at the cafe gives people the chance to speak openly with others, to be challenged about their views on race, sex and humanity, to examine themselves and others in a supportive environment, and know what it's like to be told that they're ok. In this, Sisters is a rare island in a tumultuous social sea.

COMPONENTS OF THE JOB TRAINING PROGRAM

The application and hiring process for job trainees has become more formal over the years. Most job trainees are people who have been eating at the cafe and doing some work on a barter basis. As vacancies occur, the operations and restaurant managers offer positions to someone who has previously filled out an application. These generally are customers who have shown an interest in working at the cafe.

The cafe is very careful to prepare the proper paperwork and take care of withholding taxes, social security payments and the other legal and technical issues related to employment. As has been stated elsewhere, the reporting requirements must not be overlooked or their importance minimized.

Critically important is your awareness of minimum wage laws. Be sure to check with your state regulatory agency on minimum wage requirements. If you want to pay less than minimum wage you will need to apply for special authorization. You may want to check with an attorney about this.

It is also very important to comment here about U.S. Immigration and Naturalization requirements. The staff at Sisters Of The Road Cafe find the INS regulations with respect to documentation offensive. However, as with all other requirements, the staff follows the regulations fully, requiring appropriate documentation that proves a person is legally authorized to work in the U.S. Sisters is very careful to apply this rule to all job applicants, regardless of race or ethnic affiliation, recognizing, however, that this law has a discriminatory impact on hispanics and other minorities living in this country.

As an employer, your organization will need to know about INS law and the impact on you and your prospective employees.

On the Job Training. Job trainees at Sisters Of The Road Cafe learn by doing. Under the supervision of the operations and restaurant managers, trainees start working in the cafe immediately after receiving verbal introductions to cafe operations and philosophy. The cafe has a very detailed set of job descriptions (included elsewhere in this manual) available in both Spanish and English.

Most of the trainees are already familiar with the way the cafe operates. Restaurant jobs are filled by job trainees. The exceptions are the operations manager, the restaurant manager, the volunteer coordinator, the cashier, the administrative assistant, the development manager and the executive director.

Individual Meetings. One of the central elements in Sisters' job training program is one-on-one meetings between graduate student interns and job trainees. These meetings focus on two areas: the employee's work situation and his/her needs outside the work place.

At Sisters, the first intern to work with job trainees was a masters candidate in social work. The graduate student brought to Sisters his expertise in working with people holistically with the goal of improving self-esteem, setting goals and working to develop life skills. He used these skills to help people examine situations in the work place and develop strategies to improve interactions in the cafe.

This first student set the pattern for the work done today by other interns with job trainees. Together, the student interns and the trainees explore work demands, personality conflicts and challenges, and pursue behaviors that help trainees achieve their personal and work goals.

The intern is in a position to work directly with the managers, raising the needs and concerns of the job trainees to them. The intern can help ensure that the trainee is working in an environment that make sense to him or her, and that daily working conditions support that trainees work habits and goals.

Student interns also talk with trainees about their lifestyles, their living situations, their relationships and their long-term goals. They discuss attitudes and actions that might help them be more successful getting what they want. Interns work to link trainees with other support services in the community. For example, trainees interested in gaining GED certification or moving ahead with education and training can use the interns as resources to learn more about educational opportunities.

As with other aspects of the cafe, the job training program is limited by available personnel. Interns spend at least one hour a week with trainees, but would like to dedicate more time to one-on-one discussions.

One of Sisters' major goals is to fund a permanent job training program manager position who can expand on the program and implement the ideas that are central to our job training philosophy.

LOOKING AHEAD

The board and staff of Sisters Of The Road Cafe would like to reduce turnover among job trainees. Currently, they are looking at ways to do this. One potential is to provide some type of housing program for trainees. Another possibility is to increase the stipend.

People at Sisters hope that by providing job trainees with more resources that they will have more stability in their personal life and be able to continue their work with Sisters for a longer time.

FORMS LIST

Employment Application
Initial Assessment
Health Assessment
Job Trainee Personnel Session Form
Performance Evaluation
 Phase One
 Phase Two
 Phase Three
Consent for Release of Information
Job Trainee Termination Inventory
Personnel File Face Sheet
Job Trainee Daily Planner
Goal Planning Worksheet
Goal Grid
Money Management

SISTERS OF THE ROAD CAFE

EMPLOYMENT APPLICATION

Date: _____
Name: _____
Address: _____
Phone: _____
Social security number: _____
Job interest: _____
Have you ever volunteered or bartered at Sisters? _____
What work experience do you have that might be related to working at Sisters? _____

Please list an employment reference (name, relationship and contact information): _____

Please list all jobs you have had in the last five years:

Employer	Job Title	Supervisor	Phone
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Please sign below, indicating that the information above is correct and your permission to contact those named above. Return this application to the cafe. All applications are kept on confidential file and you will be contacted when jobs are available. Sisters Of The Road Cafe is an Equal Opportunity Employer.

Signature _____

Sisters use only:

Contact date: _____
Interview date: _____
Hire date: _____
Comments: _____

INITIAL ASSESSMENT

Date: _____ Date hired: _____

Name: _____

Birth date: _____ Gender: _____ Telephone: _____

How long have you lived in Portland: _____

Race:

Native American Asian/Pacific Islander

African American Caucasian Hispanic

Living arrangement:

Shelter SRO hotel Streets Other _____

What is it like living there? _____

Income:

GA SSI SSD Food Stamps Other _____

Amount _____

Last grade completed: _____

H.S. diploma? Yes No GED? Yes No

Learning difference? _____

Other education, training or certification: _____

Do you have any educational goals? _____

Programs (case management, treatment, meetings, etc.) you are currently participating in with contact name. _____

What have these been like for you? _____

How do you describe yourself or what is one thing about you we should know? _____

What makes you mad and how will we know when you are angry?

How do you take care of yourself when angry? _____

What situations are stressful for you and how will we know when you feel stressed? How do you take care of yourself? _____

How are your family relationships? Do you have a support network?

Work experiences: _____

What are your immediate needs? _____

HEALTH ASSESSMENT

Date: _____ Date hired: _____

Name: _____

Birth date: _____ Gender: _____ Telephone: _____

Social security number: _____

Date of last T.B. test: _____ Reading: _____

Action taken, if any: _____

Have you been diagnosed with hepatitis? Yes No

When? _____ Type: _____

In order to help keep you safe in the cafe and to better respond to your needs, we would like information regarding your state of health. This information will be kept strictly confidential.

Medications and corresponding condition _____

Are these medications helpful? _____

Allergies? _____

Do you need glasses to see? _____

Do you need a new prescription? _____

How would you describe your general state of health? _____

Do you have any physical/emotional challenges? _____

Other recent medical problems? _____

Do you have issues with drugs and/or alcohol? _____

Experiences with recovery programs? _____

Current situation and needs in regard to recovery? _____

Other health concerns you would like help with? _____

JOB TRAINEE PERSONNEL SESSION

Date _____ Job trainee _____

1. Progress/modifications made toward work goals: _____

2. Progress/modifications made toward personal goals: _____

3. Information shared from cafe managers to job trainee: _____

4. Insights/challenges since last personnel relating to Sisters' philosophy of non-violence and gentle personalism: _____

5. Suggested topics or information to be shared at the non-violence study group: _____

6. Suggested topics or information to be shared at the quality team meeting: _____

7. Information to be communicated from job trainee to management staff: _____

8. Steps to take between now and next meeting: _____

9. Next meeting time: _____

PHASE ONE PERFORMANCE EVALUATION

PERSONNEL

1. Has necessary documents
 - W4
 - I-9
 - Food Handler's Card
 - TB Test Card
2. Reads job Trainee Personnel Policies and Job Description
 - EXCEEDED MET NEEDS IMPROVEMENT

COMMITMENT TO PHILOSOPHY

1. Attendance at mandatory non-violence study group.
 - EXCEEDED MET NEEDS IMPROVEMENT
2. Interaction with customers and co-workers is personal and respectful.
 - EXCEEDED MET NEEDS IMPROVEMENT
3. Conflict Resolution: Stays alert to potential violence; Recognizes problems and informs supervisor.
 - EXCEEDED MET NEEDS IMPROVEMENT
4. Personally: Recognizes situations that cause personal stress and anger.
 - EXCEEDED MET NEEDS IMPROVEMENT
5. Interruption of Violence: Becomes educated and trained on procedures used to interrupt violence in Sisters' style.
 - EXCEEDED MET NEEDS IMPROVEMENT

JOB PERFORMANCE

1. Punctuality: Arrives at work ready and on time.
 - EXCEEDED MET NEEDS IMPROVEMENT
2. Learned expected job duties and the times undertaken during Cafe hours.
 - EXCEEDED MET NEEDS IMPROVEMENT
3. Learned expected opening and closing duties posted in work areas.
 - EXCEEDED MET NEEDS IMPROVEMENT
4. Learned and follows Sisters' rules regarding personal and Cafe health and hygiene.
 - EXCEEDED MET NEEDS IMPROVEMENT

5. Attendance of mandatory meetings: Learn importance of Cafe meetings, as well as general meeting standards and style.

EXCEEDED MET NEEDS IMPROVEMENT

6. Learn and follows Sisters' sick leave policy.

EXCEEDED MET NEEDS IMPROVEMENT

JOB MATURITY

1. Attitude: Orientation and education to standards regarding attitude; Willingness to accept constructive criticism and examine attitude.

EXCEEDED MET NEEDS IMPROVEMENT

2. Communication: Understand that there is a process whereby problems/ conflicts are addressed and that process will be followed.

EXCEEDED MET NEEDS IMPROVEMENT

3. Learn to address problems/ conflicts and questions with people who can assist in their resolution.

EXCEEDED MET NEEDS IMPROVEMENT

4. Learn what initiative is and its significance. Learn what expectations regarding initiative are in future phases.

EXCEEDED MET NEEDS IMPROVEMENT

5. Relationship with supervisor: Reflect on past experience with supervisors -- discuss current expectations.

EXCEEDED MET NEEDS IMPROVEMENT

6. Follow through: i.e., obtaining proper documentation.

EXCEEDED MET NEEDS IMPROVEMENT

PHASE TWO PERFORMANCE EVALUATION

PERSONNEL

1. Follows and understands personnel policies.

EXCEEDED MET NEEDS IMPROVEMENT

COMMITMENT TO PHILOSOPHY

1. Attendance and participation in non-violence study group.

EXCEEDED MET NEEDS IMPROVEMENT

2. Interaction with customers and co-workers that demonstrates increased gentle personalism; Noticing and taking time with customers.

EXCEEDED MET NEEDS IMPROVEMENT

3. Conflict Resolution: Building conflict resolutions skills and begin to solve problems and address conflicts for self.

EXCEEDED MET NEEDS IMPROVEMENT

4. Personally: Take action to reduce stress and practice proactive stress relief techniques.

EXCEEDED MET NEEDS IMPROVEMENT

5. Utilization of appropriate skills in violence interruption; Staying alert to Cafe milieu.

EXCEEDED MET NEEDS IMPROVEMENT

JOB PERFORMANCE

1. Consistent punctuality.

EXCEEDED MET NEEDS IMPROVEMENT

2. Able to perform expected job duties in accordance with the flow of the Cafe.

EXCEEDED MET NEEDS IMPROVEMENT

3. Maintain personal and Cafe health and hygiene practices.

EXCEEDED MET NEEDS IMPROVEMENT

4. Be alert to health and hygiene standards with respect to customers and volunteers; Bring problems to attention of managers.

EXCEEDED MET NEEDS IMPROVEMENT

5. Continued attendance at meetings.

EXCEEDED MET NEEDS IMPROVEMENT

a. Awareness of group dynamics.

EXCEEDED MET NEEDS IMPROVEMENT

b. Appropriate participation in meetings.

EXCEEDED MET NEEDS IMPROVEMENT

c. Increasing willingness to share ideas in meetings.

EXCEEDED MET NEEDS IMPROVEMENT

6. Continued adherence to Sisters' sick leave policy.

EXCEEDED MET NEEDS IMPROVEMENT

JOB MATURITY

1. Attitude: Practice maintaining appropriate attitude in conjunction with Cafe philosophy.

EXCEEDED MET NEEDS IMPROVEMENT

2. Initiative: Able to notice where can be used and address situation with supervisors.

EXCEEDED MET NEEDS IMPROVEMENT

3. Relationship with supervisors; Begin to use supervisors as a resource.

EXCEEDED MET NEEDS IMPROVEMENT

4. Follow-through: Able to complete job tasks without frequent coaching; Show desire to follow-through on personal goals formulated in personnel sessions.

EXCEEDED MET NEEDS IMPROVEMENT

PHASE THREE PERFORMANCE EVALUATION

PERSONNEL

1. Continue to follow Cafe policies.
 EXCEEDED MET NEEDS IMPROVEMENT

COMMITMENT TO PHILOSOPHY

1. Attendance at and participation in non-violence study groups; Possible facilitation of group.
 EXCEEDED MET NEEDS IMPROVEMENT
2. Increased gentle personalism with both customers and co-workers.
 EXCEEDED MET NEEDS IMPROVEMENT
3. Conflict Resolution: Consistently attempt to resolve conflicts between self and others; Attempts to mediate when others are in conflict.
 EXCEEDED MET NEEDS IMPROVEMENT
4. Personally: Continue to use stress reduction techniques.
 EXCEEDED MET NEEDS IMPROVEMENT
5. Continued active participation in the interruption of violence and continued commitment to learning methods to de-escalate potentially violent situations.
 EXCEEDED MET NEEDS IMPROVEMENT

JOB PERFORMANCE

1. Continued punctuality.
 EXCEEDED MET NEEDS IMPROVEMENT
2. Troubleshooting: Anticipation of potential kinks in flow of Cafe and corresponding preparation.
 EXCEEDED MET NEEDS IMPROVEMENT
3. Continued maintenance of personal and Cafe health and hygiene standards.
 EXCEEDED MET NEEDS IMPROVEMENT
4. Continued alertness and appropriate response regarding health and hygiene of Cafe customers and volunteers.
 EXCEEDED MET NEEDS IMPROVEMENT
5. Participation in the training of Cafe volunteers.
 EXCEEDED MET NEEDS IMPROVEMENT
6. Increased participation in Cafe meetings.
 EXCEEDED MET NEEDS IMPROVEMENT
7. Continued adherence to Cafe sick leave policy.
 EXCEEDED MET NEEDS IMPROVEMENT

JOB MATURITY

1. Continued willingness to practice Cafe communication process with co-workers and customers.

EXCEEDED MET NEEDS IMPROVEMENT

2. Initiative: Able to notice and respond to situations with less supervision; Ability to differentiate between situations which requires managers's attention and which may be addressed on own.

EXCEEDED MET NEEDS IMPROVEMENT

3. Relationship with supervisors: Able to compare Cafe supervisory methods with other employers; Willingness to discuss ways to address non-Sisters' supervisory styles.

EXCEEDED MET NEEDS IMPROVEMENT

4. Follow-through: Willingness to set goals and tasks regarding transition after Sisters.

EXCEEDED MET NEEDS IMPROVEMENT

CONSENT FOR RELEASE OF INFORMATION

I authorize Sisters of The Road Cafe to release information to the following per my initials:

I understand that this consent for release of information is in effect for a period of twelve months from the date indicated below and can be terminated by me in writing at any time.

Name: (please print) _____
Signature _____ Date _____

Staff: (please print) _____
Signature _____ Date _____

I authorize the following organization/individual to release information to Sisters Of The Road Cafe for a period of twelve months from the date indicated below. It is agreed that this release can be terminated by me in writing at any time and that all information received by Sisters Of The Road Cafe is treated as confidential.

Organization/Individual _____

Name: (please print) _____
Signature _____ Date _____

Staff: (please print) _____
Signature _____ Date _____

JOB TRAINEE TERMINATION INVENTORY

Date hired: _____ Termination date: _____

Duration in program (months & days) _____

Race:

Native American Asian/Pacific Islander

African American Caucasian Hispanic

Gender: Male Female Age: _____

Reason(s) for leaving:

Job Fired/Disciplinary Alternative program Unknown

Health/medical Other

Did this person successfully complete the program? Yes No

Why? _____

Do you consider this person's experience at Sisters to be a positive one? Yes No Why? _____

Living arrangement at date of hire:

Shelter SRO hotel Streets Other

Living arrangement at date of termination:

Shelter SRO hotel Streets Other

Services provided by program or through referral:

Housing Counseling Job training

Advocacy Life skills Training

Financial Legal Medical

Drug/alcohol Employment Education

Transitional Recreation Crisis intervention

Case management Other

What are this person's needs at the time of termination?

Housing Counseling Job training

Advocacy Life skills Training

Financial Legal Medical

Drug/alcohol Employment Education

Transitional Recreation Crisis intervention

Case management Other

PERSONNEL FILE FACE SHEET

Name: _____

Social security number: _____

Birth date: _____ Date hired: _____

Consent for release of information to:

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Agency: _____

Contact person: _____

Telephone: _____

Release date: _____

Work schedule

Sunday: _____

Monday: _____

Tuesday: _____

Wednesday: _____

Thursday: _____

Friday: _____

Saturday: _____

JOB TRAINEE DAILY PLANNER

Name: _____

Position: _____

Hire date: _____

Food handlers card issued: _____

Probation evaluation/T-shirt date: _____

Shift schedule: _____

Personnel meetings: _____

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

GOAL PLANNING WORKSHEET

Name: _____ Date: _____

1. What were your reasons for coming to Sisters Of The Road Cafe?

2. What challenges are you facing in your life right now?

3. What strengths/abilities do you bring to dealing with these challenges? How do they help you?

4. What do you do that doesn't work when you deal with these challenges?

5. How would you like to deal with these challenges differently if you could?

6. What would you like your life to be like in one year?

7. What is it about this desire that is important for you? What will it mean for you?

8. What will you need to get there? What abilities, tools, beliefs, support, groundwork, mini-goals, etc. (be specific)?

9. How will you know when you have reached your goal? What will you feel like? What will you be thinking about? What will friends tell you about yourself?

10. Do you think this desire/goal in No. 6 is attainable in one year? If not, what smaller goals could you set that would eventually lead you to this larger goal? _____

List four goals you would like to work on while at Sisters (these may change as necessary).

1. _____
2. _____
3. _____
4. _____

Reaching a goal, changing something about yourself, or doing something new can be difficult and exciting at the same time. The purpose of this worksheet is to help you think concretely about abilities you have, goals you would like to set and the steps required to meet these goals. Sometimes a goal can be more easily reached by breaking it down into smaller, individual "step-like" parts. So, if a goal begins to seem more difficult to reach, try breaking it down into smaller goals that, once completed, will add up to the larger goal. Now that you have for goals you've decided to focus on, list them on the "Goal Grid" and complete the columns identifying steps towards goal completion and signs for identifying goal completion; refer to No. 7 above for questions you can answer in this next to last column.

GOAL GRID

NAME: _____

Goal & Date	Steps to Goal/ Date Completed	How will you know you've acheived the goal?	Date of completion

MONEY MANAGEMENT

Date	Signature	Director	Deposit	Withdraw	Balance

JOB TRAINING PROGRAM

PACKET INDEX

1. "Welcome to Sisters Of The Road Cafe" (introduction, Philosophy, and Non-Discrimination Policy)
2. Job Training Program Description and Goal Statement
3. "You Can Expect..."
4. Personnel Sessions
5. Standards of Conduct
6. Addressing Inappropriate Behavior
7. Health and Hygiene
8. Grievance procedures
9. "All About Sisters..."
10. Non-Violence Training Sheet
11. Drug-Free Workplace Act of 1988
12. Food Handlers Manual: Multnomah County
Department of Human Services Health Division

WELCOME TO SISTERS OF THE ROAD CAFE

1. Introduction

Sisters of The Road Cafe, Inc. is a non-profit organization located in the heart of the Burnside Community, a Portland, Oregon neighborhood comprising hundreds of low income and homeless residents. We opened on November 7, 1979, christened by the neighborhood with a circle containing three x's, the old hobo logo meaning good food and hospitality can be found inside. Sister's was the idea of two women: Sandy Gooch and Genevieve Nelson. It was their earlier work, with women living in the Burnside Community, that originated our goals and shaped our name. Sisters of The Road comes from the autobiography of Box-Car Bertha, it literally means women hobos.

We began Sisters Of The Road Cafe with three goals we have continued in: 1) To be a safe public place for everyone, especially women and children, 2) To offer nourishing meals at little cost or in exchange for labor, and 3) To offer job training and employment experience to local residents.

2. Philosophy

Sisters Of The Road Cafe operates under a philosophy of non-violence and gentle personalism. All forms of violence are interrupted in the Cafe, and customers are treated specially. Dehumanization is disarmed with hospitality.

Dehumanization: to be abused by language or physical lashing out directed at our personhood, to be treated as less because of the color of our skin, to be cast in roles that are hurtful and limit us as women and men, to be discounted because of our age, to be treated differently because we are poor, to be stuck in myths that dictate we can only touch, hold, tell secrets to, share dreams or take risks with certain people; meaning that all of us get left out of a share in these basic human needs.

Hospitality: to treat strangers with love, to see ourselves in the men, women, and children who come into the Cafe and

them in ourselves, to find the common places we all share, to invite laughter, story-telling, and discussion that breaks down barriers and gets people involved with one another.

3. Non-Discrimination Policy

Sisters Of The Road Cafe is an Equal Employment Opportunity employer. We do not discriminate in hiring or advancement because of race, color, national origin, religion, creed, sexual orientation, disability, socio-economic status, marital status, sex or age.

JOB TRAINING PROGRAM DESCRIPTION AND GOAL STATEMENT

Sisters Of The Road Cafe's Job Training Program is available to low income and homeless area residents. Trainee positions include: Cooks, Waitstaff, and Dishwashers. Each trainee receives on the job training in restaurant work, preparation and payment of test and card fees for their Food Handler Certification from Multnomah County Public Health, non-violence training, self esteem nurture, skill building in group dynamics, and personnel sessions that address the routine elements of job performance, but more importantly explore the unique issues encompassing the trainee's poverty and /or homelessness, calling on him or her to take an active part in figuring out solutions that will end it forever.

You Can Expect...

1. Complimentary meals each day that we are open.
2. A free staff T-Shirt after one month of working at the Cafe.
3. To be treated with respect and kindness in keeping with our philosophy of non-violence and gentle personalism.
4. Regularly scheduled one-on-one supervision with the personnel manager to address your needs.

PERSONNEL SESSIONS

Participation in Sisters of The Road Cafe's Job Training Program requires a commitment to the philosophy and practice of non-violence and gentle personalism, the observance of standards for health and safety, and a willingness to be a team player. In addition, we would like your experience in the Cafe to always be one of support, attentiveness, honesty, and helpfulness. To help accomplish this you are required to attend on-going and regularly scheduled personnel sessions with our personnel manager.

The purpose of these meetings is two-fold: 1) To provide you with a regular and dependable time at which to get your personal needs met by the Job Training Program, and 2) To receive consistent feedback from the Cafe regarding your performance.

Personnel sessions are an opportunity for you to discuss concerns or problems you may have at work in the Cafe, in your relations with people, and with your life in general. Sisters' commitment to you extends beyond the skills you learn in the Cafe. Through these meetings you can explore dreams, desires, and plans you may have as well as needs and necessities of living. If possible, we are happy to assist you with anything you bring to our attention, be it housing, counseling, or whatever. We are also here to support your effort in other programs you may participate in such as alcohol and drug counseling.

At the time of hiring, or shortly thereafter, you will be required to agree on a regularly scheduled time to meet with the personnel manager. Your personnel sessions are noted on your Job Trainee Daily Planner, and also on the grease board calendar at the entrance to the office. It is your responsibility to attend. You may be required to attend at a less than ideal time for you but all requests for a change of meeting time will be considered. As well, we will work with your schedule regarding other important obligations and meetings you may have. Personnel sessions are provided to support your life activities.

STANDARDS OF CONDUCT

1. In keeping with our intention to provide a safe, hospitable environment for both Cafe patrons and employees, the following conduct is crucial and will be addressed if missing (See: Addressing Inappropriate Behavior):
 - a. Ability and willingness to work within the philosophy of non-violence and gentle personalism.
 - b. Reporting for work at the prescribed time and place.
 - c. Courteous regard for public and co-workers.
 - d. Ability and willingness to perform duties efficiently and courteously.
 - e. Conscientious care of equipment.
 - f. Leave of absence with proper authorization and notice.
 - g. Constant regard for personal hygiene and the health and safety of others.
 - h. Participation in the following as scheduled: personnel sessions with the Personnel Manager (see enclosed description of Personnel Sessions), monthly staff, non-violence and quality team meeting.
 - i. Proper use of sick leave: if you become sick we want you to take care of yourself and get the rest and attention you need. Please call or send someone to inform us of your illness and that you will not be at work. We may require you to get a doctor's note before returning to work.

2. The following conduct is considered inappropriate and will be addressed via "Sisters" policy: (See Addressing Inappropriate Behavior).
 - a. Being at work under the influence of alcohol or drugs.
 - b. The purchase or sale of any items for profit or distribution.
 - c. Taking food without prior arrangement or permission.

3. The following conduct is considered inappropriate and is grounds for immediate dismissal:
 - a. Willful misrepresentation of information on an employee application for employment or in making necessary reports.
 - b. Theft (including but not limited to : money, cafe supplies; if in doubt, ask).
 - c. The use, sale, or distribution of alcohol or illegal drugs and paraphernalia, including transactions toward their acquisition.
 - d. Inappropriate and unauthorized use of the Cafe (drinking, partying, sleeping, etc.).

ADDRESSING INAPPROPRIATE BEHAVIOR

Sisters Of The Road Cafe is grounded in honest and consistent communication among employees and customers. When appropriate, we prefer conflicts between people to be addressed by the parties involved. Conflicts within the cafe will first be addressed correspondingly. However, if no satisfactory solution is achieved, the following policy will be implemented:

1. A meeting of all parties involved within 24 hours of the next working day. At that time the behavior will be named, there will be discussion regarding appropriate action for its resolution, and a time line will be negotiated within which the behavior must stop.
2. A second meeting will be scheduled to evaluate behavior improvement at the end of the time line. If the behavior has stopped, no further action will be taken. If the behavior has continued, probation will begin including a new time line for cessation of the behavior. As well, a contract may be negotiated regarding steps to stop the behavior (i.e., meeting, counseling, treatment, etc.).
3. At the end of the probation period a third meeting will convene to evaluate the probation period. If the behavior has stopped the employee will be taken off probation. If the behavior has continued the employee is fired. Additionally, the person may be prohibited from the Cafe (for a prescribed period of time) as per Sisters' policy regarding overall cafe behavior.

Special Note on Alcohol And Drug Policy

Coming to work under the influence of drugs or alcohol will not incur an automatic dismissal. However, if you come to work drunk or stoned the following will occur:

- a. You will be sent home immediately; you will not be permitted to hang around the cafe to drink coffee, etc.
- b. Policy #1, above, will begin.
- c. Probation will begin as per policy #2 if necessary.

HEALTH AND HYGIENE

Sisters Of The Road Cafe is a non-profit restaurant that must adhere to guidelines of cleanliness in accordance with Multnomah County Health Division standards; the very same rules the Hilton Hotel must follow! Sisters is inspected regularly by the county and as employees there are some rules of sanitation we must all follow faithfully.

In general it is expected you will maintain an acceptable level of personal cleanliness and hygiene. If you have any questions or concerns regarding this, please bring it to our attention so you and we can find solutions together. Sisters has a limited number of personal hygiene items; please ask if you need something because we may have it.

In accordance with health division standards all employees and volunteers must possess a food handler's card. Within this packet you will find a green booklet labeled: "Food Handler's Manual: Multnomah County Department of Human Services Health Division." Please refer to this manual often.

Since you have passed the examination and have obtained the food handler's card, you are expected to maintain the levels of cleanliness prescribed. As well, Sisters has some unique rules of conduct you will be shown and must follow to promote hygiene. We must constantly demonstrate care for and attention to the health of our patrons.

Finally, it is important that you notify us of contagious diseases you have, or may become exposed to, that might easily be transmitted by working in the cafe. In particular you must report hepatitis, tuberculosis, and shigellosis to us. Withholding information regarding these may be grounds for dismissal.

Thank you for your attention to this notice. Please bring us any questions you have regarding the information you receive.

GRIEVANCE PROCEDURES

You can expect honest, consistent, and responsible interaction as an employee of Sisters Of The Road Cafe. We operate under a philosophy of non-violence and gentle personalism.

At Sisters Of The Road Cafe all persons are sacred. Dehumanization is disarmed with hospitality. The dehumanization stops at the door; the hospitality begins there. As well, we are an Equal Employment Opportunity employer and do not discriminate in hiring or advancement because of race, color, national origin, religion, creed, sexual orientation, disability, socio-economic status, marital status, sex or age.

However, in the event you do feel discriminated against, you have rights for addressing and redressing your complaints. The following are procedures you should follow in the event you have a complaint:

1. First, please consider addressing the problem directly with the other person; we prefer conflicts between people to be addressed directly, person to person, by the parties involved. If you would like information on how to do this, the Cafe Director, Operations Manager, Restaurant Manager, or the Personnel Manager would be glad to help you. However, we understand that for reasons of safety, or otherwise, you may feel uncomfortable doing this.
2. Unresolvable complaints should next be addressed through your immediate supervisor. You can expect a response to your complaint within 24 hours or by the next working day. If this does not address the complaint,
3. Bring the problem directly to the attention of the Cafe Director. Again, you can expect a response to your complaint within 24 hours or by the next working day. If this does not address the complaint,

4. The final step in the grievance process is to submit the issue, in writing, to the Executive Committee of the Board of Directors, Sisters Of The Road Cafe. The Board will normally provide a response within two weeks. Their address is:

Executive Committee
Board of Directors
Sisters Of The Road Cafe
133 N.W. Sixth Avenue
Portland, Oregon 97209

Please bring any questions you have regarding these procedures to your immediate supervisor, the personnel Manager, or the Cafe Director.

ALL ABOUT SISTERS . . .

Sisters Of The Road Cafe, Inc. is a non-profit organization located in the heart of the Burnside Community, a Portland, Oregon neighborhood comprising hundreds of low income and homeless residents. We opened on November 7, 1979, christened by the neighborhood with a circle containing three x's, the old hobo logo meaning good food and hospitality can be found inside. Sister's was the idea of two women: Sandy Gooch and Genevieve Nelson. It was their earlier work, with women living in the Burnside Community, that originated our goals and shaped our name. Sisters Of The Road comes from the autobiography of Box-Car Bertha, it literally means women hobos.

We began Sisters Of The Road Cafe with three goals we have continued in: (1) To be a safe public place for everyone, especially women and children, (2) To offer nourishing meals at little cost or in exchange for labor, and (3) To offer job training and employment experience to local residents.

Sister's operates under a philosophy of non-violence and gentle personalism. All forms of violence are interrupted in the Cafe, and customers are treated specially. Dehumanization is disarmed with hospitality.

Sisters Of The Road Cafe offers the following: (1) A women and children's program, (2) A hot prepared meals program, and (3) A job training program.

The Women and Children's Program provides low income and homeless single women and women with children these services: information, referral, and advocacy; hygiene kits, diapers, toys, limited clothing and formula; and, a self help support group that meets weekly.

The Hot Prepared Meals Program furnishes several innovative avenues for diminishing hunger. All meals in the Cafe are available for \$1.25 in cash, \$1.00 Food Stamp for Homeless individuals, in exchange for labor, or free of charge for those without ability to pay who are unable to exchange labor due to age, health, or parenting responsibilities. We serve an average of 200 meals a day.

Sisters is currently open 5 days a week, Monday through Friday (10:00 am - 3:00 pm).

For persons living on small stipends, in SRO's (single room occupancy hotels), our meals are cost effective.

Sister's helped pioneer the federal legislative effort that in 1987 allowed Homeless individuals use of their Food Stamps in non-profit dining facilities. We recognized early in our history how difficult it was for people without homes, consequently without stoves and refrigerators, to nutritionally benefit from their Food Stamp allotment. Sisters Of The Road Cafe has been recognized by the United States Department of Agriculture as a model for non-profit dining facilities. We are one of four in Oregon, and one hundred and three in the Nation.

The Cafe operates a labor exchange or barter project. We establish a dollar value on a variety of restaurant maintenance jobs that are assigned daily. The amount earned is credited on a individual account sheet and deducted when the laborer places his or her order for a meal.

A number of social service providers purchase our meal coupons for their clients use. Among these organizations are Mental Health Services West, the Northwest Pilot Project, and Transition Projects.

In addition we sell Sister's meal coupons to individuals, businesses, and churches in the Portland metropolitan area as a positive way to respond to panhandlers. In lieu of money, you are offering a nutritious meal to someone without the fear that your hand-out may be used to buy alcohol or drugs. The meal coupons are available in Spanish and English.

Our Job Training Program is available to low income and homeless area residents. Trainee positions include head cook, 2 assistant cooks, 2 waitstaff, and dishwasher. Each trainee receives on the job training in restaurant work, preparation and payment of test and card fees for their Food Handler Certificate from Multnomah County Public Health, non-violence training, self esteem nurture, skill building in group dynamics, and personnel sessions that

address the routine elements of job performance, but more importantly explore the unique issues encompassing the trainee's poverty and/or homelessness, calling on him or her to take an active part in figuring out solutions that will end it forever.

Acceptance and participation are the same for everyone without regard to race, sex, color, national origin, religion, handicap, age, or sexual orientation.

SISTERS OF THE ROAD CAFE, INC. NONVIOLENCE TRAINING SESSION

We operate from a philosophy of nonviolence and gentle personalism:

I. ALL PERSONS ARE SACRED.

II. THE DEHUMANIZATION STOPS AT THE DOOR; THE HOSPITALITY BEGINS THERE.

1. Dehumanization: to be abused by language or physical lashing out directed at our personhood, to be treated as less because of the color of our skin, to be cast in roles that are hurtful and limit us as women and men, to be discounted because of our age, to be treated differently because we are poor, to be stuck in myths that dictate we can only touch, hold, tell secrets to, share dreams or take risks with certain people; meaning that all of us get left out of a share in these basic human needs.

2. Hospitality; to treat strangers with love, to see ourselves in the men, women and children who come into the Cafe and them in ourselves, to find the common places we all share, to invite laughter, story-telling and discussion that breaks down barriers and gets people involved with one another.

3. Ability to interrupt dehumanizing behavior, utilizing the cafe's philosophy: disarming dehumanizing behavior with hospitality.

4. Willingness to continue an education in nonviolence:
a. Encourage people to read books, articles, etc. on nonviolence, discuss and reflect on it with each other; and
b. Attend ongoing training sessions.

III. NONVIOLENT INTERVENTION: TOOLS AND PROCEDURES

A. TOOLS:

1. Speak as privately as possible, so as not to embarrass the person nor cause undue confrontation.

2. Think before you speak, be clear and direct, use as few words as possible, follow through.
3. Use direct eye contact with the person.
4. Speak in a calm voice.
5. Be as relaxed as possible, keep your hands and arms close to you.
6. Use discretion in touching the person.
7. Be willing to own your mistakes, apologize if you called a situation incorrectly.
8. Remember how difficult it is to admit you're wrong; it is the behavior you're naming as unacceptable and not the person.
9. There will be times when customers will attempt to get involved, thinking they are aiding the situation. Usually it is not advisable, but use your discretion.

B. PROCEDURES:

1. If the situation is not clear, ask questions.
2. Name and define the inappropriate behavior to the person(s).
3. State that the behavior is unacceptable and give reason(s) why.
4. Ask the person to stop the unacceptable behavior.
5. If the person stops, simply say thanks, and go back to work.
6. If the person doesn't stop, tell him/her again that the behavior is unacceptable and it can't continue in the Cafe.

- 7 At this point, you need to use your discretion.
 - a. If the behavior is too abusive to risk happening again, tell the person s/he needs to leave now, that s/he is welcome to come back as soon as s/he changes that behavior; or
 - b. If the behavior is such that you can give the person a second chance, tell the person the behavior must stop or s/he will have to leave the cafe.

8. If the person refuses to leave, confer with your co-workers immediately.
 - a. Determine if one of them should deal with the situation instead of you at this point;
 - b. Determine if you and your co-workers should present a united front to the person; and/or
 - c. Determine if you should call the police.

9. Finalize the situation (i.e. ask co-worker/customer for a hug, tell others your feelings, do criticism/self-criticism about your actions.)

U.S. DEPARTMENT OF AGRICULTURE

CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS (GRANTS) ALTERNATIVE I - FOR GRANTEES OTHER THAN INDIVIDUALS

This certification is required by the regulations implementing Sections 5151-5160 of the Drug-Free Workplace Act of 1988 (Pub. L. 100-690, Title V, Subtitle D; 41 U.S.C. 701 et seq.), 7 CFR Part 3017, Subpart F, Section 3017.600, Purpose. The January 31, 1989, regulations were amended and published as Part II of the May 25, 1990 Federal Register (pages 21681-21691). Copies of the regulations may be obtained by contacting the Department of Agriculture agency offering the grant.

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS ON PAGE 3)

Alternative I

- A. The grantee certifies that it will or will continue to provide a drug-free workplace by:
- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - (b) Establishing an ongoing drug-free awareness program to inform employees about --
 - (1) The dangers of drug abuse in the workplace;
 - (2) The grantee's policy of maintaining a drug-free workplace;
 - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
 - (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will --
 - (1) Abide by the terms of the statement; and
 - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
 - (e) Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position

title, to every grant officer on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

(f) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted -

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

(g) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, county, State, zip code)

Sisters Of The Road Cafe, Inc.

133 NW 6th

Portland, Oregon 97209 (Multnomah County)

Check if there are workplaces on file that are not identified here.

Sisters Of The Road Cafe, Inc.
Organization Name

Award Number or Project Name

Genevieve Nelson, Executive Director
Name and Title of Authorized Representative

Genevieve Nelson
Signature

7-23-91
Date

XVII. MEN'S AND WOMEN'S GROUPS

*When I cross Burnside
Avenue, I feel invisible*

- Women's group member

Many of the people at Sisters Of The Road Cafe have spent most of their lives feeling invisible. The message they have received from society is that they are not ok, they are not valuable, they are not important. Consequently they are simply not seen.

The quote at the beginning of this section refers to the very obvious line between the haves and the have-nots that divides Portland's downtown. Immediately north of Burnside Avenue are empty storefronts, single room occupancy hotels, soup kitchens and night shelters, some bars and rock clubs and a lot of very poor people.

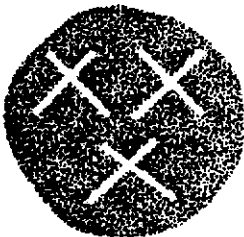
Across the street lies the greatest concentration of financial and commercial institutions between San Francisco and Seattle. A giant tower of pink glass, headquarters of one of the largest banks, seems to stand guard at the entrance of the downtown business core.

When Burnside residents cross into the central business district, they feel themselves disappearing. Few people look kindly at them or even acknowledge them. They become nothing.

At Sisters Of The Road, they have the opportunity to talk about that feeling, and many other feelings, for perhaps the first time in their lives. They become **visible**, to themselves and others.

One of the original goals of Sisters' founders was to create a safe place for women and children. They wanted to design a setting that guaranteed physical security, but in addition made women feel safe enough emotionally to explore and express their feelings. Through the women's group, which has been meeting since 1988, women can state what they feel, question themselves, their families and society, express anger, fear and shame, knowing that they will not be judged or reprimanded.

The women's group meets every week, and now, after years of fluctuating participation a core group of five to seven women attend regularly. Other women drop-in



occasionally. The discussion varies widely from the very personal to the societal.

The following are some typical anecdotes from the women's group.

"This is the first time I've ever been made to feel that I'm ok the way I am."

-Men's Group member

o A neighborhood organization had promised several of the women a day trip, including lunch and a paid visit to the zoo. The women looked forward to this for quite a while. On the day of the trip, they were driven to a park where they spent the day in Bible study.

The women were very disappointed and felt badly used and manipulated. Sisters Of The Road Cafe arranged a special fund to take these women to the zoo. Lunches were donated by a local restaurant. It turned into a tremendously joyous opportunity for a group of women who never have the resources to spend a day doing something totally entertaining just for themselves.

o Executive director Genny Nelson was asked to speak at a "Take Back the Night" rally. She asked the members of the women's group to give her their thoughts on violence against women. Genny used their words almost exclusively in her talk to the demonstrators, who were largely white, middle-class women. She ended by quoting one of the group members who said, "Remind them we're their sisters, too."

o Genny Nelson told the women in the group that she was attending an organizing meeting of a new neighborhood association that would bring together merchants, restauranteurs and members of the social service community, including low-income and homeless people. Several of the women attended with her. They were active participants at the meeting and will likely serve on committees and perhaps even the board of the new organization.

In the last year, Sisters Of The Road Cafe started a men's group. Like the women's group, participation has fluctuated, but a core group of people attend regularly. When a student intern started the men's group, men would walk in and say, "I don't know why I'm here." The message, apparently, was that many men in the very macho

atmosphere of Burnside know at some level that they would benefit from some introspection and increased communication with others. However, many men don't really know what that means or how they will benefit.

During his stay at Sisters, the intern attempted to work through this problem by letting men get to the source of their fears, their pain and their isolation using their own processes, at their own speed. Again, the rule of participation was no judgement.

Each group meeting started with an open sharing period where the men talk about what ever is on their minds. Very often, the discussion would remain at an intellectual, unemotional plateau for much of the time. But at some point during the talk, someone would feel comfortable enough to allow a profound emotional topic to surface -- whether consciously or unconsciously. This gave the group the opportunity to look at some core issues.

The men's group was not intended as much to resolve issues as to uncover issues. Men were able to hear each others stories and share their commonality, something that happens all too rarely.

One participant was a man who had been taking psychotropic drugs for many years. He has spent a great deal of time in individual and group therapy, and he told the other group members, "This is the first time I've ever been made to feel that I'm ok the way I am."

The men's group has been temporarily discontinued pending the assignment of a new student intern. Sisters hopes that this valuable program will at some time become a permanent part of the organization.

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XVIII. VIERNES AND THE IMPORTANCE OF CULTURAL RELEVANCE

*Empowerment will not work
by service delivery alone.
Empowerment has two
facets. First, the sharing of
tools, and second, the
nurturing of the whole person,
body, soul, heart and mind.*

-Genny Nelson

In 1991, four percent of Sisters Of The Road Cafe's customers were hispanic. Now, approximately 14 percent of the customers every day are hispanic.

The difference was a deliberate marketing effort to the hispanic community and setting aside one day a week to provide special services to Spanish-speaking Portlanders. The result was to make a whole new segment of the population feel welcome in an important resource to the Burnside community.

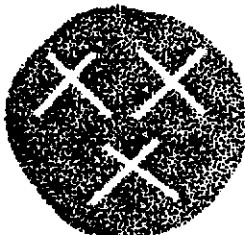
In 1991, Sisters was approached by two social service advocates who work with hispanics. They asked Sisters to consider creating a special program for them.

The result was "Sabados," the Spanish word for Saturday, and ultimately "Viernes," because now every Friday Sisters celebrates Latin cultures. Each Friday, Sisters is staffed by Spanish speaking employees who serve Mexican-style food and adjust the music and other activities to the interest of hispanic customers.

Cultural advisors from throughout the community got together to identify graphic themes that would be meaningful to the hispanic population. They designed a poster that was distributed widely throughout Portland, and concentrated on adding decor to the cafe that would make hispanic people feel more comfortable.

On Cinco de Mayo, 1991, local residents celebrated amid crepe paper and balloons at Sisters Of The Road Cafe. Since then, once a week, the Spanish speaking community has gathered at Sisters for tortillas, refried beans and Spanish rice and a place to connect with others of the same culture.

Viernes has been very successful, serving an average of 200 people each Friday. But more important has been the message sent to the greater community, that Sisters is a place that serves everybody and wants everyone to feel at home.



The message learned by the staff and board at Sisters is this: unless services are provided in a culturally relevant way, they might as well not exist. Clearly, the hispanic population of Portland didn't just blossom overnight. Rather, Sisters began getting the word out in a way that was useful and understandable (in Spanish, in places where Spanish-speakers congregate), to let people know they were welcome. And the results are evident in the increased numbers.

Today, a Spanish bulletin board in Sisters offers news on diabetes, HIV, and other health issues, as well as providing information on a full range of social service issues. Spanish-speaking staff people are working to translate signs and job descriptions. If the goal of Sabados and Viernes was to increase the cafe's use and broaden the mix of customers, it has been thoroughly successful.



XIX. FUND-RAISING AND VOLUNTEER SUPPORT

I need the support that the group gives me, even if we talk about anything under the sun, even if it's not about my problems.

-Woman's Group member

Regardless of a non-profit agency's goals and vision, it is a given that as much energy will be spent in trying to raise money as in providing a service. Sisters Of The Road Cafe is no exception.

The following pages are not intended as a thorough, "how-to" manual on fund-raising. Your public library, United Way and other non-profits have many books and pamphlets that can help you apply for grants and find corporate and private donors. This chapter, rather, is intended to share some of Sisters' experiences.

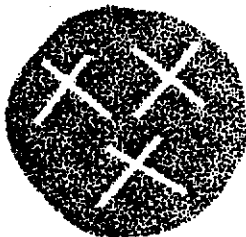
For many years, Sisters operated largely on faith that if the organization pursued its mission, the money would follow. And that worked, to a certain extent. But it also meant months and years of uncertainty, minimal staffing and inability to make long range plans.

At \$1.25 a meal, food prices cover a fraction of a meal's cost, taking into account rent, utilities, salaries and other overhead. The average \$2700 a month taken in from food sales, coupon sales and food stamps, therefore, is about one-fifth of what the cafe needs to operate each month. Any capital improvements or service expansions would require additional revenues.

From the beginning, Sisters Of The Road Cafe was subsidized by churches and synagogues who saw the cafe following in the fundamental Judeo-Christian traditions of good works and charity. These organizations remain a major source of Sisters' support.

Over the years, individuals, foundations and corporations have supported Sisters through volunteer time, and in-kind and financial contributions. Before 1990, the occasional fund-raiser brought in about two thousand dollars at a time. Basically, all funding was sporadic and not reliable.

Sisters Of The Road Cafe generally has not pursued government grants for basic operations. From 1990 through 1992, the Multnomah County Community Action Program directed approximately \$9000 a year in Federal



Emergency Management Agency funds to the cafe for emergency food provisions.

However, because Sisters has little administrative support, the organization's general policy is to avoid government contracts that require extensive grant applications, continuous reporting and documentation. Furthermore, Sisters has not pursued government grants because of the ephemeral nature of some such grants and a reluctance to become dependent on a single funding source.

Board members and other volunteer supporters play a critical fund-raising role. A development committee works year-round to raise money for the cafe. Ad hoc, event-related committees have been extremely successful, and in recent years the "Cafe Boogie," auction and dance has been widely supported by community groups and media.

In 1991, Sisters Of The Road Cafe decided to formalize its fund-raising policies. The agency hired a part-time development manager, who has created new systems and strategies designed to stabilize the organization's support network. A job description can be found in Chapter X, Day to Day Tasks.

The following are some elementary principles for a development officer, executive director or board to consider when developing a fund-raising strategy.

1. Build a volunteer base by developing special projects. Special events are a very good way to involve a lot of people on a short-term basis. Such events are an excellent way to fire people's enthusiasm about a project, and they help staff and board members find good candidates for longer term projects like committee chairs or board members.

2. Some principles to remember when working with volunteers.

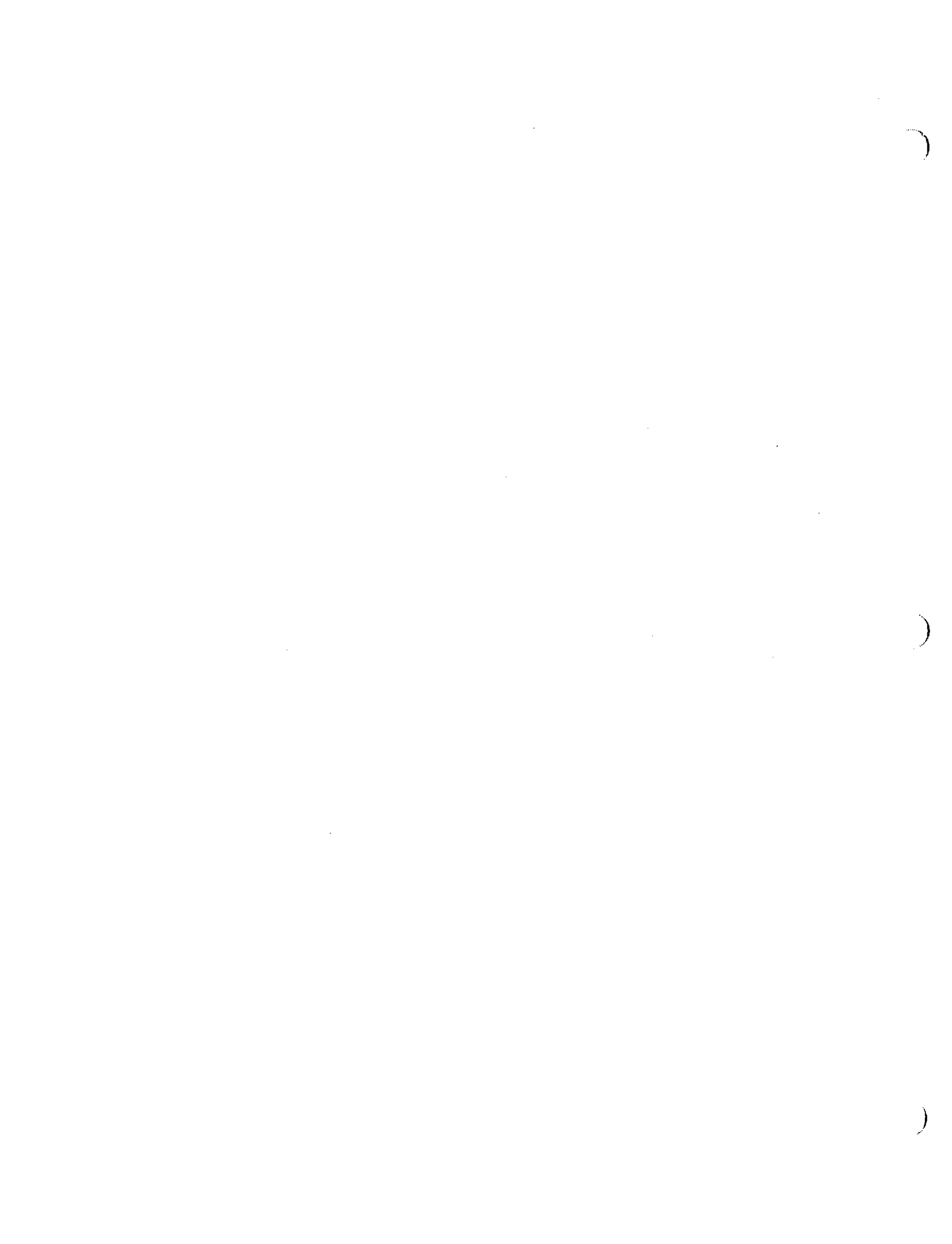
- o People like to feel involved;
- o People like to feel useful;

- o They like to have fun;
- o They like to succeed; and
- o They like to be acknowledged.

Make sure all these elements are built into your volunteer activities. The personal thanks is just as important as the personal solicitation of help.

3. Clarify volunteer goals. When someone signs up to help, be sure to find out his or her vision of “volunteer work.” For some, it may be helping to bus tables or serving as a back-up cashier in the cafe. For others, it may be arranging auctions, writing grants or sticking labels on newsletter mailings. Make sure you know what they want, so they won’t be disappointed with their assignments.

4. Volunteers are as important as financial contributors. First of all, volunteers are a likely source of financial contributions. Individuals and fund-raising events represent a significant part of the yearly operating budget. Secondly, volunteers create the good will, the good reputation and the network that is necessary to develop a long-term fund-raising strategy. They make things happen. Don’t overlook them.



XX. NON-VIOLENCE AT SISTERS OF THE ROAD CAFE

Friday was a hell of a day. Richard and I were working, we had just opened and the cafe was packed, standing room only. Behind the counter, out of the corner of my eye I saw this man with a chair in the air, poised to do bodily harm to the man in the corner seat.

I told him he couldn't do that in the cafe, that he would have to leave. After a second chair went up and down without anyone getting hurt, we managed to get the three of us, Richard, the man and I, outside. The man was drunk and hell bent on getting back inside to right the wrong of delirium. We bartered chili over rice to go, literally a meal for an exit. There was fierce eye contact, as few words as possible and as clear a message as we could manage. Then came his hand in my face.

"Don't hit me, don't hurt yourself, don't break the glass, just leave for now." There's a crowd outside and a couple who know him. "Take your friend, help him split, because my next move will be to call the police." And they're gone, and Richard and I are back in the cafe.

Continued next page

Other chapters in this manual have addressed the importance of non-violence at Sisters Of The Road Cafe. Non-violence here means that each individual treats each other with respect, all the time. A non-violent society has no room for sexism, racism, agism, disrespectful language or physical aggression.

Non-violence also does not mean lying down and letting someone stomp all over you in the name of peace. It is an assertive statement of human rights and dignity, not a passive permissiveness.

For a more complete discussion of non-violence, the reader is encouraged to study the writings of the Christian personalists, of Dorothy Day, Peter Maurin and other advocates of the Catholic Worker Movement.

The following books have been recommended by Genny Nelson, co-founder of Sisters Of The Road Cafe and Portland's spokesperson for Gentle Personalism.

The Politics of Nonviolent Action, by Gene Sharp

Conquest of Violence by Joan Bondurant

The Power of Nonviolence by Richard Gregg

My Autobiography by Gandhi

Living from the Heart, Gandhi's Discourses on the Gita

House of Hospitality, by Dorothy Day

Loaves and Fishes by Dorothy Day

The Long Loneliness by Dorothy Day

Dorothy Day, A biography by William D. Miller

Stride Toward Freedom by Martin Luther King, Jr.

Be Not Afraid by Jean Vanier

Community and Growth; Our Pilgrimage Together, by
Jean Vanier

The Raft is Not the Shore by Daniel Berrigan with Thich
Nhat Hanh

The Wounded Healer by Henri Nouwen

Songs from the Alley by Kathleen Hirsch

Love in Action, Writings on Non-violent Social Change
by Thich Nhat Hanh

*None of us got hurt. I know,
we know, it's faith. Strength
comes from love in action. It
is a "harsh and dreadful
thing, compared to love in
dreams."*

*And before the day is
finished, another man who
saw it all happen orders a
meal, and then pays for the
bartered rice and chili. They
are Native American
brothers, and what goes
around comes around. He
thanks me.*

-Genny Nelson

GUIDELINES FOR INTERRUPTING VIOLENCE

Sisters Of The Road Cafe is an experiment in truth. We practice daily gentle personalism and non-violence.

The violence in our culture, embodied in racism, sexism, homophobia, classism, agism, and demonstrated by physical and verbal lashing out, walks through the door of our small cafe regularly. It is a challenge for us to respond non-violently, with love and respect.

By virtue of our size, it is never easy to practice indifference. In a manner of speaking, violence is constantly in your face. At these times, it is profoundly important to remember Ghandi's first tenet of non-violence: non-humiliation of anyone.

To that end, in responding to abusive speech or behavior, we try to convey to the person involved that his or her **behavior is inappropriate**. The person acting violently is not bad, but the behavior is not permitted within the cafe.

In such a circumstance, it is essential to name the behavior. Saying, "you can't do that" without specifying the activity, is meaningless to most Sisters' customers. Instead, say, "You can't call a woman a bitch (or African-American person a nigger, etc.), which is exceedingly clear and leaves no room for confusion or debate.

During every second of your non-violent intervention, you must examine your own behavior. Is there arrogance in your voice? Are you being accusatory? Are you aware of cultural differences?

It takes a great deal of strength and courage to interrupt hurtful behavior -- it takes an equal amount to acknowledge that behavior in ourselves, sometimes in front of 50 other people.

(It's important to note here that at Sisters, we try to intervene in as quick and unobtrusive a manner as possible. This is to reduce the amount of disruption to the other cafe customers and to reduce the negativity focused on the particular action.)

When confronting violence, remember to tell the truth as you understand it, and to tell it simply. In their anger and defensiveness, folks may try to embarrass or humiliate us. Usually, we can disarm the situation by repeating what the inappropriate behavior was and acknowledging that in Sisters we expect staff and customers alike to practice non-violence and gentle personalism.

When actual physical lashing out occurs, the cafe's business as usual comes to a stand-still. While one person attempts to disarm the situation, all other staff stand vigilantly behind him or her, ready to implement that person's directive. The person may call for:

- o Emergency assistance or police (in Portland, dialing 9-1-1 gets an emergency dispatcher that will send whatever support is necessary);
- o Someone to console or assist another customer;
- o Staff people to make sure a path is clear out of the cafe for the person who's behavior has been inappropriate. (This is important, so that a person never feels trapped or cornered. Such a feeling can intensify violent emotions and result in more physical lashing out.)

It is imperative that you be very clear in your communication with a person who has acted violently. If you want the person to leave, say that with strength -- not "attitude." If you are going to call the police, tell the person.

Be constantly vigilant in obtaining information to describe how a situation occurred. A person who hits another could be reacting to a racial slur. Naming both violences -- the racism and the hitting -- will be critical. In similar situations, the people at Sisters have made sure that once the two people involved are separated that staff people accompany each one, giving them each the opportunity to say what happened. They can then vent feelings, explore options and ultimately come to a decision about how to proceed.

What surely disarms violence in Sisters Of The Road Cafe -- over and over again -- is our commitment to gentle personalism. We treat our customers and co-workers specially, as unique individuals. This is played out in the telling of stories about our lives.

This sharing of ourselves is an act of intimacy and trust that unfolds our commonness, our unity as human beings. It is the profound belief that each of us is personally responsible for one another.

ELEMENTS OF NONVIOLENCE TRAINING

Sisters Of The Road routinely schedules nonviolence training sessions for staff and volunteers. Attached is a hand-out sheet that Sisters uses in its nonviolence training, as well as agendas of two sessions.

Also included are some suggested methods for running such a training session and minutes of a session conducted recently at Sisters.

SISTERS OF THE ROAD CAFE, INC. NONVIOLENCE TRAINING SESSION

We operate from a philosophy of nonviolence and gentle personalism:

I. All persons are sacred.

II. The dehumanization stops at the door; the hospitality begins there.

1. Dehumanization: to be abused by language or physical lashing out directed at our personhood, to be treated as less because of the color of our skin, to be cast in roles that are hurtful and limit us as women and men, to be discounted because of our age, to be treated differently because we are poor, to be stuck in myths that dictate we can only touch, hold, tell secrets to, share dreams or take risks with certain people; meaning that all of us get left out of a share in these basic human needs.

2. Hospitality; to treat strangers with love, to see ourselves in the men, women and children who come into the Cafe and them in ourselves, to find the common places we all share, to invite laughter, story-telling and discussion that breaks down barriers and gets people involved with one another.

3. Ability to interrupt dehumanizing behavior, utilizing the cafe's philosophy: disarming dehumanizing behavior with hospitality.

4. Willingness to continue an education in nonviolence:
 - a. Encourage people to read books, articles, etc. on nonviolence, discuss and reflect on it with each other; and
 - b. Attend ongoing training sessions.

III. Nonviolent Intervention: Tools and Procedures

A. Tools:

1. Speak as privately as possible, so as not to embarrass the person nor cause undue confrontation.
2. Think before you speak, be clear and direct, use as few words as possible, follow through.
3. Use direct eye contact with the person.
4. Speak in a calm voice.
5. Be as relaxed as possible, keep your hands and arms close to you.
6. Use discretion in touching the person.
7. Be willing to own your mistakes, apologize if you called a situation incorrectly.
8. Remember how difficult it is to admit you're wrong; it is the behavior you're naming as unacceptable and not the person.
9. There will be times when customers will attempt to get involved, thinking they are aiding the situation. Usually it is not advisable, but use your discretion.

B. Procedures:

1. If the situation is not clear, ask questions.
2. Name and define the inappropriate behavior to the person(s).
3. State that the behavior is unacceptable and give reason(s) why.

4. Ask the person to stop the unacceptable behavior.
5. If the person stops, simply say thanks, and go back to work.
6. If the person doesn't stop, tell him/her again that the behavior is unacceptable and it can't continue in the Cafe.
7. At this point, you need to use your discretion.
 - a. If the behavior is too abusive to risk happening again, tell the person s/he needs to leave now, that s/he is welcome to come back as soon as s/he changes that behavior; or
 - b. If the behavior is such that you can give the person a second chance, tell the person the behavior must stop or s/he will have to leave the cafe.
8. If the person refuses to leave, confer with your co-workers immediately.
 - a. Determine if one of them should deal with the situation instead of you at this point;
 - b. Determine if you and your co-workers should present a united front to the person; and/or
 - c. Determine if you should call the police.
9. Finalize the situation (i.e. ask co-worker/customer for a hug, tell others your feelings, do criticism/self-criticism about your actions.)

ROLE PLAYS, HASSLE LINES AND QUICK DECISIONS

Role Plays

A roleplay is an improvised drama in which the players take on roles in a stated situation as preparation for encountering a similar situation or evaluating a past one.

Purpose/Uses: To help examine real problems on the level of theory, emotional responses, and physical social change. To try out and analyze situations, theories and tactics. To

understand people and their roles. To develop insights into the thoughts and feelings of "opponents." To anticipate new situations. To reveal fears and anxieties and other feelings people have about an action. To gain more information. To develop group morale. To develop individual and group competence and confidence.

Description:

1. Select a situation. It should be relevant, simple and solvable. A roleplay is a sociodrama, which is the general term used for extemporaneously acting out roles in a social conflict situation, assuming an identity other than one's own. people are asked to draw on life experience (what they have seen or lived) to create a role. The purpose of sociodrama is to explore a conflict involving more than one person and containing social significance. Sociodramas are very useful in preparing people for direct action projects.
2. Explain the situation. To prevent confusion, the trainer explains carefully what groups are represented and the physical layout. In addition, the trainer or a participant explains enough of the background to make the situation clear so that roles will not be played solely from personal stereotypes. A roleplay is used to learn what to do in a situation or to study a particular role and reaction. Therefore, define carefully the situation or role to be examined, but no both, or spontaneity will suffer from over programming.
3. Cast roles. Either people volunteer or the trainer urges people to take particular roles. it is good to cast people in roles that they do not identify with strongly. It is helpful if participants take fictitious names, whether they are to be used or not.
4. Prepare roleplayers. Allow a few minutes for people to get into their roles, decide on their general perspective and plan their strategies. Ask people to think of other aspects of their role lives (job, family, motivations) to make the roles real. The trainer can assist people if the roles are unfamiliar to them. If there are any special or secret instructions to be given to a roleplayer, they can be given at this time.

5. Prepare observers. Observation is as important as playing a role. Observers may be used when groups are too large for all to be in the roleplay or may be persons too shy to participate (though with additional roleplays reluctant persons often become more willing). Prepare observers by suggesting specific developments in the conflict for which they should watch. Instruct observers to be careful of language, comments, etc., which may distract players from their roles. If observers get tense, trainers need to ask them to share their feelings early in the evaluation.

6. Set the scene. The trainer establishes the scene, the physical layout and any other relevant details. Participants should know beforehand what to watch for, based on the goals of the roleplay and critical incidents that occur, such as development of tension/hostility/violence, nonviolent aspects, tone of voice or elements which decrease hostility.

7. The roleplay itself. The trainer indicates when to begin. S/he may ask for 30 seconds of silence so participants can get into their roles.

8. Cut. The trainer cuts (or stops) the roleplay when enough issues have been uncovered, the action comes to a logical end, or people want to stop. Keep the goals of the roleplay clearly in mind. The trainer obviously should cut if someone is injured or the roleplay dissolves into laughter. If participants don't seem to be "into" their roles, the trainer should cut and redefine the situation or begin again. If a person over-identifies with a role (indicated by showing great tension), the roleplay should also be cut and the person helped to get out of the role. In this case, the trainer should stay with the group if possible and ask a co-trainer or participant to spend time with the tense individual.

9. Short break. It's generally a good idea to break the mood of the roleplay by providing a short break of a minute or less. Ask people to move out of the locations taken in the roleplay. If the experience was tense, the trainer should help release tension further by suggesting a quick game, stretch, song or Attention Expander, or mentioning the availability of refreshments.

10 Evaluation. This is an essential part of roleplaying, a time when people assimilate what took place. The tone of the evaluation is important; the trainer is responsible for setting and maintaining it. If the trainer sees him/herself as having all the answers, the people will tend to rely on him/her rather than on themselves for learning. However, if the trainer is accepting of ideas, is able to say, "I don't know," when that is so, is open to new ideas but has real contributions to make, then the learning process will be valuable and exciting.

Some trainers structure the evaluation to examine (a) feelings, tensions, (b) tactics, strategy, goals, and (c) theory and application. It is usually good to begin by asking the roleplayers how they felt in their roles; what was happening to them. If practical, give everybody a chance to speak. Ask observers for their impressions and then allow discussion. Ask participants to measure what they have learned against their goals for the roleplay. Encourage people to relate specific actions to their theory of change.

Refer to characters by the name used in the roleplay so the individual does not begin to feel hostility, anger and criticism is directed at him/her personally.

Discourage negative evaluation of participants which indicates what they "should" have done. This makes roleplaying feel like performing and it will make it difficult for people to participate in future roleplays. Mistakes made during roleplays are excellent sources for learning. People should be complimented for acting boldly in difficult situations regardless of the outcome. Language that encourages roleplayers is "another option that you might try is..." "Perhaps this would work..." "I learned ___ from your tactic and would like to try..." "From the response you got, ___ might be used in the future."

Evaluation should not go on too long. If new insights come up, the group may wish to try them out in a new roleplay rather than talk about what might happen. When participants begin to lose interest, they are ready to go on to a new roleplay.

11. **Summation.** When the series of roleplays and evaluations is finished, a summation helps people achieve a sense of accomplishment. It is the trainer's role to help facilitate the summation. Ask participants to list new insights and new solutions which have occurred to them during the whole process. Pooling this information often reveals very creative and useful insights.

HASSLE LINES

Purpose/Use: To get people to move around and warm up for more involved roleplays. To demonstrate roleplaying and get a whole group involved in a roleplay situation with limited variables. To isolate body language and study it. To prepare everyone rapidly for a particular negotiation, e.g., to talk with military police when expected in large numbers.

Description:

1. Ask people to form two lines facing each other: a line of Persons A and a line of Persons B. The person opposite you in the line is your partner for the hassle.
2. Set the scene. Give everyone a simple two-role situation. Be specific if necessary: "Person A, you are..." "Person B, you are..." If helpful, give participants 30 seconds to get into their roles and ask them to play them out.
3. Tell people that when you yell "freeze" they should remain motionless. After a brief period of time you can continue that situation or propose a new situation, or evaluate.
4. In evaluating, first focus on body language. Look at hands, eyes, power positions, height. Then focus on what happened in the various pairs during the action: tactics, resolutions, etc.

QUICK DECISIONS

Purpose/Use: To generate a variety of possible options for a situation you may be facing soon. To prepare to respond creatively to situations that require instantaneous decisions. To help group gain cohesion and confidence. To prepare for demonstrations or theater exercises.

Description:

1. Divide the group into small groups of three or four people each.
2. Explain that you will present a number of situations that require quick responses.
3. Present one situation and give a time limit, usually 30-60 seconds, to come up with a single solution. The group must reach consensus on its response.
4. Ask groups to report solutions.
5. Sum up ideas presented and present the next situation.

Information taken from: Resource Manual for a Living Revolution, Virginia Coover, Ellen Deacon, Charles Esser and Christopher Moore.

Nonviolence Training Formats

Format I:

1. Agenda review (9 - 9:15)
2. Introductions
Please share your name and your relationship to Sisters
(9:15 - 9:30)
3. Questions for Identifying Differences and Becoming Allies
(9:30 - 11:30)
4. Brainstorm Examples of Violence in the Cafe
(11:30 - 12:00)
5. Lunch break
(12:00 - 1:00)
6. First hassle line and debrief
(1:00 - 2:00)
7. Second hassle line and debrief
(2:00 - 3:00)
8. Break
(3:00 - 3:15)
9. Roleplay
(3:15 - 4:15)
10. Evaluation
(4:15 - 5:00)

Format II

1. Breakfast (7:00 - 7:30 a.m.)

Please take a few minutes to read **The Roots of Nonviolence** by Narayan Desai. You will find it in your packet.

2. Agenda review (7:30 - 7:45)

3. Introductions

Please share your name and what sustains you in your work with this organization. (7:45 - 9:00)

4. Brainstorm fears (9:00 - 9:15)

5. Personal Violence (9:15 - 10:30)

Small groups

- a. what is "violence" to you?
- b. How have you felt violated in small group interaction?
- c. How have you done violence to others?

6. Break (10:30 - 11)

7. Roleplays (11 - 12 noon)

8. Evaluation (12 - 12:30)

QUESTIONS FOR IDENTIFYING DIFFERENCES AND BECOMING ALLIES

1. What is one thing you like about being _____
(young, old, hispanic, black, gay, Buddhist, etc.).
2. What is one thing you find difficult about being_____.
3. What is one thing you don't like about others in your group, and why do you think they do the things you don't like?
4. Share a time in which you were patronized, stereotyped, minimized or disregarded because you are _____.
5. How has the oppression of your group limited you?
6. Share a time in which you were taught as a young person to stereotype others (often when we are young, we're taught by unaware parents or teachers).
7. Share a time in which you recognized and resisted the misinformation about others.
8. What would you like others to know about your group?
9. What is one thing you never want to hear again about people in your group?
10. What is one thing that I can do as an ally for you and other people in your group?

These questions were developed by:

Tools for Diversity
1843 SE 43rd
Portland, OR 97215
(503) 235-5973

The following summary was taken from minutes at a non-violence training at Sisters. It demonstrates some of the practical and philosophical ways that people at Sisters approach non-violence in the context of a Skid Road restaurant.

NOTES FROM A NON-VIOLENCE TRAINING SESSION

Sisters of the Road held a non-violence training on March 15, 1992, for volunteers and staff. In the morning, participants did an exercise involving "group identification," aimed at looking at racist, sexist and other "violent" attitudes. The large group broke into three smaller groups, which discussed the questions on the attached page. Later the whole group reconvened and talked about conclusions and observations.

In the afternoon, the group did several "role-playing" exercises. The first two were in the "hassle line," where people practice their responses to violent behavior. In the last activity, staff members acted out an example of violence in the cafe.

All felt that the role playing exercises were very vivid, very involving and very valuable. The last exercise was a very close simulation of an actual incident, complete with deep emotional response from all the participants.

DEBRIEFING FROM HASSLE LINE

The group broke up into pairs. The A partner took the role of a sexually aggressive person, the B partner practiced responding in a non-violent way. In most cases, A's were women, B's were men. The exercise took about three minutes.

The following remarks came out of the debriefing.

- o In response to violence, talk simply and clearly. Make sure what you're saying means something to the person who is acting violently.

o In the cafe, customers may be listening to your response to violence, so make sure your response is consistent with the philosophy of nonviolence.

o A man, responding to his experience as being the "B" partner, "I see what it is to be on the other side of the fence. I felt embarrassed and ashamed."

Women commented on the universal feeling that when such aggression happens, the thought is "something must be wrong with me."

o Another man who was partner B felt "embarrassed, and as if he were being controlled by partner A."

o The group asked the question, "when is it ok" to be sexually forward? Where are the boundaries?

o What do we need from our co-workers?

o Consider the problem of the woman who is protected from aggressors while she is in the restaurant, but feels threatened once she leaves, without the protective atmosphere of the cafe.

What happens to customers once they leave Sisters of the Road Cafe when a person is imposing sexual attention on them?

How can we make women feel safe? Rape carries a whole set of issues: How to deal with the questions of police disbelief, fear of repercussions, as well as personal fear?

o One man expressed the feeling of guilt and regret at turning down a woman's advances (she said, "I thought we were friends.")

Being rejected is a pretty loaded emotion. When calling someone on negative behavior like sexism or aggression, it's important to distinguish between the person's action and the person's essence. Make sure you're rejecting the action, not the person.

- o One man felt very threatened by his partner's aggressiveness, and he said he feared for the loss of the sanctuary which Sisters always represented to him.
- o Workers and volunteers discussed the volume of noise often present in the cafe, which also could be overwhelming and make the place feel less safe. The goal is to make the cafe a peaceful environment that is a gift to the neighborhood.
- o Keeping the noise down can be an important tool for preventing or interrupting violence.

General comments.

- o Time for reflection is very important, whether it's in self-evaluation, meditation, prayer or discussion and thought about the role of the cafe. Ben told us he is in continuous conversation with God.
- o Live in the world as if there were justice!
- o Cafe goals: to address hunger, but also to make a wonderful place for people to gather.

DEBRIEFING FROM SECOND HASSLE LINE

- o Partner A in one pair pretended to be a mother ignoring an infant. Partner B tried to intercede.

Comments: "Don't take on a child's pain. You can only provide tools to make the child's life better."

There are some things that can make a difference even in a very short time. For example: be a role model; treat the child with respect. Always ask permission to touch or hug the child.

You can't erase all the impacts of child abuse, but you can make tiny in-roads.

We should all be listening carefully to the children in the cafe. They can tell us a lot about the needs of families.

Often, families will come to the cafe before they'll go anywhere else. They come to the cafe for meals and to socialize. Also, there are myths associated with social service agencies and Children Services Division -- that if they demonstrate they have problems, their children will be taken away from them. At Sisters, we can dispel those myths, give accurate information, and help link people with necessary services.

If you see a child who doesn't look well, whose cry doesn't sound right or appears to have been abused, bring the situation to the attention of a manager.

Building trust is essential. Providing a baby bottle or formula to a family can be the beginning of a relationship, opening a door, so that we can work with a family to hook them into other services they might want.

Too often they see people in the cafe who are disengaged from the needs of their children. So the cafe workers should pay attention.

The goal of Sisters is to be a really safe place for women and kids in particular. So it's important that people in the cafe always guarantee that safety for children.

But it's important to do it in a way that doesn't seem to be making the parents "wrong." Do it in a way that offers help, but doesn't humiliate the parents.

o Discussing the experience of another hassle line incident, someone said, "In the face of my partner's honesty, humor, goodwill, I found it hard to stay in the character of the oppressor."

The partner added, "when a person is being negative, you have to be positive."

In this scenario, someone pretended to come into the cafe and demand free coffee.

Comments: Keep talking to each other to get information about what's really going on.

Have simple, clear rules so that everyone is always

consistent...so you never have to make arbitrary decisions. That way, you can't have people being played against each other (Well, so and so would give me free coffee...).

When you're stuck in a hard situation, sometimes it helps to remember how you behaved in the hassle line and draw on what worked there.

USE A CODE WORD. In the cafe, the employees use a code word to indicate that they need help diffusing a situation.

Make sure each person models the proper behavior.

Now all volunteers in the cafe must go through a two-hour training session, so they understand procedure, how to aid and support each other and how to interact with customers. They'll learn the history, philosophy, "why we do it the way we do it."

In the case of a confrontation, volunteers shouldn't get involved, but they should always bring an issue to the attention of an employee. Then, whoever deals with the problem should let the volunteer know how the situation worked out.

ROLE PLAYING DEBRIEFING

Staff and volunteers were assigned roles throughout the cafe. One woman sat alone at a table, and a man came up to her acting very aggressively. She alerted the operations manager, who told her to take her food to another table. The operations manager approached the man, who was verbally abusive.

Other staff people joined the manager. The man got very agitated and made threatening moves. The manager yelled for someone to call 911. She then announced to everyone in the cafe that everything was under control, that the problem was solved and everyone should go back to eating their meals.

Some lessons and observations were:

- o It's important to post the phone number and address of the cafe near the phone so that anyone calling for emergency help can have that information available.
- o The role players failed to give James adequate space, physically or emotionally. He couldn't save face by leaving with dignity, as he was trapped by the three staffers standing around him in a semi-circle. He felt physically and emotionally threatened, and as his anxiety level grew the situation got more violent.
- o The element of hospitality is important. The more you know the person involved, the more easily you can disarm his anger.
- o **IMPORTANT QUESTION:** How do you prevent customers from interceding in unsafe ways?
- o Everyone agreed on the importance and effectiveness of Barbara's telling everyone to sit down.
- o It's important to check in afterward with everyone involved to make sure they can get rid of unresolved feelings, tensions, fears. Find ways to deal with the responses, keep the emotions "current," so people don't hang on to bad feelings.
- o In the cafe, it's important to give each other breaks when people appear tired or stressed.
- o In Mexico, people give each other candy when they are upset. It might be a good way to signal people that they are in a bad space and could use a break.

