

ORIGINAL ALCOHOL BEVERAGE RETAIL LICENSE APPLICATION

Submit to municipal clerk.

For the license period beginning 3 2012 ;
ending 20 2012 ;

TO THE GOVERNING BODY of the: Town of }
 Village of } Madison
 City of }

County of Dane Aldermanic Dist. No. 2 (if required by ordinance)

Applicant's Wisconsin Seller's Permit Number: <u>456 102778607502</u>	
Federal Employer Identification Number (FEIN): <u>45-4472384</u>	
LICENSE REQUESTED ▶	
TYPE	FEE
<input type="checkbox"/> Class A beer	\$
<input checked="" type="checkbox"/> Class B beer	\$
<input type="checkbox"/> Class C wine	\$
<input type="checkbox"/> Class A liquor	\$
<input checked="" type="checkbox"/> Class B liquor	\$
<input type="checkbox"/> Reserve Class B liquor	\$
Publication fee	\$ <u>100</u>
TOTAL FEE	\$

1. The named INDIVIDUAL PARTNERSHIP LIMITED LIABILITY COMPANY
 CORPORATION/NONPROFIT ORGANIZATION

hereby makes application for the alcohol beverage license(s) checked above.

2. Name (individual/partners give last name, first, middle; corporations/limited liability companies give registered name): Badger Meats, LLC

An "Auxiliary Questionnaire," Form AT-103, must be completed and attached to this application by each individual applicant, by each member of a partnership, and by each officer, director and agent of a corporation or nonprofit organization, and by each member/manager and agent of a limited liability company. List the name, title, and place of residence of each person.

	Title	Name	Home Address	Post Office & Zip Code
President/Member	Managing Member	Melinda Trudeau	215 Van Deusen,	Madison WI <u>53715</u>
Vice President/Member	Managing Member	Jonathan Hunter	1105 E Johnson,	Madison WI <u>53703</u>
Secretary/Member	Managing Member	Benjamin Hunter	308 S Few,	Madison WI 53703
Treasurer/Member	Managing Member	Garin Fons	422 N Ingersoll,	Madison WI 53703
Agent		Melinda Trudeau		

Directors/Managers _____

3. Trade Name Forequarter Business Phone Number NA
4. Address of Premises 708 1/4 E Johnson, Madison WI Post Office & Zip Code 53703

5. Is individual, partners or agent of corporation/limited liability company subject to completion of the responsible beverage server training course for this license period? Yes No
6. Is the applicant an employe or agent of, or acting on behalf of anyone except the named applicant? Yes No
7. Does any other alcohol beverage retail licensee or wholesale permittee have any interest in or control of this business? Yes No
8. (a) Corporate/limited liability company applicants only: Insert state Wisconsin and date 01/31/12 of registration.
(b) Is applicant corporation/limited liability company a subsidiary of any other corporation or limited liability company? Yes No
(c) Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin? Yes No
(NOTE: All applicants explain fully on reverse side of this form every YES answer in sections 5, 6, 7 and 8 above.) **(SEE ATTACHED)**

9. Premises description: Describe building or buildings where alcohol beverages are to be sold and stored. The applicant must include all rooms including living quarters, if used, for the sales, service, and/or storage of alcohol beverages and records. (Alcohol beverages may be sold and stored only on the premises described.) Restaurant Space at 708 1/4 E Johnson + **SIDEWALK CAFE**

10. Legal description (omit if street address is given above): _____
11. (a) Was this premises licensed for the sale of liquor or beer during the past license year? Yes No
(b) If yes, under what name was license issued? _____

12. Does the applicant understand they must file a Special Occupational Tax return (TTB form 5630.5) before beginning business? [phone 1-800-937-8864] Yes No

13. Does the applicant understand a Wisconsin Seller's Permit must be applied for and issued in the same name as that shown in Section 2, above? [phone (608) 266-2776] Yes No

14. Does the applicant understand that they must purchase alcohol beverages only from Wisconsin wholesalers, breweries and brewpubs? Yes No

READ CAREFULLY BEFORE SIGNING: Under penalty provided by law, the applicant states that each of the above questions has been truthfully answered to the best of the knowledge of the signers. Signers agree to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another. (Individual applicants and each member of a partnership applicant must sign; corporate officer(s), members/managers of Limited Liability Companies must sign.) Any lack of access to any portion of a licensed premises during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

SUBSCRIBED AND SWORN TO BEFORE ME

this 9 day of March 2012
[Signature] (Officer of Corporation/Member/Manager of Limited Liability Company/Partner/Individual)
[Signature] (Officer of Corporation/Member/Manager of Limited Liability Company/Partner)
My commission expires 6/29/2014 (Clerk/Notary Public) **ERICA CHRISTIANSON NOTARY PUBLIC STATE OF WISCONSIN**
[Signature] (Additional Partner(s)/Member/Manager of Limited Liability Company if Any)

TO BE COMPLETED BY CLERK

Date received and filed with municipal clerk <u>3.9.2012</u>	Date reported to council board	Date provisional license issued	Signature of Clerk / Deputy Clerk
Date license granted	Date license issued	License number issued	

TENNEY - LIVE NAME

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STATE OF WISCONSIN
AD-2-MARCH 2012

8 c. Does the corporation, or any officer, director, stockholder or agent or limited liability company, or any member/manager or agent hold any interest in any other alcohol beverage license or permit in Wisconsin.

The Managing members of Badger Meats, LLC had a liquor license at their previous restaurant, Underground Kitchen (located at 127 East Mifflin, Madison WI 53703). The location suffered a fire and the restaurant is closed. As best can be discerned, the members still have an active liquor license there.

15. Utilizing your market research, who would you project your target market to be?

NEIGHBORHOOD RESIDENTS & FOOD ENTHUSIASTS

16. What age range would you hope to attract to your establishment? 25+

17. Describe how you plan to advertise/promote your business. What products will you be advertising?

WORD OF MOUTH - FOOD & DRINK

18. Are you operating under a lease or franchise agreement? Yes (attach a copy) No

19. Owner of building where establishment is located: SILVER PLUME PROPERTIES

Address of Owner: 6436 SUNSET DR Phone Number 320.0232
VERONA, WI 53593

20. Private organizations (clubs): Do your membership policies contain any requirement of "Invidious" (likely to give offense) discrimination in regard to race, creed, color, or national origin? Yes No

21. List the Directors of your Corporation/LLC:

<u>MELINDA TRUDEAU</u>	<u>215 VAN DEUSEN, MADISON WI 53715</u>
<small>Name</small>	<small>Address</small>
<u>SONATHAN HUNTER</u>	<u>1105 EAST JOHNSON, MADISON WI 53703</u>
<small>Name</small>	<small>Address</small>
<u>BEN HUNTER</u>	<u>308 S. FEW, MADISON WI 53703</u>
<small>Name</small>	<small>Address</small>
<u>GARIN FONS</u>	<u>422 N. INGERSOLL, MADISON WI 53703</u>
<small>Name</small>	<small>Address</small>

22. List the Stockholders of your Corporation/LLC

<u>MELINDA TRUDEAU</u>	<u>215 VAN DEUSEN, MADISON</u>	<u>25%</u>
<small>Name</small>	<small>Address</small>	<small>% of Ownership</small>
<u>SONATHAN HUNTER</u>	<u>1105 E. JOHNSON, MADISON</u>	<u>25%</u>
<small>Name</small>	<small>Address</small>	<small>% of Ownership</small>
<u>BEN HUNTER</u>	<u>308 S. FEW, MADISON</u>	<u>25%</u>
<small>Name</small>	<small>Address</small>	<small>% of Ownership</small>
<u>GARIN FONS</u>	<u>422 N. INGERSOLL, MADISON</u>	<u>25%</u>
<small>Name</small>	<small>Address</small>	<small>% of Ownership</small>

23. What type of establishment are you? (Check all that apply) Tavern Nightclub Restaurant

Other Please Explain. _____

24. What type of food will you be serving, if any? _____

Breakfast Lunch Dinner

25. Please submit a sample menu with your application, if possible. What might eventually be included on your operational menu when you open? Appetizers Salads Soups Sandwiches Entrees

Desserts Pizza Full Dinners

26. During what hours of your operation do you plan to serve food? 5 PM - 1 AM

27. What hours, if any, will food service not be available? 3-5PM ; 1-2AM

28. Indicate any other product/service offered. RETAIL MEATS

29. Will your establishment have a kitchen manager? Yes No

30. Will you have a kitchen support staff? Yes No

31. How many wait staff do you anticipate will be employed at your establishment? 10

During what hours do you anticipate they will be on duty? 3PM - CLOSE

32. Do you plan to have hosts or hostesses seating customers? Yes No

33. Do your plans call for a full-service bar? Yes No

If yes, how many bar stools do you anticipate having at your bar? 10-13

How many bartenders do you anticipate you would have working at one time on a busy night? 2

34. Will there be a kitchen facility separate from the bar? Yes No

35. Will there be a separate and specific area for eating only? Yes No

If yes, what will be the seating capacity for that area? _____

36. What type of cooking equipment will you have? Stove Oven Fryers Grill Microwave

37. Will you have a walk-in cooler and/or freezer dedicated solely to the storage of food products? Yes No

38. What percentage of your overall payroll do you anticipate will be devoted to food operation salaries?

78%

39. If your business plan includes an advertising budget, what percentage of your advertising budget do you anticipate will be related to food? ~~90%~~ 90%

What percentage of your advertising budget do you anticipate will be drink related? ~~10%~~ 10%

40. Are you currently, or do you plan to become, a member of the Madison—Dane County Tavern League or the Tavern League of Wisconsin? Yes No

41. Are you currently, or do you plan to become, a member of the Wisconsin Restaurant Association or the National Restaurant Association? Yes No

42. What is your estimated capacity? 49

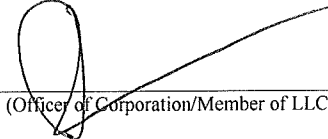
43. Pursuant to Chapter 38.02 of the Madison General Ordinances, all restaurants and taverns serving alcohol beverages shall substantiate their gross receipts for food and alcohol beverage sales broken down by percentage. For new establishments, the percentage will be an estimate.


Gross Receipts from Alcoholic Beverages	37	%
Gross Receipts from Food and Non-Alcoholic Beverages	63	%
Gross Receipts from Other	1	%
Total Gross Receipts	100	%

44. Do you have written records to document the percentages shown? Yes No
You may be required to submit documentation verifying the percentages you've indicated.

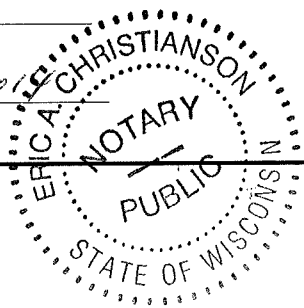
Read carefully before signing: Under penalty provided by law, the applicant states that the above information has been truthfully completed to the best of the knowledge of the signer. Signer agrees to operate this business according to law and that the rights and responsibilities conferred by the license(s), if granted will not be assigned to another. Any lack of access to any portion of a licensed premise during inspection will be deemed a refusal to permit inspection. Such refusal is a misdemeanor and grounds for revocation of this license.

Subscribed and Sworn to before me:

this 9th day of March, 2012

(Officer of Corporation/Member of LLC/Partner/Individual)


(Clerk/Notary Public)

My commission expires 6/29/2015



7. Are there any special conditions desired by the neighborhood?

We are not aware of any objections by the neighborhood, but we've contacted our alder and the neighborhood association and we're happy to work to alleviate any concerns. Two of our managing members live within 4 blocks of the restaurants, and we pride ourselves on being good neighbors.

10. Detailed written description of premises.

The restaurant space is approximately 21 by 30 feet, with a 10-13 seat bar, and 7-10 tables with approximately 14-20 seats, depending on table configuration. Total estimated seating capacity is about 30, with room for more people standing around the bar. There is a basement area, approximately 21 by 30 feet that will be used for storage of food & alcohol. Also 4-6 outdoor café style tables seating 10-12 people, contingent upon city approval.

600 sq ft

13. Describe your management experience, staffing levels, duties & employment training.

Management Experience.

As a team, the four members of the LLC owned and operated the well-regarded and very successful Underground Kitchen.

Melinda Trudeau is a partner in Badger Meats & Underground Food Collective. She has over twenty years of experience in the restaurant industry. Locally, she managed the Tornado Steak House from 1996-2010, and since that time has managed service operations for the Underground Food Collective.

Jonny Hunter is a partner in Badger Meats & Underground Food Collective. He previously managed Catacombs Café & is an experienced butcher & charcuterie producer.

Ben Hunter is a partner in Badger Meats & Underground Food Collective. He managed the Ironworks Café in the Goodman Community Center.

Garin Fons is a partner in Badger Meats & Underground Food Collective. He is an experienced butcher and charcuterie producer.

Staffing levels.

We anticipate hiring 10-15 waiters & bar staff, and 5-7 cooks.

Employment Training.

In addition to extensive Menu & Wine training, we will expect all front of house staff complete beverage serving training.

Sec. 183.0202
Wis. Stats.



State of Wisconsin
Department of Financial Institutions

ARTICLES OF ORGANIZATION - LIMITED LIABILITY COMPANY

Executed by the undersigned for the purpose of forming a Wisconsin Limited Liability Company under Chapter 183 of the Wisconsin Statutes:

- Article 1. **Name of the limited liability company:**
Badger Meats, LLC
- Article 2. **The limited liability company is organized under Ch. 183 of the Wisconsin Statutes.**
- Article 3. **Name of the initial registered agent:**
Garin R Fons
- Article 4. **Street address of the initial registered office:**
708 1/4 E. Johnson St
Madison, WI 53703
United States of America
- Article 5. **Management of the limited liability company shall be vested in:**
A member or members
- Article 6. **Name and complete address of each organizer:**
Garin R Fons
422 N. Ingersoll St
Madison, WI 53703
United States of America

Jonathan D Hunter
1105 E. Johnson St
Madison, WI 53703
United States of America

Ben W Hunter
708 S. Few St.
Madison, WI 53703
United States of America

Melinda Trudeau
215 Van Deusen St
Madison, WI 53715
United States of America

Other Information. **This document was drafted by:**

Garin R Fons

Organizer Signature:

Garin R Fons

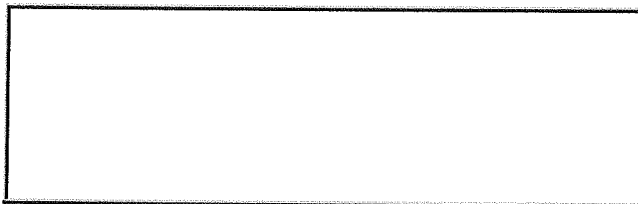
Date & Time of Receipt:

1/31/2012 3:06:12 PM

Credit Card Transaction Number:

201201312871899

**ARTICLES OF ORGANIZATION - Limited Liability
Company(Ch. 183)**



Filing Fee: \$130.00

Total Fee: \$130.00

ENDORSEMENT

**State of Wisconsin
Department of Financial Institutions**

EFFECTIVE DATE	
1/31/2012	

FILED 1/31/2012	Entity ID Number B071825
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LICENSE

NOT TRANSFERABLE

License For	License Number	Page	Date Issued	Expiration Date
Operator License	48873-38072	1 of 1	08/24/2009	06/30/2012
PURSUANT TO SECTION 38 OF THE MADISON GENERAL ORDINANCES.				

TRUDEAU, MELINDA J
215 VAN DEUSEN
MADISON, WI 53715



Paul R. Ayler

Mayor

BEVERAGE SERVER TRAINING COMPLETED

Maibeth Witzel-Behl

Clerk

FOREQUARTER
RESTAURANT
Business Plan

1.1 Company Summary

“Forequarter” a 25-35 person restaurant and bar located at 708^{1/4} E. Johnson St. in Madison, WI. The business is to be operated by Badger Meats LLC - members of the Underground Food Collective.

1.2 Company Ownership

Badger Meats, LLC is a Wisconsin, Limited Liability Company that is managed by members of Underground Food Collective.

1.3 Service Summary

Who likes eating the same thing every week? So, aside from a few culinary standbys, why would it come as any surprise that people who like to cook would want to switch it up a bit? “Forequarter” will feature a menu designed around weekly seasonal ingredients and preserved items. Main dishes and shared plates will be driven by whole animal butchering. Goat, rabbit, pork, chicken, beef, veal, and freshwater fish will appear frequently and be prepared in unique ways - alongside strong vegetarian dishes. (\$11 to \$19 for entrees)

Sides and other shared plates will include seasonal vegetables, soups, and potted dishes. (Cold side items will be priced at \$5 to \$12, sides will be priced at \$5 to \$12)

The cold side menu will offer salads, cured and prepared meats, fresh house-made cheese and other fine aged cheeses with accompaniment, as well as an assortment of antipasti. Sprouts, legumes, fruits and roots will appear as seasonally available, and in unique salads like our Kitchen Sink, root vegetable slaw, and as accompaniments on boards.

The bar will be driven by a selection of small production old world wines and small batch artisan bourbon and whiskey selections. Many of the popular cocktails defined by Underground Kitchen will appear, as well as barrel aged cocktails. (\$4 to \$7 for beer, \$6 to \$9 for cocktails, glasses of house red wine from \$6, bottles from \$19 - \$55)

On weekdays, service hours will begin at 4pm until and continue to 1am. Weekends will see extended service from 3pm until after 1am. We will determine during operation whether we plan to expand hours to accommodate a brunch and deli service.

1.4 Market Analysis

We haven't conducted market studies or scoured academic and industry articles in attempt to prove that the restaurant industry is growing and that this is the best time to do what we are setting out to do. We don't know.

What we do know is this: people need to eat. And, arguably, a lot of people seem to like what we make. People like our food, our cocktails, and our meats; they also like our spaces, our company, and our collective approach to creating value.

Some specific details about the neighborhood suggest that we've got ourselves in a good spot. The Tenny-Lapham neighborhood has been underserved in avenues of dining and quality bars for years. That being said, the neighborhood has drastically improved over the last five years - especially the 800 block of East Johnson. Forequarter will serve as an anchor for those living and working in the E. Johnson business district and Tenny-Lapham boundary. Another advantage is the proposed plan to enable two-way traffic on E. Johnson, which will increase visibility and generate a more relaxed feel. Forequarter also has the promised support of the alderperson in our pursuit of a liquor license.

1.5 Marketing Strategy

Community support toward the Underground Food Collective is remarkable. Over the past five years, we have catered hundreds of weddings, parties, and cookouts throughout the Midwest. We've had the opportunity to host Pop-up dinners in New York, Madison and various Milwaukee restaurants. For the six years we have prepared food one of Madison's largest community cycling events, Bike the Barns. Underground Meats wholesales salami and other cured meats to more than fifteen Wisconsin restaurants and five retail establishments while also offering (and selling out) monthly Whole Hog Breakdowns and CSA-style meat offerings.

It's safe to say that a lot of people know what we're doing. And whether they're totally aware or not, they at least know we do some interesting and meaningful things with food. Knowing that, we hope people talk and that our various social networks do most of the heavy lifting of spreading the word about our work and our food - especially our restaurant. We will continue to consult with our design team at Art & Sons and look into the possibility of hiring staff to manage marketing and communication related activities.

1.6 Management

The managerial team will be made up of the four managing members.

Garin Fons: Will largely manage facilities and operations issues related to transport, food and kitchen equipment, general maintenance, information systems and electronics. He will assist with regulatory requirements and investor member communication.

Ben Hunter: Will be the driving force behind the development and execution of menu items at the restaurant. He will also assist in managing back of house staff at the restaurant as well as play a

significant role in the purveying of food and equipment.

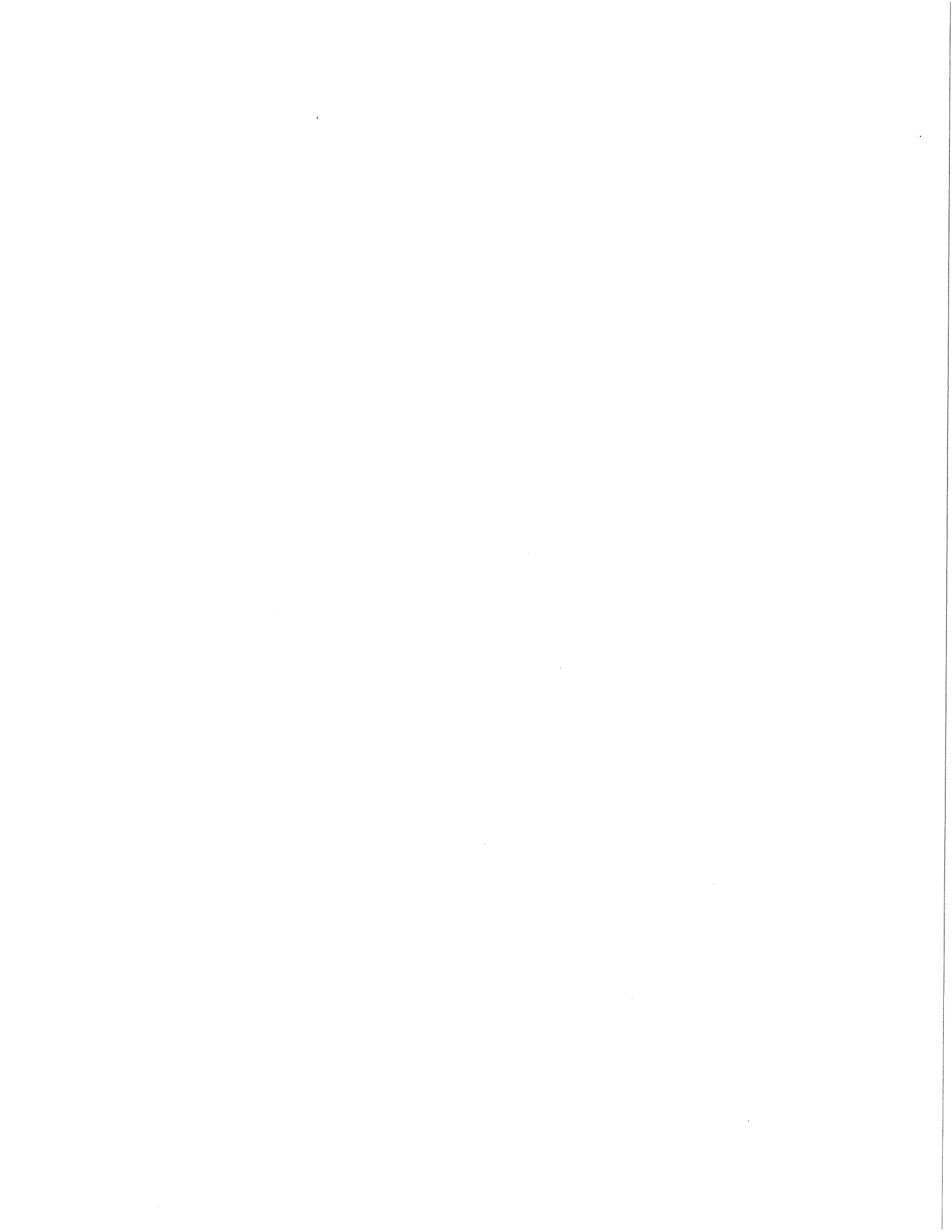
Jonny Hunter: Also a driving force behind the development and execution of menu items at the restaurant. He will manage the off-site kitchen staff and oversee a significant part of the selection and acquisition of food and equipment. As the appointed tax person for Badger Meats, LLC he will also provide financial oversight and guidance.

Mel Trudeau: Will oversee and develop the staffing and service operation for the front of house, including training wait staff and overseeing transactions and bank deposits. She will also assist in overseeing the bar staff and maintaining careful record of alcohol and wine inventory.

1.7 Financial Information

Badger Meats, LLC 3 Year Projections 2012-2014

	10% Lower than Projected 2012	Projected 2012	10% Higher than Projected 2012	Projected 2013	Projected 2014
Sales	\$ 691,648	\$ 768,498	\$ 845,348	\$ 815,453	\$ 865,278
Cost of Goods Sold (COGS) [¶]	294,924	294,924	324,416	327,690	360,459
Gross Profit	\$ 427,933	\$ 475,481	\$ 523,029	\$ 487,763	\$ 504,819
Gross Profit %	61.9%	61.9%	61.9%	59.8%	58.3%
Operating Expenses					
Salary	\$ 219,508	\$ 219,508	\$ 219,508	\$ 208,533	\$ 197,557
Payroll	49,810	49,810	49,810	47,320	44,829
Outside services (Laundry, Linen, repairs)	4,980	4,980	4,980	3,984	3,984
Supplies (office and operating)	24,000	24,000	24,000	18,000	18,000
Repairs and maintenance	13,300	13,300	13,300	13,000	17,500
Advertising	1,200	1,200	1,200	1,200	7,500
Accounting and legal	4,200	4,200	4,200	4,200	4,200
Rent	22,200	22,200	22,200 [¶]	23,088 [¶]	24,012
Telephone	2,400	2,400	2,400	2,400	2,400
Utilities	6,240	6,240	6,240 [¶]	6,552 [¶]	6,880
Insurance	4,200	4,200	4,200	4,200	4,200
Depreciation	1,560	1,560	1,560	1,560	1,560
Credit card fees	21,134	21,134	21,134	30,292	12,979
Comped meals and drinks	7,685	7,685	7,685	11,015	8,261
Employee discounts	6,000	6,000	6,000	6,000	6,000
Misc. purchases	6,000	6,000	6,000	6,000	6,000
Total Expenses	\$ 394,417	\$ 394,417 [¶]	\$ 394,417	\$ 387,344	\$ 365,862
Net Profit Before Tax	\$ 33,516	\$ 81,064	\$ 128,612	\$ 100,420	\$ 138,956
Interest and Taxes Incurred	4,727	8,106	12,861 [¶]	10,042 [¶]	47,245
Net Profit After Tax	28,789	72,957	115,751	90,378	91,711
Owner Draw/Dividends [¶]	21,592 [¶]	54,718 [¶]	86,813 [¶]	67,783 [¶]	68,783
Adj. to Retained Earnings	\$ 7,197	\$ 18,239	\$ 28,938	\$ 22,594	\$ 22,928



forequarter

cast iron roasted **spring pullet chicken** | morels | schmaltz | wheat berry salad \$20.25

chicken leg & thigh | chicken broth | wild rice | green garlic | baby lacinato kale \$15.25

roast leg of spring lamb | baby turnips | salsa verde \$12.25

lamb tenderloin tartar | shaved ramps | pullet yolk | sunflower vinaigrette | toast \$8.25

white marrow beans in broth | ramp greens chiffonade \$12.25

steamed spinach | palestinian olive oil | lemon \$8.25

overwintered **braised leeks** | Pleasant Ridge Reserve \$7.25

baby gem lettuce | anchovy parmesan mayonnaise | olive oil & garlic fried baguette toasts | white anchovy \$12.25

roasted baby carrots, ramp bulbs & cashews | herb vinaigrette | whole wheat berry bread & butter \$8.25

roasted hoop house beets | sautéed baby beet greens \$9.25

hoop house green salad | sprouted lentils | white scallions | vinaigrette \$8.25

smoked country ham platter | spiced nuts | sourdough bread \$13.25

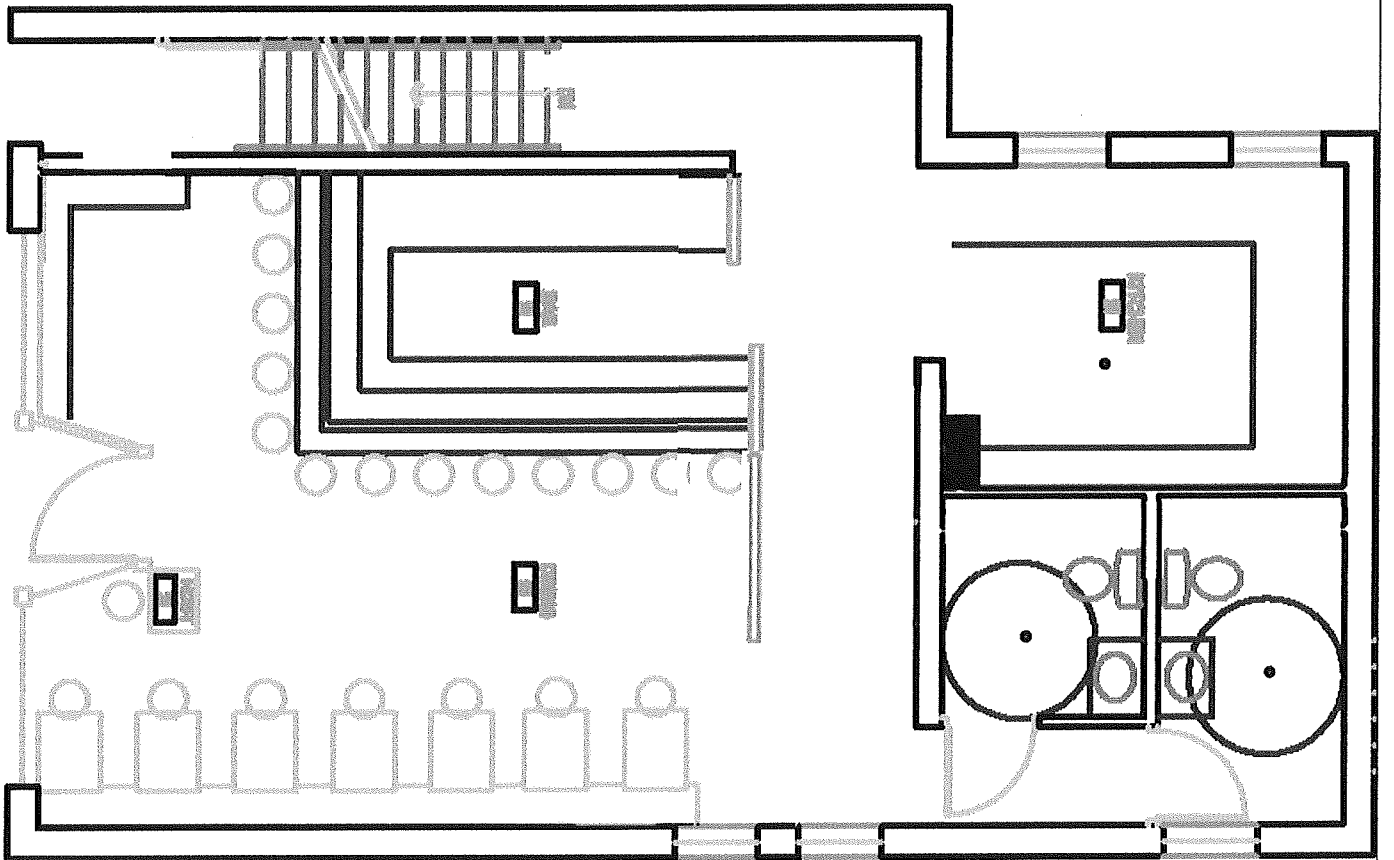
rabbit liver paté | french breakfast radishes \$10.25

sheep's milk brebris | roasted green garlic dressing | baby carrots & turnip crudité \$9.25

black pepper salami | house-made crackers | tarragon mustard \$15.25

butler farmstead aged tomme | country baguette \$14.25

pound cake | poached rhubarb | whipped crème anglaise \$6.25



**GENERAL
FLOORPLAN
for
FOREQUARTER**
708 1/4 E. Johnson St.
Madison, WI 53703

