THE PAY-WHAT-YOU-CAN COMMUNITY CAFÉ:

A MODEL FOR FIGHTING FOOD INSECURITY WITHIN A COMMUNITY AND HOW IT CAN BE

APPLIED TO MUNCIE, INDIANA

A CREATIVE PROJECT

SUBMITTED TO THE GRADUATE SCHOOL

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS

FOR THE DEGREE

MASTER OF URBAN AND REGIONAL PLANNING

BY

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MUNCIE, INDIANA

MAY 2015
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Chapter 1: The pay-what-you-can restaurant model

Pay-what-you-can (PWYC) community cafes are a relatively new phenomenon working to fight challenges that relate to food insecurity and poverty in order to ensure that all people have access to healthy, fresh whole foods regardless of means. The goal of PWYC community cafes is to provide residents of the communities in which they are located with the means to eat healthy local meals without breaking the bank, and in most cases provide opportunities for job or life skills training so that each individual may be empowered to improve his or her current circumstances. Planners can help establish these restaurants in areas of their communities faced with high poverty and low access to food and other services by providing owners with information they need to begin a business and by writing local food and healthy communities initiatives into local plans and ordinances. It is up to planners, in partnership with local health departments, hospitals, recreation departments, and private businesses and non-profit organizations to help the residents of their communities become aware of the impacts that current lifestyles and eating habits are having on the body and what can be done to change it in a way that is affordable and meaningful.

The PWYC community café model strives to provide healthy, affordable meals to individuals and families regardless of their means in a socially constructive manner. Patrons are able to either pay for a meal or volunteer their time if unable to afford the meals provided. Through this model, few people are aware of who is paying for a meal and who is unable to afford the meal, creating a place where people from all walks of life can get together and experience a sense of community. This will likely encourage professionals and homeless
individuals, as well as everyone in between, to form relationships easily, because it is unclear where each individual comes from.

One World Café was the first pay-what-you-can community café. It opened in Salt Lake City, UT, in 2003 (One World Everybody Eats). One World was closed in 2012 so that the owner and pioneer of the PWYC community café model could focus on her non-profit organization One World Everybody Eats (OWEE), which exists to help individuals and other organizations plan and open PWYC community cafes all over the United States. In 2006, So All May Eat (SAME) Café of Denver, CO, opened with the help of OWEE board members, and remains the longest running OWEE-affiliated café in operation. Since 2006, more than 30 PWYC community cafes have opened around the United States and worldwide. Many community café models provide job and life skills training opportunities for patrons, creating a system not just centered around handouts for people who cannot afford food but a system centered around ways to help patrons improve situations and move up the socioeconomic ladder.
**Spirit in Business Guide: A starting point for a PWYC community café**

The Spirit in Business Guide is the OWEE Foundation’s free guide to help individuals and groups interested in opening a PWYC community café to get started. The following section is a summary of the most important points within the guide, which can be found at http://www.oneworldeverybodyeats.org/how-to-start-a-cafe/.

The main aspect of a PWYC community café is no set prices. Suggested prices may be listed on the daily menu as a guide for those who wish to pay, or volunteer time to earn a meal. Cafes can also offer a complimentary dish that no one is required to volunteer or pay for. This allows people who are willing and able to pay for a meal the chance to do so fairly, while also allowing those who cannot afford the whole cost to provide what they can, and those who cannot afford to pay anything a chance to receive a meal for half an hour or an hour of their time. There should be what OWEE refers to as a Point of Accountability, or POA, (rather than a Point of Sales) at each café in order to ensure that people are not taking advantage of the café and what it has to offer. The POA could be a cash register, a monitored donation box, or some other point of collection, as long as there is someone for café patrons to hand their payment to (or set up a chance to volunteer with) and hold everyone accountable.

A PWYC community café should have no set menu. While daily menus and planning in advance are important and encouraged, having no set long-term menu allows for flexibility in what is served based on what ingredients are in season and available at the time. It makes working with local producers easier, and drives creativity in the kitchen. These partnerships also create local economic development opportunities for those local producers. Planning
should still be done so that kitchen staff are on the same page and know what needs to be prepared for a specific day, and to ensure the café runs smoothly and efficiently.

It is important for new café owners and managers to know how to properly schedule a full-running kitchen to avoid overstaffing and unnecessary costs. A mix of part-time and full-time employees and volunteers is important for consistency, efficiency and sustainability within the café. A strong volunteer base ensures there are people who know what needs to be done in the café and who can be called on in times of heavier business. A volunteer program should be developed before opening a new café so that new volunteers are trained properly in order to run a successful restaurant business. Café owners should be aware of state and local laws governing restaurant businesses. Volunteers may be required to have specific training before being allowed in the kitchen area. Developing a volunteer program that incorporates any required state or local training ensures that anyone who wishes to help will be able to do so properly and legally. A training program that provides volunteers with ServSafe® certification, for example, will ensure that each participant knows how to properly handle food and avoid liability issues within the kitchen.

If running the restaurant as a non-profit, as most of the existing PWYC community cafes are run, having a board of directors is important in order to guide the initial and future stages of the café. A board of directors should consist of people who are willing to put in the work necessary to run a successful operation, have connections to funding that can be tapped into, and have knowledge and experience to help make the café successful.

Owners and boards of directors should take time to build a realistic budget for the café, and start networking early to find help, equipment, funding sources, and information. Many
new PWYC community cafes find initial capital from personal investment, donations from
dividuals who believe in the mission, and grants. Organizations within the community that
are committed to fighting food insecurity and social injustice could be strong partners when
seeking funds, as they may have money to invest in projects that support their missions.
Churches and other faith-based communities may also be an important resource for initial start
up and capital. Many faiths teach kindness, acceptance and understanding, all of which are
important to the vision of a PWYC community café. Churches and other places of worship may
be willing to come together and provide the start up and volunteer base needed to create a
successful café. Creating a fundraising process and applying for grants may be beneficial when
trying to find the capital needed to get the new café up and running.

Different states have different requirements for establishing new businesses and non-
profit organizations. The Internal Revenue Service also has specific requirements for
designation as a non-profit. It is possible for the café to operate as a non-profit before officially
receiving non-profit status, but café owners should be prepared to pay taxes on any income in
case designation is not received. Working with an existing non-profit organization and talking
with local experts in this sort of field will be advantageous and ensure the process is done
correctly and in a timely manner.

Location matters very much when it comes to a PWYC community café. The location
should be easily accessed by all sectors of the population within a community, especially
residents of lower income neighborhoods with little access to fresh, affordable, healthy food
options. Locating on an active bus or train line can help ensure that struggling individuals will
be able to access the café. Finding a landlord who understands and supports the mission of the
café may reduce rent of the space or may help cut down utility costs when just getting started. Working with a church or some other organization that has space available may be beneficial as well.

Having the right equipment is essential to running a café. Donations are a great way to receive initial equipment like dishes, silverware and cookware or appliances while keeping start up costs as low as possible. Approaching local restaurants can be the first step in acquiring some equipment that those restaurants are willing to part with. Ensure that the chosen location can handle the electricity that will be required when the café is up and running. All inspections should be completed and necessary upgrades or changes made before opening. Having an open layout where café patrons are connected to the kitchen ensures that there are no barriers and staff members are connected to patrons.

OWEE recommends serving organic ingredients if at all possible. Albert’s Organics and United Natural Foods are good examples of national distributors that can be utilized, but there are many local and regional distributors that café owners should research when sourcing organic ingredients. Owners should also form relationships with local producers to promote local food systems, sustainability, and economic development opportunities. Café volunteers could also donate their time to local farms during planting and harvesting, especially in the busy summer seasons.

Part of the OWEE mission is to reduce food waste. Letting café patrons choose their portions helps to cut down on waste because each individual gets the amount he or she wants, not the portions chosen by the café. They can always choose to get seconds if they are still hungry as well. Any food waste that is created should be composted. If the café has its own
garden, it can be used on site. Otherwise, developing relationships with local growers may provide a place to compost any waste.

When getting ready to open, try to stick to a schedule, but do not rush the opening of a new café. Setting a firm open date with the public can cause problems if an unforeseen issue arises. In the meantime, OWEE recommends talking with passers-by and getting word out about the new café by word of mouth. Advertising can be expensive and may not be necessary in today’s world of social media. If advertising is important to the board of directors, it should be done in a way that targets the customers they want to attract. Publicity will most likely come as soon as a new café opens, when local news reporters are interested in the story. Creating a website is important to promoting a new café and the mission and vision of the project. There are a number of free website creators online, and there may be local companies or even students who would be willing to build a website at a significantly lower cost. Café owners should do some research to find out if there is someone with videography and/or musical skills who could create a public service announcement. Promoting the café and its mission along with other area organizations with similar missions is a good way to increase support throughout the community. Bringing together different entities in the area working to fight food insecurity builds integrity and community trust, and helps get information out about the café.
**The 7 Core Values of a Community Café**:  

- **Pay-what-you-can pricing** – Each customer sets their own price for their meal. You may have suggested prices or price ranges.

- **Patrons choose own portion size** – You can offer small, medium and large plates, mindful portion sizes, and buffet or cafeteria style. This helps eliminate food waste, curb overeating and supports your customer in adhering to their personal budget.

- **Healthy, seasonal foods** – A commitment to providing local and organic, and sustainably grown, raised or caught when and where possible.

- **Patrons can volunteer in exchange for a meal** – This provides a “hand up, not a hand out” opportunity. Be mindful that a properly trained volunteer can lead to future employment in the food service industry.

- **Volunteers are used to the greatest extent possible** – This is an important key to building community and sustainability. Volunteers can just be working for meals or because they want to support your efforts to curb hunger in your community.

- **Paid staff earns a living wage** – This will vary by region, but $12 to $15 per hour is a guideline.

- **Community Table** – Have a larger table where individuals and small groups can sit with others and make a larger group that can cross social, economic and other societal boundaries.

OWEE membership options

OWEE offers three membership options for cafes as well as individuals interested in becoming part of the PWYC community café network: Full Café, Affiliated Café, and Individual opportunities are available with suggested memberships fees, but in the spirit of the business, those fees are on a PWYC basis.

In order to be considered a Full Café, owners and board members are asked to pay a suggested fee of $200 annually to OWEE, to implement as many of the seven core values listed above as possible, and prominently display the OWEE logo and other branding on brochures, signs, websites, or any other form of advertisement. It is also expected that each Full Café is open to networking with other cafes and mentor those around them who might be interested in using the PYWC community café model. In return, Full Cafes receive mentoring at start-up, a “get started packet,” three registrations for the annual OWEE summit, fundraising strategies, hands-on support from the OWEE board members, publicity as part of the OWEE organization, listing on the OWEE community café map, and priority access to gran money and other funds earmarked for community cafes. The OWEE board will work with anyone who wishes to pursue Full Café status to ensure that start-up runs smoothly and that membership fees can be paid in a way that will work for the café owners.

Café owners may decide to become an Affiliated Café rather than a Full Café. Many of the same expectations of Full Cafes hold true for Affiliated Cafes. Affiliated Cafes, however, are not required to implement all seven OWEE core values, but should implement at least two. These cafes are asked to offer some form of the PWYC model if not able to offer everything on the PWYC basis. Affiliated Café membership pricing is suggested at $100, and will provide
mentoring for start-up as available, a “get started packet,” one registration for the annual OWEE summit, some publicity, listing on the OWEE community café map, and potential access to grant money or other funds earmarked for community cafes.

An individual membership option is available for any individual who wishes to support the OWEE mission directly. Individual members are asked to pay $50 annually, and will receive free registration for the annual summit, access to generally available resources, and possible access to future grants to support any planning stages of an OWEE community café in the area.

The following images are from a personal trip to JBJ Soul Kitchen in Red Bank, NJ, to see firsthand a PWYC community café in action:

Figure 3. Top Left: Entrance to JBJ Soul Kitchen. Top Right: JBJ Soul Kitchen’s Values. Bottom (left to right): Three-course meal with salad, entree, and desert. Images: Jessica Pflaumer.
Chapter 2: Linking planning and the PWYC community café model

Today’s planners are faced with serious issues of community health and welfare, especially issues related to quality of life and overall physical health. With an increasing emphasis on healthy communities, planners have an obligation to make changes in their communities that ensure residents have access to safe, healthy, fresh and affordable food, as well as options for living active, healthy lifestyles. Obesity and food insecurity are issues that until recently were at the very back of public officials’ minds when it comes to community planning. With serious threats to public health through nutrition and threats to our current food system through climate change, local food systems are necessary in order to ensure food security for all ranges of the population. In recent history, the food system became an issue somehow outside of the urban landscape, which has made it easy for urban planners and the overall public to ignore issues related to food, health and equity.

Traditionally, planners are directly involved in issues of land use planning and zoning, housing, transportation, economic development and the environment. Food gets pushed aside, mostly considered an issue outside the realm of planning, affected mostly by the private market and an activity of the rural, rather than urban, landscape. How can food be tied to each of the above traditional planning issues, and how does the PWYC community café model relate to and help planners solve these issues?

Land use planning and zoning

Planners are responsible for providing guidance in determining what kind of development can occur as well as where in the community it should take place. Many urban communities do not have dedicated agricultural land uses or zoning ordinances. Agricultural
activities are seen as rural activities, and therefore are not commonly thought of within cities. Planning for urban agriculture activities including production, processing, distribution, consumption and waste management should be the first step in making food an urban issue.

Many cities have recently implemented new strategies and initiatives to address food and equity within city neighborhoods. The mayor of Chicago, IL, for example, supported the creation of a nonprofit organization called Fresh Moves in 2012. Fresh Moves, using donated Chicago Transit Authority buses, created mobile fresh produce pantries that could travel to low-income neighborhoods considered food deserts so that residents had access to fresh, healthy foods rather than just convenience store foods (Ruthhart, 2013). Unfortunately, due to a lack of monetary support for the organization, Fresh Moves had to shut down the buses just over a year after opening, but has not yet dissolved the organization.

The city of Philadelphia, PA, has a mayor who has promised to bring fresh, healthy food within ten minutes of 75 percent of Philadelphia residents, utilizing community gardens, local producers and other means. According to the Greenworks Sustainability Plan 2014 Progress Report, the city has exceeded its goal of having 316 markets, gardens and farms, with a current total of 360 (Mayor’s Office of Sustainability, 2014). Philadelphia’s Mayor Michael Nutter initiated the Philadelphia Food Policy Advisory Council (PFPAC) to help...
ensure equal access to healthy, affordable food to Philadelphia residents. The council is made up of mayor-appointed members, ex-officio members, two co-chairs and two staff (PFPAC).

There are six subcommittees to tackle issues of: communications and outreach, governance and membership, anti-hunger, local food procurement, vacant land, and zero waste. This is just one example of city-led initiatives that are working to fight food insecurity and injustice.

Planners can help individuals overcome barriers, such as zoning, to creating food hubs within their cities, and even opening businesses (specifically restaurants, in this case) in areas of high need. Allowing restaurant activities in neighborhoods that currently do not have much or any access to fresh, affordable healthy foods can encourage a PWYC community café to locate in a place where it will have the greatest impact on those who need it most. Planners should make recommendations to their cities’ planning commissions for new zoning in areas that currently do not permit restaurants or other businesses that will provide opportunities for groups and individuals to open or enhance businesses and services that directly relate to underserved populations, including food outlets, the ability to grow food, and access to health and human services they may not otherwise have access to. A PWYC community café has the potential to be a whole contained system that serves an entire community, from food production and retail to health and human services, all of which works to end poverty by providing solutions to the issues that cause it rather than providing Band-Aid solutions to the symptoms of poverty.

**Housing**

Planners should be active in ensuring that people of the community have access to safe and affordable housing, because it is the planner’s job to ensure public health, safety and
welfare. Housing is seen as a basic need that all persons should be able to access, and is
publically provided for those who cannot always afford market rates. Food is also a basic need,
but unlike housing, is not always made available at affordable costs. Affordable housing tends
to be made available on an income scale based on area median income (AMI). While
government assistance for food is available, the requirements appear to be more restrictive for
qualification than they are for housing, because these assistance programs use a national
poverty statistic rather than AMI. If an individual is struggling to afford rent for housing, it is
likely that they area also struggling to afford healthy food options for themselves and their families.

It is also very likely that neighborhoods known for affordable housing developments
within cities do not provide residents of those neighborhoods with access to supermarkets or
other healthy food outlets. These areas are known as “food deserts,” defined by the USDA as
“urban neighborhoods and rural towns without ready access to fresh, healthy, and affordable foods,” or places with access to fast food restaurants and convenience stores but not a grocery store (http://apps.ams.usda.gov/fooddeserts/fooddeserts.aspx). According to the same
website, a census tract is considered a food desert if it is: a) a low-income community (poverty
rate of 20 percent or more, or median family income is at or below 80 percent of area median
income), and b) a low-access community (at least 500 individuals and/or 33 percent of the area
population live more than a mile from a supermarket or grocery store). A rural community is
considered a low-access community if at least 33 percent of the population lives more than 10
miles from a grocery store or supermarket.
A 2012 study conducted by the USDA’s Economic Research Service found that “food desert tracts tend to have smaller populations, higher rates of abandoned or vacant homes, and residents who have lower levels of education, lower incomes and higher unemployment” (Dutko, Ver Ploeg and Farrigan, 2012). This shows a correlation between areas of high poverty and food desert classification. In urban areas, these are generally inner city neighborhoods that have experienced population decline and higher concentration of racial minorities living in poverty. It is these areas that can benefit greatly from a PWYC community café that provides job skills training and other services to help combat individuals’ current circumstances.

**Transportation**

Planners within local transit authorities are responsible for ensuring that community transportation systems are reliable and well maintained. This goes for automobile systems as well as for public transit. Households struggling to provide a consistent, healthy diet are also more likely to have less reliable personal transportation, work hours that make things like grocery shopping difficult, or be dependent on public transit systems. In 2010, it was estimated that 2.1 million US households living more than one mile from a supermarket did not have access to a vehicle (Ver Ploeg et al., 2012). While this number is down from 2.4 million households in 2006, it is important that planners work to make healthy food options available to struggling populations through location of food retailers (other than convenience stores and fast food outlets), and transportation to decent food retailers. Planners can work with state and local health departments in promoting Healthy Corner Store Initiatives; projects that help residents start community gardens; and create overly districts where access to healthy food is the main priority. A PWYC café should be located on a transit line, especially one that is utilized
heavily by underserved populations while connecting lower income neighborhoods to more areas of opportunity, to ensure that the people who need such form of help are able to access it. Improving the options for underserved populations to access the services they need does not exclude wealthier populations from supporting something like a PYWC community café, and can likely encourage more support from those populations.

**Economic development**

Planners are extremely active in improving the economic opportunities available in the community. In the not so distant past, this has often meant encouraging large corporations to locate within the community and attracting more industry, especially in the Midwest. However, more recent economic development strategies have embraced local entrepreneurship and strengthening the local economy. Local food systems can be a strong aspect of the local economy, encouraging sustainability and self-sufficiency. Planners can help local entrepreneurs grow a local food system by removing barriers (e.g. zoning ordinances) to food production, processing and distribution. This will help urban farmers provide local added value goods to the local community. Pay-what-you-can cafes can become an important piece of the local economic fabric and the local food system. Many existing cafes use local producers as a major source of ingredients for their meals. The money that goes from the café to the producer stays within the local economy, and produces more economic growth locally.

Not only can a PWYC community café contribute to the local food system, it can also contribute to other sectors of the economy. Cafes with job skills training programs in place help prepare volunteers for the workforce, helping to reduce unemployment of underserved populations. Each café will also most likely have at least a few paid staff who live within the
community and purchase goods and services within that community. Other programs, such as life skills training and financial counseling may help individuals improve their own circumstances, providing them with a chance to gain better or more employment, which in turn provides the individual with more disposable income that is then spent on goods and services within the community.

**Sustainability**

Planners are important players in a community’s environmental sustainability projects. They are responsible for writing codes and ordinances and providing guidance to their local legislative authorities regarding energy efficiency in buildings, different modes of transportation so that community members can choose more environmentally friendly transportation options, projects to help the community cut down on how much waste goes into a landfill, and a host of other environmental issues. What planners have not done in the recent past is help create local systems that cut down on the environmental impact of the community’s food system. As stated above, planners can help break down barriers to creating local food systems and providing alternatives to the industrialized food system. Recently, many cities have adopted sustainability plans that embrace all aspects of sustainability, from infrastructure and services to local food systems and waste management.

A PWYC community café should implement a plan to utilize first what is produced locally and in season, cutting down demand for produce and other products that are less environmentally friendly. One of the main aspects of a full PWYC community café is cutting down waste, which is another factor in environmental sustainability. Creating less food waste puts less stress on already overflowing landfills, and provides an opportunity for local growers,
whether they be farmers or community garden volunteers, to create and use locally produced compost. This cuts down on demand for harmful fertilizers and chemicals when it comes to growing food.
Chapter 3: The issue of the industrialized food system, assistance programs, and diet

The industrialized food system

Globalization and industrialization of the food system are threatening the environment and the people who depend on it for sustenance. The US food system has been plagued by subsidies for the wrong kinds of farming and advertisements for the wrong kinds of foods. According to Allen and Wilson (2008), the main goal of the US farm subsidy program has been to maximize production, lower the cost of inputs, and allow the agribusiness companies to produce and sell low-priced, industrialized meat, dairy and processed foods. This industrialized system, dependent upon large amounts of water and harmful chemicals produced from fossil fuels to protect crops from pests and disease, is having serious effects on soil composition and erosion, water quality and global energy sources, while producing foods that are high in calorie content but extremely low in nutritional content.

Pay-what-you-can community cafes can have serious positive impacts on the food system and the environment. Because they promote local foods and sustainable food production techniques, a PWYC community café can be an integral part of a local food system. It can strengthen the bonds between producers and consumers make more of the population aware of the harmful effects that the industrial food system has on human and environmental health, and encourage local, seasonal eating.

Food security and diet

The PWYC community café model can have positive impacts on obesity and food insecurity rates as well, which have both been on the rise across all populations over the past few decades. Nearly two-thirds of adults and one-fifth of children in the US were considered
overweight or obese in 2006 (Khan, et al, 2009, 1). While caloric intake is increasing, undernutrition is increasing at the same time. This phenomenon is relatively new to the US and is a serious public health issue. The nutritional composition of foods generally available in food pantries and soup kitchens tend to be high in carbohydrates which make people feel full quicker, but increases the risk of diabetes and other health issues. However, it is not just an issue of food that is available in food pantries or soup kitchens. In many places, supermarkets are filled with highly processed products sold as food that are cheaper for a larger quantity than fresh fruits and vegetables. Increasingly, households are concerned more about quantity of food rather than the nutritional quality, and as a society the US has turned to foods high in sugars and other substances that decrease overall health rather than support it. 

Processed foods are one matter, but the increase in consumption of animal protein is also causing higher incidence of chronic health diseases such as high cholesterol and heart disease. As a society becomes more affluent, meat becomes a common food commodity, and is eaten at almost every meal. People believe that a meal is incomplete without a meat component, and fruits and vegetables are secondary as side dishes. Society as a whole has forgotten that a diet of mostly fruits and vegetables is more desirable for feelings of fullness as well as nutritional intake, and ultimately quality of life. Wiig and Smith (2008) discovered that even among low-income women using or eligible for Supplemental Nutrition Assistance Program (SNAP) benefits (previously called food stamps), meat is generally the first priority in grocery shopping, and most of the participants would purchase more meat if their benefits increased.
Many existing PWYC community cafes focus on providing meals to patrons that are high in nutrients from plant based foods, and have many vegetarian options in place of meat-based meals. Not only does this help to improve the health of café patrons, it makes more people aware of recipes that do not feature meat as a main dish. This encourages more people to try meals at home that feature more plant based ingredients rather than meat. The meat that is served at a PWYC community café should be locally sourced and sustainably raised in order to help raise awareness of the industrial food system that we all fall victim to.

Menus at PWYC community cafes tend to be full of healthy alternatives to fast food meals and other high fat, high sugar meals sold within supermarkets. If a family is struggling to provide themselves with nutritious alternatives, replacing one meal a week at the local PWYC café can have a positive impact on the health of each individual.

**Assistance programs and diet**

Food insecurity is increasing, especially in poorer neighborhoods across the nation, as more and more families are experiencing decreased access to affordable healthy food. Food insecurity is defined by the USDA as the “limited or uncertain availability of nutritionally adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways.” Nearly 14.5 percent of all US households experienced some level of food insecurity in 2013, affecting 49.1 million people including 8.6 million children (Coleman-Jensen, Gregory & Singh, 2014). Programs exist that theoretically help families fight to overcome food insecurity. These come in public and private forms, some of which include the SNAP, Supplemental Nutrition for Women, Infants and Children (WIC), the school lunch program, and food banks and pantries. These kinds of programs were initially supposed to be used in times
of emergency. However, it is becoming more and more common for individuals and families to use food pantries as part of their long-term strategies for ensuring enough food is available from month to month. Private income and public assistance (such as SNAP benefits) are increasingly insufficient to ensure that households have access to the necessary amount of food. SNAP benefits are not generally sufficient for a family to meet food needs, and households must supplement government assistance with other assistance programs along with personal income (Feeding America, 2010). Some households with working individuals who are struggling to meet monthly food needs may even be ineligible for government assistance programs because their incomes are too high to meet eligibility requirements but they still cannot afford enough food to feed themselves and their families. Much of this can be attributed to underemployment and the significant increase of food prices in the past decade.

SNAP participants are likely to make the benefits last as long as possible. In many instances, this means families will purchase food products with longer shelf lives. Nonperishable foods with long shelf lives are often more highly processed foods with high calorie but low nutritional value. SNAP recipients have reported shopping often only once a month, probably around the time that benefits are received, meaning that they have little choice in buying fresh fruits and vegetables with short shelf lives (Mancino & Guthrie, 2014).

Diet is a major concern throughout the US, and especially in lower-income households. While little data exists, some organizations are beginning to look at the correlation between SNAP recipients and the state of their health. A study done by the USDA’s Economic Research Service found that SNAP recipients are more likely to be overweight and experience diet-
related health issues than those who are eligible for SNAP but do not participate as well as those who do not participate in SNAP due to higher incomes.

<table>
<thead>
<tr>
<th>Adult SNAP participants are more likely to be overweight and suffer from diet-related health problems</th>
<th>Mean values</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SNAP participants (N=1,296)</td>
</tr>
<tr>
<td>Body Mass Index (BMI)</td>
<td>30.9</td>
</tr>
<tr>
<td>Share of population with BMI&lt;25</td>
<td>73.7%</td>
</tr>
<tr>
<td>Share of population with BMI≥30</td>
<td>46.7%</td>
</tr>
<tr>
<td>Share of population with reported history of heart disease</td>
<td>7.7%</td>
</tr>
<tr>
<td>Share of population with reported history of stroke</td>
<td>4.8%</td>
</tr>
<tr>
<td>Share of population that reported having diabetes</td>
<td>10.4%</td>
</tr>
<tr>
<td>Average weight gain (lbs) over past year</td>
<td>2.3</td>
</tr>
</tbody>
</table>

N=Number of respondents in subgroup, SNAP = Supplemental Nutrition Assistance Program
Note: Comparisons are based on weighted means and adjusted for complex survey design. Bolded values indicate that group means differ from the mean among SNAP participants with p<.05.

Figure 6. Image: USDA Economic Research Service.

Olson (1999) studied the effects of food insecurity on women of childbearing years and on school-age children. She found that body mass index (BMI) was higher in women in households that are considered food insecure than in women in households that are food secure. However, it is not entirely clear what other factors may be involved as to why these women experience high BMIs. It could be related to the kinds of foods that low-income populations purchase: highly processed, nutritionally lacking, cheap foods rather than more expensive whole foods.

Studies have been conducted to determine whether food stamp programs have impacted the occurrence of obesity in the United States, and many have shown a positive relationship. Dinour, Bergen, and Ming-Chin (2007) studied the existing literature regarding the food insecurity-obesity paradox that appears to exist in the American population, and found that there has been a significant rise in the use of food stamp programs along with a rise in
obesity rates. There is a chance that food insecurity causes the purchase and consumption of high-energy foods that are cheaper rather than fruits and vegetables, which will cause weight gain. The authors found that a one percent decrease in food stamp benefits would cause an increase in food-insufficient households, which in turn would cause more intakes of energy-dense foods (soft drinks, chips, etc.). The food stamp programs are supposed to help food insecure families have access to a more nutritionally balanced diet, but in order to make the benefits last longer, individuals will purchase cheaper food so they can buy more of it.

In 2010, the American Dietetic Association released a statement on its position on food insecurity in the United States. It is the organization’s belief that interventions are needed, including increased funding and utilization of food and nutrition assistance and education programs, and increased programs to promote and support individual and household economic self-sufficiency. The Association points out that food insecurity is related to nutrition as well as non-nutrition outcomes in people, including overweight/obesity, psychological effects, developmental disabilities in children, and other serious effects that could be overcome with programs that promote true healthy diets and changes in people’s socioeconomic status. It is important to note that those seeking food assistance programs tend to have higher incidences of food insecurity, and that the current assistance programs tend not to alleviate food insecurity. The American Dietetic Association agrees that long-term interventions that focus on social capital are necessary if food security is to be dealt with in such a way that will improve public health and well being in the long term.

Since the economic downturn of 2008, the participation in food banks and soup kitchens has increased significantly, and many organizations have a difficult time meeting the
needs of participants especially because government assistance to those programs has decreased as a result of tightening government budgets. Not only that, but the food that is served to participant tends to be of high caloric value and low nutritional value.

Families who have access to a PWYC community café may be able to stretch their assistance dollars even further throughout a month if they know that they can access healthy meals that they can afford through paying what they can or volunteering their time. Several existing cafes will provide those who volunteer their time vouchers for meals for their entire families. While most cafes do not allow on individual to take advantage of this service by coming in every day, it is at least an option once a week or so in order to supplement meals without using precious income or assistance sources while enjoying fresh, healthy meals.

**Perceptions of those utilizing private assistance programs**

While these assistance programs help families meet the food intake needs of individuals, food banks and soup kitchens perpetuate poor nutrition and promote perceptions that the people who use them are lazy or deserve to be pitied for one reason or another. It is often thought that those utilizing food banks and soup kitchens are just looking for handouts, and that they are not even looking for work or other ways to improve their situations. Especially since the 1980’s, the overall impression of food assistance users is that they are lazy and are a drain on society as a whole. Greenberg, Greenberg and Mazza (2010) point out the pitfalls of food pantries and how they can hinder a community’s ability to fight poverty and food insecurity. They discuss the hardship that has come to many food pantries since the financial collapse in 2008. Before the recession, many food pantries and other assistance programs were able to manage the number of participants, but since the recession the
numbers have increased dramatically, overwhelming many programs. Reduced government budgets have also had a negative effect on not only federal assistance programs, but also on these private initiatives.

Food pantries and soup kitchens tend not to address underlying causes of poverty, but rather provide a Band-Aid solution to hunger. Public perceptions of those who utilize food pantries, federal assistance, and other programs are skewed in the direction that these people are lazy and just want handouts without trying to make things better for themselves. This political debate hurts those who need assistance the most, as funding for assistance programs often gets cut as a result of misinformation. People who used to have similar opinions now find themselves in a position where not using assistance programs means that their families would go hungry otherwise. In a New York Times article, Greg Dawson of southwest Ohio, a long-time conservative Republican area of the country where residents have “often called food stamps a sign of laziness,” finds himself unable to feed his family without government assistance as a result of lowered income (DeParle & Gebeloff, 2009). DeParle and Gebeloff (2009) also found that many conservatives still believe that food assistance is essentially cash welfare, that it “discourages work and marriage...and should contain work requirements as strict as those placed on cash assistance.” Governments should be more focused on providing true assistance for food, shelter and other basic needs while moving beyond Band-Aid responses.

Loopstra and Tarasuk (2012) studied the relationship between food banks and food insecurity among low-income families in Toronto. They found that of the interviewed families, 75 percent had experienced food insecurity, but only 23 percent of the families had used a food bank. Reasons for not using them included resistance to using them and access barriers. Going
deeper into these categories, it was found that many families felt that their food needs were not met through the use of food banks as a result of unhealthy, poor quality, and sometimes rotted foods; other families who chose not to use food banks cited that they did not feel that food banks were for them or their use would exempt someone with greater need for it; and some families described feelings of degradation, feeling that is was socially unacceptable, as reasons not to use food banks (Loopstra & Tarasuk, 2012).

The other main category of responses for not using food banks was barriers to access. These barriers included limited operating hours, long lines, unmet eligibility requirements, and a lack of transportation. Other families stated a lack of information about what the food banks were and how they operated as a barrier. The authors conclude that their finding suggest that food banks cannot be relied on for alleviating hunger and food in security, and other changes have to be made if the issue is going to be solved.

This study shows that there are social stigmas attached to using food banks and other food assistance programs, and that they may not even be sufficient for families who want to eat decent food. Poppendieck (1998) states that within American culture, emphasis is put on the importance of independence, and pulling one’s self up by one’s own bootstraps. However, it is easily forgotten that doing so is easier said than done in many cases. Programs that support people’s health and well being will do far more good for society than programs that just take any donations they can get to say that they are helping families by providing food.

There are efforts being made to address underlying causes of poverty and lack of access to fresh, healthy food. Martin, Wu, Wolff, Colantonio, and Grady (2013) studied the impact of a food pantry intervention program called Freshplace, designed to fight food insecurity through
monthly meetings to receive motivational interviewing rather than by just providing food. They found that members involved in the Freshplace intervention program were less likely to experience food insecurity and more likely to experience self-sufficiency as well as increased fruit and vegetable intake. The Freshplace model seeks to address the underlying causes of poverty, rather than just providing short-term free food assistance. Traditional food pantries were originally created to provide short-term assistance to people in desperate need of supplemental food sources, but many families now depend on them for long-term sustenance. In contrast, Freshplace provides clients with choices in the food they get (including fresh and perishable foods), a project manager who helps clients develop goals for becoming self-sufficient by behavioral changes, and services and referrals to encourage these changes such as cooking classes.

Programs like Freshplace combined with PWYC community cafes can have serious, long lasting positive impacts by providing people with food in a dignified manner while combating the root causes of poverty at the same time through job skills training, lifestyle coaching and other services underrepresented populations need. A PWYC community café promotes an environment of acceptance and understanding, not judgment and pity like food banks or soup kitchens. The beauty of the PWYC community café model is that no patrons are aware of who is paying and who is not.
Chapter 4: Case studies

Case study 1: One Bistro-Miamisburg, OH

Miamisburg is located in Montgomery County, OH, just south of Dayton. The 2010 Census counted the total population of Miamisburg at 20,181 with a median household income of $52,689. According to the 2008-2012 five-year American Community Survey, 672 households in Miamisburg are using SNAP benefits. The food insecurity rate in Montgomery County was 18 percent in 2012, compared to 17.2 percent of the entire population of Ohio (Feeding America Fact Sheet). According to the same data, it is estimated that 52 percent of Montgomery County’s population is eligible for SNAP benefits and free school meals, while another 16 percent are eligible for reduced price school meals and WIC benefits. This leaves 32 percent of the population who are ineligible for government assistance programs but must rely on charitable assistance programs (i.e. food pantries) to fill gaps and feed their households.

![Figure 7. Image: Feeding America, 2012.](image)

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1 Information about One Bistro came from personal communication with the owner of the café on January 19, 2015.
Using the USDA’s definition, much of Montgomery County is considered to be a food desert. In the image below, the green areas are the Census tracts that meet the original definition of food deserts. This represents a large portion of the population with little access to fresh, affordable, healthy food options. One Bistro Café in Miamisburg is working to help fill this gap and ensure that the population of Montgomery County has options that allow them eat healthier as well as a chance to learn skills that will help them enter the workforce.

One Bistro opened a little over three years ago in Miamisburg, OH, and continues to expand its operations. By opening the café, the owner chose a life of service over simply a career. Since opening, One Bistro has created a food truck operation and is working on
expanding to Xenia, OH. The owner also works with other organizations in the surrounding region with plans to operate similar cafes.

Meals served at One Bistro are created from locally sourced ingredients when possible, which can admittedly be difficult during the harsh Midwest winters. During these months, places like Kroger and Sysco are used to fill the gap. The café works with eight to twelve local producers who are willing to grow items the chefs would like to work with, sources local eggs and beef, and is looking to start a community vegetable cart that community residents can take from when in need of produce for cooking at home.

One Bistro utilizes a suggested meal price to guide café patrons who can and want to pay for their meals. It is estimated that 60 percent of the bistro’s patrons pay the suggested donation or more, and that 40 percent of patrons receive their meals for free. Through the pay-it-forward model as well as nonprofit income, One Bistro earned over $130,000 from January to December 2014. Nonprofit income includes online and other donations, as well as fundraising events. These events that the bistro’s owner and board have created include Mother’s Day and Easter brunches, Valentine’s Day dinners and ballroom dancing lessons, and Get a Meal-Give a Meal to encourage patrons to purchase a meal for himself or herself and for someone else. One Bistro was able to provide 167 free meals per week in 2014, with 10 to 20 volunteers per mealtime per day. Not only does the bistro provide a free meal option in the restaurant, but also holds a community meal every
Wednesday from 5 to 7pm. This weekly meal is open to all members of the community and is held at more than one location. More than 7,000 people participated throughout 2014.

One Bistro is about more than providing free meals; it’s the first step in meeting people’s needs, creating relationships and starting important conversations that communities need to have in order to provide assistance to all members. One Bistro also offers a two-month culinary apprentice program through which students are able to shadow the bistro’s chefs and learn the different facets of the food service industry from inventory to programming and line cooking. This program is meant to help individuals decide if they want to pursue more formal culinary education or a professional position in the restaurant business. Students who finish the program are provided with the skills necessary to gain employment as well as important references to use in pursuit of employment or education.

One Bistro has been successful as a result of creating a solid business plan and having a good core volunteer base. Start-up funding came from the owner’s personal investment and a private loan from a local church, and an existing restaurant building was used in the initial stages of the bistro’s opening. One Bistro continually sees new patrons as well as repeat customers (both paying and volunteering). The success of the bistro is evident through the owner’s expansion plans, opening up new operations, and mentoring groups around the Midwest who wish to implement similar businesses.
Case study 2: Panera Cares-Multiple locations

Panera Bread Company has several locations of their Panera Cares Cafes throughout the US. For the purpose of this analysis, information for Dearborn, MI, and Wayne County, MI, will be utilized. Dearborn is located within Wayne County, and is a major suburb of Detroit. The population of Wayne County was estimated at 1,820,584 during the 2010 Census, with an area median income of $39,421 and a poverty rate of 23.9 percent. The 2010 population of Dearborn was 98,153, 2008-2012 five-year ACS estimated area median income at $46,972. According to the same ACS study, it was estimated that 6,029 households were receiving SNAP benefits. According to Feeding America, the food insecurity rate of Wayne County in 2012 was 21.3 percent, significantly higher than the state of Michigan’s rate at 16.8 percent. Eighty-two percent of the population was eligible for SNAP benefits and free school meals, while the remaining 18 percent of the population was eligible only for charitable assistance programs, not government assistance.

![Wayne](image)

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2 Information about Panera Cares cafes came from personal communication with the VP of Panera Cares Operations on January 15, 2015.
Panera began discussing ways to help fight food insecurity in 2009, and opened the first Panera Cares community café in Clayton, MO, in May 2010. Since that opening, Panera has opened Panera Cares cafes in Dearborn, MI, Portland, OR, and Boston, MA. The Panera Bread Foundation, a 501(c) (3) charity organization of Panera Bread, operates these community cafes and provided start-up funding for each one. A Panera Cares café is meant to look and feel just like a for-profit Panera Bread café, with a few differences such as a more limited menu (excluding things like seasonal items). Menu items that are available are identical to menu items available at all other Panera stores. Some of the Panera Cares cafes are converted from for-profit stores to non-profit community cafes, while others, such as the Boston location, have been built from the ground up. Panera covers expenses not covered by food sales at each community café. However, it is estimated that 60 percent of patrons to the cafes pay the value
of the meal, 20 percent pay more, and 20 percent pay less or nothing. Fifty-two percent of all transactions are credit card customers paying at least the cost of a meal. Panera Cares uses a suggested donation amount on each menu to guide customers who wish to pay for a meal, as well as the option to drop money into a donation box or use a credit card.

Each Panera Cares Café utilizes 80 to 100 volunteers per month, with some volunteering in place of paying for a meal, and some who are committed to the mission and also pay for meals. While each café provides a volunteer option, each location has also cultivated relationships with local, community-based organizations to provide life skills and job training to at-risk youth and other underserved populations throughout the communities the cafes serve. Some of these partnerships include the St. Louis Covenant House, a shelter for runaways, in St. Louis; a local school system near the café in Portland; More than Words and Goodwill in Boston; and multiple organizations in the Detroit area around the Dearborn location. The purpose of these relationships and programs is to provide individuals who have not had role models with job training and emersion in the food service industry. Each program is tailored to the location of the café, but generally includes two- to eight-week unpaid internship programs through which individuals are assigned a manager to shadow in order to learn the skills necessary to get entry-level jobs. Individuals who finish the programs are supplied with references for their job searches, and are even encouraged to apply for positions with Panera Bread cafes.
The biggest obstacle that Panera Cares cafes have had to overcome are people who do not seek to understand what the pay-what-you-can model is all about, and especially that it is not meant to be a soup kitchen. Some cafes have encountered customers who make large orders for business lunches but only donate a few dollars, rather than taking responsibility and paying the cost of the meals. It can be difficult for people to understand this model coming from a large chain, and Panera Cares staff and volunteers have worked endlessly to explain their model, help people understand the mission, and encourage shared responsibility in the community. Some Panera Cares locations have been forced to limit free meals to once a week for repeating customers in order to encourage volunteering and true understanding of the model’s mission. The Chicago location is slated to close due to poor location for the type of business, but others, such as the Dearborn location, are flourishing. For a corporate business funding similar philanthropic activities, location may be far more important than for a similar grassroots effort.
Case study 3: SAME Café-Denver, CO

Denver, CO, located within Denver County, has a 2010 Census total population of 600,150 and an area median income of $49,091. The 2008-2012 ACS estimated that 25,594 households were receiving SNAP benefits. In 2012, 17.3 percent of the population of Denver County was considered food insecure, compared to 14.6 percent of the population of the state of Colorado. Fifty-nine percent of Denver County residents were receiving SNAP benefits and free school meals, while another 15 percent received reduced price meals and WIC benefits. Twenty-five percent of the county’s population was ineligible for government assistance, and relied on charitable assistance programs.

![Figure 13. Image: Feeding America, 2012.](image-url)

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3 Information about SAME Café came from personal communication with the owner of the café on January 21, 2015.
So All May Eat (SAME) Café opened in October 2006, and is the longest-running pay-what-you-can community café. Start-up funding originated from a personal investment made by the café owners who believed in the pay-what-you-can café model started by One World Everybody Eats. SAME Café serves lunch 11am-2pm Monday through Saturday, and the healthy, mostly organic meals are created using 90 percent locally sourced ingredients from various producers in the Denver region. The café promotes a local food system by purchasing this local produce at full price from those who grow it.

SAME Café uses a completely anonymous system of a donation box for cash-paying customers and an Ipad for customers to slide credit cards themselves. The café asks patrons for a minimum of two dollars or half an hour of volunteer time to pay for meals. The restaurant estimates that it receives about four dollars per person and serves about 1,000 people per
Because the system is entirely anonymous, the numbers of paying customers versus patrons eating meals for free versus patrons volunteering in place of paying for a meal are not kept track of.

SAME Café encourages an environment of acceptance and dignity through its larger community table, where strangers can come together to enjoy their meals and forge new relationships. It is important to the café, as well as to OWEE, that all members of the community have a chance to meet new people and hear each other’s stories, and a community table can be a starting point.

Through volunteer time, patrons gradually pick up skills used in the food industry business, but those who volunteer are also required to go through a basic food safety-training course as a result of state code. The café owners encourage those who volunteer to use them as references when searching for jobs. Some volunteers have gained employment in the food service industry as a result of those references and the skills gained during their time at SAME Café. Outside of basic volunteering, SAME Café works with a few local organizations to provide job training and real life experience to residents in need of experience and training in order to gain employment. The café teams with Urban Peak, an organization working with homeless youth in the Denver and Colorado Springs areas, once a week to provide individuals with basic culinary experience.
and real life experience in a kitchen. The café also provides an internship opportunity with
Second Step, an organization committed to work options for women.

SAME Café struggled during its opening stages, because no other restaurant with a
similar model was in operation, and customers were unsure of how to treat the business. The
main advice café owners provide to cafes getting started with the pay-what-you-can model is to
continually express the mission of the café and let people know what the intent of such a
restaurant is, as well as being authentic and listening to what the community needs. They also
recommend starting small, because the business can always grow, and being smaller makes it
easier to manage.
Case study 4: JBJ Soul Kitchen-Red Bank, NJ⁴

Red Bank, NJ, located in Monmouth County, and the two locations show very different stories, pictured in the maps on the following page. In 2010, the population of Monmouth County was 630,380, compared to Red Bank’s population of 12,206 (2010 Census). Area median income in Monmouth County was estimated at $84,526, and in Red Bank at $62,745 (2009-2013 ACS five-year estimate). The poverty rate of Red Bank is estimated at 14.6 percent, more than double the rate in Monmouth County. According to ESRI Community Analyst data, 450 households (7.9 percent) were receiving SNAP benefits in Red Bank in 2012, compared to 9,036 (3.9 percent) households in Monmouth County. Red Bank is a community suffering far more from food insecurity and injustice than the county as a whole.

Monmouth

<table>
<thead>
<tr>
<th>FOOD INSECURITY RATE</th>
<th>ESTIMATED PROGRAM ELIGIBILITY AMONG FOOD INSECURE PEOPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.2% of county population</td>
<td>CHARITABLE RESPONSE</td>
</tr>
<tr>
<td>Number of food insecure people: 64,180</td>
<td>51%</td>
</tr>
<tr>
<td>REDUCED PRICE SCHOOL MEALS, WIC</td>
<td>0%</td>
</tr>
<tr>
<td>SNAP, FREE SCHOOL MEALS, CSFP (SENIORS)</td>
<td>49%</td>
</tr>
</tbody>
</table>

**AVERAGE COST OF A MEAL**: $2.96 ⁴ National average cost of a meal is: $2.74

Figure 16. Image: Feeding America, 2012.

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⁴ Information about JBJ Soul Kitchen came from a personal experience at the café and from jbjsoulkitchen.com.
Figure 17. The top map shows the food desert Census tracts within Monmouth County, and the bottom map shows Red Bank’s food desert tracts. Image: healthyfoodaccess.org.

Soul Kitchen is a non-profit community café run by the Jon Bon Jovi Soul Foundation located in Red Bank, NJ. The café began serving meals in 2009, and opened a permanent
location inside of a converted auto body shop in 2011. Soul Kitchen utilizes a pay-what-you-can model providing a three-course dinner Wednesday through Saturday each week, and a brunch on Sundays. Inside the café, guests will find tables of different sizes, where individual groups may be seated with others. This is meant to create a sense of community where guests from all different backgrounds get to engage in conversation and build new relationships with new people.

Soul Kitchen’s three-course dinners are gourmet in style, made from fresh, healthy ingredients sourced locally when possible. Each guest is served a soup or salad, an entrée, and a dessert, from a daily menu that changes based on what is in season and available to the café that day. At each table, guests will find information cards that provide a suggested donation of ten dollars per meal, as well as an opportunity to donate more if able to support someone else’s meal. The card also explains that patrons may volunteer their time in compensation for a meal if they are unable to pay. At the end of each meal, a server provides patrons with a card to fill out and take to the register if they are choosing the volunteer option. Paying guests also take their payments to the register after their meals. This creates an atmosphere of equality and acceptance, because guests are unaware of who is paying and who is
volunteering for their meals. The café itself is small, but guests can enjoy Soul Kitchen’s raised bed garden out front while waiting to be seated or after their meals.

Those who volunteer in place of paying for a meal are able to volunteer at Soul Kitchen as well as with other organizations that the JBJ Soul Foundations is connected with. Along with these volunteer opportunities, Soul Kitchen created the Employment and Empowerment Team (EET) in 2011, through which qualified volunteers are provided with job and life skills counseling in order to re-enter the workforce. Team members provide expertise in human resources, job and lifestyle coaching, law and financial advice, and social media training to volunteers working towards employment in a variety of fields from architecture to food service to medicine. To qualify for mentorship through the EET, volunteers must work five or more shifts at Soul Kitchen or a partnering non-profit.

Through a team of dedicated staff and volunteers, Soul Kitchen has been successful and had a positive impact on the small yet diverse community of Red Bank. Sitting just on the side of the railroad tracks that separate the affluent and the underserved areas of Red Bank, Soul Kitchen provides an important link between the different populations and a place for all to come together regardless of means.
Chapter 5: Lessons learned and Muncie’s next steps

Muncie is a classic Rust Belt city located in east central Indiana. The city has experienced significant job loss and population decline, and residents are struggling to make ends meet. According to the 2009-2013 five-year American Community Survey, Muncie’s poverty rate is at 33.4 percent. That means that a whole third of the population of Muncie is living under the poverty line. Forty-nine percent of Muncie children are living in households that receive some sort of public assistance, including social security, cash assistance, or SNAP benefits. In 2010, 49.5 percent of school-aged students in Delaware County were eligible for free or reduced price school meals, and 13 percent of county residents were eligible for SNAP benefits (only 73 percent of those eligible for SNAP benefits were receiving them). The 2012 food insecurity rate in Delaware County was 17.6 percent compared to a statewide rate of 15.5 percent, while 73 percent of the total population was eligible for some sort of government assistance.

There is a gap that government assistance programs are failing to fill when it comes to food security and justice (27 percent of the Delaware County population was estimated to be ineligible for such assistance programs). Not only are there individuals eligible for assistance who do not know how to apply or even that they are eligible, there are individuals living just above the cutoff for assistance eligibility. These individuals and households struggle just as much as those who do receive assistance in some form, but are not caught by the safety net these programs are supposed to provide.
Figure 19. Image: Feeding America, 2012.

Figure 20. This map shows the food desert Census tracts within Muncie, IN. Image: healthyfoodaccess.org.

Muncie is a great location for a PWYC community café as a result of this gap. There are organizations within Muncie and Delaware County that have the expertise and the products that would be needed to open a community café. The Urban Gardening Initiative (UGI) of Muncie
was founded in 2010 and has been working to increase local food production, food security, and overall community health ever since. UGI currently runs 11 community garden spaces within Muncie, six of which are located in the downtown area.

Founded in 2014, Farmished is a non-profit organization in Muncie with the mission to “provide charitable and educational services that promote a thriving local sustainable food system while increasing wellness and food literacy in the local community” (Farmished 2014). In late 2014, property was donated to Farmished that will serve as an Urban Training Farm Project, a project that was approved by Muncie’s Mayor Dennis Tyler. Eventually, the Urban Training Farm Project will include composting collection and distribution, vegetable and fruit production, and livestock farming, and ultimately will be a place where Muncie community members, students and visitors can learn about urban farming and how to run a community garden (Roysdon, 2014).

Also in 2014, Muncie’s Mayor approved a program to provide hot meals for school age children within the city at after school programs throughout the school year. Many of these children only get meals at school, meaning many go without dinner in the evenings. Inside Out
of Muncie, and the Mayor’s office provide meals prepared by volunteers each day and distributed throughout the five community centers. This program, along with UGI’s and Farmished’s projects, embody what the city of Muncie is trying to do in order to combat food insecurity and unhealthy lifestyles for children within the community. A PWYC community café operated by Inside Out is a logical next step for the city in its fight to end food insecurity and injustice.

Inside Out also has a good history of food programs for those in need, as well as a kitchen space necessary to run a successful restaurant. Inside Out is located in downtown Muncie, where it would be easy to reach out to inner city residents who are struggling to put food on the table for their households. The MITS bus system runs in most of downtown, making access to a downtown community café easier for residents who depend on transportation other than personal vehicles. There are few places for downtown neighborhood residents to access fresh, healthy food options, which allows a PWYC community café to fill a needs gap and promote healthy eating as well. Inside Out’s culinary training programs can also be utilized to help those looking for ways to break out of poverty and gain employment or new educational opportunities. Inside Out can create partnerships with local producers, especially those who sell products at the farmers’ market, those who run UGI’s community gardens, and Farmished, in order to have access to fresh, seasonal ingredients and create meals that match the One World Everybody Eats mission of providing healthy, seasonal meals to those in need.

There are many funding opportunities to help Inside Out open a PWYC community café. The Community Foundation of Muncie and Delaware County and the Ball Brothers Foundation are just two local funding sources that can be utilized for this project. A PWYC community café
fits the Community Foundation’s granting categories of Community Betterment, Economic Development, and Human Services, and addresses substantial needs within the community that are not currently being met. The project also fulfills the categories of Health, Human Services, and Public Affairs/Society Benefits that the Ball Brothers Foundation focuses on through grant allocation. There are also numerous corporate and federal grants that Inside Out can pursue to help start a PWYC community café. Appendix A provides two sample grant proposals, one for the Ball Brothers Foundation and one for the Ben and Jerry’s Grassroots Social Change program, as examples of grants that Inside Out could pursue in the opening and planning of a PWYC community café.

Inside Out’s history of successful programming provides the organization with the expertise needed to open a successful PWYC café. Writing a business plan for PWYC community café is a crucial step to ensure there are guidelines set out for the planning, opening and future of the café. Appendix B includes two draft business plans for existing cafes that Inside Out can look to for guidance when creating its own plan for a café in Muncie.

Although similar to a traditional one, a business plan for a PWYC community café will be a little different, with emphasis on different aspects. An executive summary at the beginning will provide an overview of what is included in the plan. The business description provides a chance to describe in detail what the goal of the café is. In a traditional business plan, this section would describe things like the size and location of the company. However, for a PWYC community café, this section should describe the mission, values and vision of the café, as well as the factors behind the creation of the café. Here, data about local poverty, food insecurity and social injustice will provide a strong foundation for the café.
Next, there should be a section detailing products and services offered. For a traditional business, this would include what is being sold and the value a customer can expect from such product or service. A PWYC community café provides unique products and services that are not being marketed in order to increase profit for a company. Instead the products will include things like stronger relationships within the community and healthier individuals. Services often include job skills training; personal, financial, and legal counseling; and referrals to other services. These services are provided at no cost to those in need.

Market analysis for a PWYC community café will look very different than the same kind of analysis for a traditional for-profit restaurant. A for-profit business, and especially many chain restaurants, will have to take into account competition from similar businesses and prove that the new location will be successful. A PWY community café will fill a gap in the local market, but not in a way based on profit. Success of a PWYC community café can be measured in the number of meals served to those in need, or even by the number of volunteers who gain employment as a result of their work at the café.

Management, marketing, and operational plans will follow similar formats of traditional businesses, but will include different aspects. Management and operations will depend heavily on just a few paid staff who will earn a living wage, but even more so on a solid core of volunteers rather than employees. It may be difficult at first to ensure there are enough people signed up to work the necessary shifts, which is why a strong volunteer training program will be important to implement even before opening the café. Marketing is another unique aspect for a PWYC community café. There will likely be no official marketing budget, and many existing PWYC community cafes rely almost exclusively on social media, local press and word of mouth...
to promote the projects. If located in a city or town that is also home to a college or university, there may be students willing to create marketing materials at no cost to the café as projects for classes. It will also be beneficial to build relations with local communications businesses who believe in the mission of the café, and may be willing to donate in-kind services to help the café succeed.

There are community cafes popping up all over the country, and the above case studies prove that they can be successful almost anywhere provided there are people who are willing to work to make it happen. The One World Everybody Eats team is always willing to help guide organizations with a vision to help end food insecurity and injustice in their communities, and is an important asset to be utilized in the planning and opening stages.

A PWYC community café is a project that the Muncie community is poised and ready to take on. It is a project with specific defined goals that works to fight the underlying issues contributing to poverty rather than simply treating the symptoms. Providing patrons who cannot afford the monetary cost of a meal the chance to eat while learning new skills that can be taken into the workforce is an important step in fighting poverty in the city of Muncie. It enforces the mission of OWEE of providing individuals with a hand up, rather than a handout.

The PWYC community café is a tested concept that can be sustainable and have long-term positive impacts within the community. There are currently more than 40 cafes that are open or in the planning stages. Many existing cafes (including One Bistro, SAME Café and Soul Kitchen) have been open and successful for several years. These are proof that the concept works and can be self-sustaining when a community comes together with the common goal of ensuring that all members are treated fairly and have access to basic needs. With an active
board with members who are willing to help others plan new cafes, OWEE has provided a successful model that proves social enterprises can work. Muncie is a place with diverse populations of many different socioeconomic backgrounds, where all members of the community want to see a cohesive city. A PWYC community café can be a catalyst in that endeavor.

This kind of project promotes community development through capacity building in an environment that encourages acceptance and dignity, while addressing common misconceptions of those who need assistance. Society is currently split on notions of assistance and charity, with perceptions that those seeking help are lazy or should be pitied. There are many individuals, even in Muncie, who will not seek the assistance they need as a result of these misconceptions. A PYWC community café exists in part to break down those barriers and create an atmosphere of understanding where individuals can receive help without the fear of judgment, and be empowered to change whatever circumstances have led to their current situations. It is also a place where those with misconceptions can come and learn about the experiences of others, leading to a society of understanding and inclusion.

A PWYC community café provides members of a community with a chance to give back and fight food insecurity and social injustice beyond monetary donations. Rather than donating money or food items to organizations like food pantries, a PWYC community café provides community members a chance to be active in the fight against poverty while providing a chance to open up dialogue between different community groups and populations. It also provides a very different environment than a soup kitchen or food pantry that can be more positive and enlightening. When people are provided with a chance to be active (like volunteering at a
community café) rather than passive (like writing a check to an organization), individuals are confronted with the issues at hand and could possibly have a stronger impact on something like poverty. There is no shortage of active community members in Muncie, and a PWYC community café will provide a new outlet for those who want to make a difference.

Finally, a project like a PWYC community café brings together a myriad of issues (including but not limited to poverty, food insecurity, social justice, health, and environmental sustainability) within a community, and provides a comprehensive way to address and mitigate them. While Inside Out of Muncie is a logical organization to spearhead this kind of project, there are a number of other organizations working to improve the economic and social conditions within Muncie that could all play an important role in making a PWYC community café successful. Some of these organizations include UGI, Farmished, Muncie-Delaware Clean and Beautiful, Muncie Arts and Culture, the Ball Brothers Foundation, individual neighborhood associations, churches and many others. A PWYC community café is a project that can bring the entire community together, regardless of circumstance or beliefs, with the common goal of making Muncie a more cohesive, vibrant city with a high quality of life for all residents and visitors.
References


One World Everybody Eats. http://www.oneworldeverybodyeats.org/


Appendix A: Sample Grant Proposals

Ball Brothers Foundation Grant Application Cover Sheet

Category: Public/Society Benefit, specifically alleviating poverty through food security and workforce development

Organization: Inside Out of Muncie

300 N. Madison St.

Muncie, IN 47305

(765) 284-3423

Employer Identification Number: 45-0713446

IRS Status: 501(c)(3) nonprofit organization

Website: insideoutmuncie.com

Name of project: From the Inside Out Community Café

Projected start and end dates: From 05/04/2015 to 05/04/2016

Total amount requested: $200,000

Name, title and email of requester: Jessica Pflaumer, Grant Coordinator, jlance2@bsu.edu

Name and title of organizational leader: David Ferguson, President

Letter of Inquiry

Inside Out is a community development corporation located in Muncie, IN, that exists to empower vulnerable people at our community’s core by providing job training and life skills development as a means of transforming community. Inside Out is interested in creating a pay-what-you-can community café based on the One World Everybody Eats non-profit, pay-what-you-can restaurant model as a means to help fight food insecurity within Muncie and Delaware
County. The organization is requesting $200,000 for start-up costs from the Ball Brothers Foundation.

A pay-what-you-can community café provides a place where all members of the community may come, receive a fresh, healthy meal, and experience a chance to build relationships with others regardless of means. Through this community café model, it is the hope of Inside Out that Muncie and Delaware County residents experience more food security, which will provide each individual in need with an opportunity to fight the effects of poverty through food, like skills and job training, and a sense of community within Muncie.

The population served by the community café is any resident of Muncie and Delaware County, with a focus on the food insecure. Café patrons who are able are asked to pay the cost of a meal and donate a little more if possible, in order to provide meals to those without the ability to pay any of the cost. Those who are unable to pay are encouraged to volunteer an hour of their time by busing tables, washing dishes, providing some prep help, and other activities needed within the café. Through volunteering, individuals will gain job-training opportunities in the food service industry to help them when applying for jobs. Through volunteer, as well as mentor programs and other training activities, the community café will provide a pathway out of poverty for the impoverished. It will also provide a community building experience within Muncie and Delaware County.
Purpose of the Request

From the Inside Out Community Café will be one service in Muncie that helps to fill the gap created by government assistance and food banks when it comes to fighting food insecurity for the community of Muncie. The café will run using the One World Everybody Eats (OWEE) pay-what-you-can community café model, where patrons will be able to pay whatever they can afford for a meal with a suggested donation of $8 US, or the option to volunteer an hour of their time in place of paying for the meal. This is an important piece to the local food and economic systems, as it will provide the chance to connect with local producers in order to offer fresh, healthy, wholesome meals that are accessible to the entire population. There will also be a food services volunteer training program to provide patrons who are experiencing unemployment or underemployment the chance to learn new skills that can lead to employment within the food service industry.

Food insecurity and nutrition are important public health, safety and welfare issues. The Indiana food insecurity rate in 2012 was 15.7%, and the Delaware County rate for the same year was 17.6% (Feeding America). In 2010, 49.5% of Delaware County school children were eligible for free or reduced price lunch, and only 13% of the population was using SNAP benefits to help feed their families (US Census). Households are still struggling to make ends meet, and From the Inside Out Community Café can be one step closer to ensuring food security for all of Muncie and Delaware County.
**Expected Outcomes**

From the Inside Out Community Café will work to fight food insecurity for all sectors of Muncie and Delaware County’s population through providing meals that are healthy and accessible to all as well as training programs that will provide volunteers with the skills necessary to gain employment in the food services industry. The café will operate from 11am to 2pm Tuesday through Wednesday each week, and from 11am to 8pm Friday and Saturday. According to Feeding America, the average cost of a meal in Delaware County is $2.40. Assuming the café sources all products from local producers, the cost would be closer to $4 per meal. It is expected that From the Inside Out will serve approximately 525 meals per week, and that 60% of patrons will pay the suggested $8 donation, 20% will pay $10 or more, and 20% will volunteer in place of paying for a meal. Assuming these numbers, the first-year food cost can be rounded to $110,000. However, the numbers of paying customers project an income of $185,640 per year. The Ball Brothers Foundation grant of $200,000 would be a one-time payout, not an annual expense. The café is expected to become self-sufficient after the first year. This means that 105 volunteers will be utilized each week to help keep the café running smoothly and efficiently, which will also keep labor costs low. According to independentsector.org, one hour of volunteer time was valued at $21.36 in 2012, which is considered an in-kind support match. As such, 105 volunteers committing one hour of time each would provide From the Inside Out with a value of $2,243 per week, or about $116,625 per year. From the Inside Out Café will employ one full time Sous Chef and one full time Front End Manager. Each of these positions will be paid a living wage, because that is one of the
Inside Out of Muncie already has a building with a commercial kitchen that can be utilized to run a community café. The space may need a few renovations to ensure that the layout works for running the café, and the atmosphere is inviting, welcoming and pleasant for all who care to dine there. As per OWEE, this space should also include a large community table where patrons from all different backgrounds can gather and create a better sense of community for all.

The end result of From the Inside Out Community Café will be lower food insecurity rates in Muncie and Delaware County, higher employment rates, and a better sense of community overall.
Name of Person Preparing Budget: Jessica Pflaumer

Important: Budget should reflect only the dollars requested from Ball Brothers Foundation.

<table>
<thead>
<tr>
<th>BUDGET ITEM</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
</tr>
<tr>
<td>Sou Chef</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Front End Manager</td>
<td>$30,000.00</td>
</tr>
<tr>
<td><strong>Non-personnel Capital/Equipment</strong></td>
<td></td>
</tr>
<tr>
<td>Renovations</td>
<td>$7,500.00</td>
</tr>
<tr>
<td>Serve ware (plates, cups, utensils, etc.)</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Tables and chairs</td>
<td>$8,500.00</td>
</tr>
<tr>
<td><strong>Operating Cost</strong></td>
<td></td>
</tr>
<tr>
<td>Utilities for one year</td>
<td>$8,500.00</td>
</tr>
<tr>
<td>Food cost for one year</td>
<td>$110,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$200,000.00</td>
</tr>
</tbody>
</table>
Use the budget narrative to describe the budget items and how they directly link to the outcomes outlined in the request.

Budget narrative:

Budget items Sous Chef and Front End Manager are key aspects in running a successful restaurant of any sort. From the Inside Out Café would be open approximately 42 hours per week, and personnell would be needed for prep work as well as clean up. It is one of the One World Everybody Eats core principles that paid staff earns a living wage. As a result, a full time chef and a full time manager would need to be paid about $13.50 per hour, totaling about $30,000 each for a full year. This would help the café run smoothly and efficiently, and adhere to the OWEE core principles. The rest of the kitchen staff would be run on a volunteer basis, with a core of committed volunteers as well as patrons of the café who cannot afford a meal, and will volunteer their time in place of paying. In 2012, one hour of volunteer time was valued at $21.36, according to independentsector.org. If From the Inside Out can expect 105 volunteers to commit one hour each per week, the café would expect $116,625 in value added in-kind support match each year. This would keep labor costs low, and each volunteer would be sufficiently trained either by the Sous Chef or Front End Manager to ensure that everyone has the skills necessary to help in the kitchen and in the dining room.

Inside Out already has a commercial kitchen that could handle running a café. The organization also has space that can be utilized as a dining room, but may need some renovations depending on how the café is laid out. OWEE recommends a very open space where staff and patrons are connected to one another, so the layout of the space may need to
be changed. This is where budget item Renovations is important. It is important to have a layout that works well for the café and encourages café patrons to return.

The next budget items (serve ware and tables and chairs) are necessary for the running of a café, so that patrons have a good experience dining at the café. Many items can most likely be found via donations, Craigslist, Goodwill, or the Habitat for Humanity Restore, but some may have to be purchased new if Inside Out cannot secure them from other sources. A good café has appealing dishes and seating, so these will be necessary to create an atmosphere that encourages patrons to have a good experience.

Budget item Utilities will be necessary to ensure the café can support the cost of utilities for one year, while getting off the ground and beginning to make an income. Without electricity, water, sewer, etc., the café cannot open and will not be available to those in need of a meal. Budget item Food Cost will be important especially in the first year of the café operation. It will take time to build relationships with local producers and decide where the best alternatives will be to get food that is wholesome, fresh and healthy. This is also a core principle for OWEE, so From the Inside Out will need to work with as many local producers as possible, and supplement any necessary ingredients through regional or national distributors.
Ben and Jerry’s Foundation: Grassroots Organizing for Social Change Program

This program funds projects led by grassroots organizations that are working towards systemic social change by encouraging constituent-led organizing, advocacy and solutions. The program offers general or project support to non-profit organizations. Grant requests can be made for up to $20,000 for one year by organizations with operating budgets under $500,000.

The foundation promotes social and environmental justice, and sustainable and just food systems, but is more concerned with the methods organizations use to address issues, rather than the specific issues the organizations are addressing.

Priority strategies MUST include:

• Community and ally outreach
• Leadership development
• Constituent empowerment and decision-making
• Popular education
• Root cause analysis
• Power analysis
• Campaign development
• Mobilizing constituents and allies
• Coalition building
• Direct action

Areas NOT funded:

• Direct services
• International focus
• Schools/school programs
• Colleges/universities
• Organizations with budget greater than $500,000
• Discretionary/Emergency Requests
• Individuals or scholarship programs
• Research, litigation, or legal expenses
• Capital/endowment campaigns
• State/government programs
• Businesses and business associations
• Religious or advocacy programs
• Arts/media
• Other foundations or regranting organizations
Project Narrative: Inside Out of Muncie is seeking a grant of $20,000 to develop and implement a volunteer training and internship program over an eight-month period that would support From the Inside Out Community Café. From the Inside Out is a non-profit, pay-what-you-can community café with the mission of providing all sectors of the Muncie population with access to fresh, healthy meals regardless of ability to pay. This model provides those who are unable to afford a meal the option to volunteer an hour of their time in place of payment. From the Inside Out will depend heavily on a strong pool of volunteers to help the café run smoothly and efficiently. As such, it is important that Inside Out develop a successful volunteer training program to ensure that volunteers have the necessary skills and certifications to handle food and work in a commercial kitchen.

These volunteers would be an essential aspect of From the Inside Out, and recruiting more volunteers over time would be necessary. It is the goal of the volunteer training and internship program to prepare participants for the food service and hospitality industries in order to end cycles of poverty within the community, reduce unemployment rates, and improve overall quality of life for all members of the community. The ultimate goals of the pay-what-you-can community café model are to fight food insecurity, improve the economic conditions for all by providing a hand up rather than a hand out, promote sustainable local food systems, and create a strong sense of community for all who come through the doors. The volunteer training and internship program will prepare participants for either the workforce or for more formal culinary education programs, helping each individual improve his or her own situation while providing an important link between local farmers and consumers.
Timeline:

May 2015: Hire staff qualified to train volunteers in kitchen skills.

June-July 2015: Volunteer recruitment activities; reach out to churches, neighborhood associations, and workforce development offices; find 50 volunteers.

August-December 2015: Conduct 5 four-week training sessions with 10 volunteers each session to prepare them for café opening.

Budget Items:

Staff and salary benefits-20%

Equipment-20%

Training materials and certification program (i.e. ServSafe certification)-40%

Other materials (recruitment, marketing, etc.)-20%

According to the Corporation for National and Community Service, an hour of volunteer time in Indiana in 2013 was valued at $21.56, and can be used as in-kind support when writing grants (http://www.volunteeringinamerica.gov/pressroom/value_states.cfm). Using this number, if the café utilizes all 50 volunteers for one hour per week, the time contribution would add up to $56,056 per year.
# Table of Contents

Mission / Values / Vision

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FoCo Café Mission
Building community by providing nutritious and delicious meals to the people of Fort Collins regardless of their ability to pay while using local, organic, and sustainably grown ingredients.

Values
- *Every human innately has dignity and should be treated as such.*
  Everyone, regardless of economic status, is a member of our community. Each brings different talents and resources with them, all having value.
- *Every duty, volunteer or otherwise, has value.*
  We are unable to function without volunteers. Drop in when FoCo Cafe is open to work in exchange for your meal. If you want to contribute to the café’s mission beyond exchanging work for food, volunteers also sign up to work in the kitchen.
- *Participating in a community nourishes the soul.*
  The Foco Café can fill the basic need of hunger as well as the basic need of those who hunger to make a difference in the community.
- *Everyone deserves to eat nutritional food.*
  FoCo Café opens the door for all so they may easily access good, nutritional food.
- *All people need a hand up at some point(s) in their lives.*
  We’ve all experienced difficulties and seen friends, family, and neighbors struggle. A dignified exchange of work and talent for nutritional food that also results in contributions for the greater good is empowering.

Vision
We strive to build a healthy community by providing delicious and nutritious food in a respectful and dignified manner to anyone who walks through the door and wants to contribute to our community. We envision that the quality of the food and the comfortable atmosphere will draw people from all walks of life and entice them to become involved. Volunteers will feel satisfied by their experience on many levels, because the cafe is a vehicle that positively impacts our community environmentally, economically, and socially.

A Tested Concept
Our café concept is modeled on a successful sustainable-eating nonprofit cafe that has been operating in Salt Lake City since 2003 and has been replicated in other U. S. cities. The pioneering One World Everybody Eats freely shares its operations in a how-to manual and shares its financials at www.oneworldeverybodyeats.com.

Other successful nonprofit cafes operating in other cities may be visited at
- www.soallmayeat.org (SAME Café, Denver, CO), opened October 2006
- www.potagercafe.com (The Potager Café, Arlington, TX), opened January 2009
- www.thecomfortcafe.net/ (The Comfort Café, Denver, CO), opened June 2010
Motivating Factors for the Creation of FoCo Cafe

The Larimer County poverty statistics are eye opening. It’s this dramatic poverty that results in growing populations of working poor, food insecure families, and homeless individuals and families. The FoCo Cafe will be available to serve all members of our community, including those in need, with dignity.

Since 2000, the number of individuals living in poverty in Larimer County increased 52%. This increase was much higher in Larimer County than in Colorado (34%) or the United States (16%). Since 2000, the number of children living in poverty in Larimer County increased 93%. This increase was much also higher in Larimer County than in Colorado (54%) or the United States (25%).

Increased housing costs are driving more members of our community into poverty. More low-income residents living in Fort Collins and Loveland spend a greater chunk of their paychecks on rent than in almost any other metro area in the state, according to a report issued April 2012 by the Colorado Division of Housing. In this report, units are considered affordable if the household pays no more than 30 percent of monthly income to rent. In the Fort Collins-Loveland area, 30.1 percent of low-income families paid 50 percent or more of their incomes for rent.

Households paying 50 percent or more of income toward housing:

<table>
<thead>
<tr>
<th>Area</th>
<th>Total Number</th>
<th>Percent of Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Colorado</td>
<td>150,142</td>
<td>24.1</td>
</tr>
<tr>
<td>Denver</td>
<td>77,709</td>
<td>23.6</td>
</tr>
<tr>
<td>Fort Collins</td>
<td>11,530</td>
<td>30.1</td>
</tr>
</tbody>
</table>

According to Hunger in America 2010, the Food Bank for Larimer County is serving 30,000 unduplicated clients annually – a 55 percent increase since 2006. The average food recipient in Larimer County who participated in Hunger in America 2010 is a married 30-49 year old Caucasian female who is a high school graduate and has 2-3 people in her household. 49% of the households who receive groceries through the Food Bank include at least one working adult.

Based on a Point In Time Survey conducted by Homeward 2020, on Tuesday night, March 9, 2010, there were an estimated 518 homeless men, women and children, and 617 persons at risk of homelessness in Fort Collins. County statistics show a large percentage of homeless families:

<table>
<thead>
<tr>
<th>Larimer County Homeless “Household” Types</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Households” with Children</td>
<td>58.9</td>
</tr>
<tr>
<td>“Households” without Children</td>
<td>41.1</td>
</tr>
</tbody>
</table>

Sources: Compass of Larimer County; Colorado Department of Local Affairs, Division of Housing; Larimer County Food Bank; Homeward 2020.
FoCo Café’s Unique Products and Services

The Café offers
- A flexible menu of fresh foods, prepared in small batches
- Protein-rich, healthy, delicious meals made with locally-grown fruits and vegetables and organics, whenever possible
- Opportunity for engagement in community through volunteerism
- Pay-as-you-are-able donation box system

A key objective of FoCo café is using a triple bottom line approach, operating to create a positive impact on our local economy, our local environment, and our local community.

Projected Hours of Operation
The Café will have consistent hours of operation: lunches Monday through Saturday. The space will also be made available to other non-profits or private individuals for catered events or for fundraising events, outside of the normal hours open to the public.

Meal Pricing
Payment options at FoCo Café:
- Pay what you are able to afford
- Pay what you typically pay for a comparable meal
- Pay what you typically pay plus a bit extra to “pay it forward”
- Pay by giving your time in service

We will not indicate prices or suggested prices for meals.

Research on the Pay-What-You-Want (PWYW) method has shown increased word-of-mouth marketing due to its novelty. Participative pricing increases consumers’ intent to purchase. In a study of the use of this pay-what-you-want, no-prices method by a restaurant serving lunch, revenues were found to be higher than baseline revenues using posted prices. (J. Kim, M. Natter, and M. Spann) Journal of Marketing, Vol. 73 #1 Jan. ‘09.

ScienceNOW, the daily online news service of the journal Science reports that researchers found that attendees at an amusement park paid five times more for a photo of themselves on a ride under PWYW pricing if told that half the proceeds would go to charity. And in another experiment, guests at a restaurant with PWYW pricing either paid someone directly for their meal or paid anonymously by slipping money into a box near the door on their way out. Customers paid about 13% more when they were anonymous than when they paid someone directly. In all cases, the team says, PWYW seems to work because we want to feel good about ourselves when doing it.

Limited Waste
Customers are served by self-selecting their portion sizes so there is no pre-set size. People are encouraged to take only what they want, helping them to decide to eat the portion they choose. Experience at similar cafes indicates that there is very low food waste. One World
Café in Utah serves 150 patrons a day, and typically generates only a couple gallons of food waste each day. In addition, food waste will be composted and recycled, and minimal use of paper products and disposables will be practiced to reduce the environmental impact of the café.

**Flexible Menu**
The menu at the café will be seasonal and flexible. The focus will be on nutritional fare including soups, salads, and entrees. We will strive for creativity, and seek out recipes from local growers and chefs. The flexible menu will allow café staff to buy produce in season at a reasonable rate and to accept special deals and donations of perishable ingredients. This will help to reduce operating costs. It will also allow for an interesting menu that offers more variety to customers and doesn’t drive a “false market” for out-of-season produce.

**Demonstrated Commitment to Recycling**
When you experience the FoCo Café, your plates, your cup or bowl, and your utensils will all be donated dinnerware, not matching that of the others at your table. There will be no disposable dinnerware.

**The Local Connection – Why We Support Local Agriculture**
Studies have shown that dollars spent at community-based merchants create a multiplier in the local economy, meaning that from each dollar spent at a local independent merchant, up to 3.5 times as much wealth is generated in the local economy compared to a dollar spent at chain-owned businesses. FoCo Café will provide another level of value to the customer by identifying where the local ingredients used in recipes were grown or produced. Consumers have an interest in both supporting local growers and producers and they also want to know where foods they consume come from.

**Volunteerism**
We purposefully have designed our café with volunteers being integral to success. Using volunteers does reduce operating costs, but we see an incredible value is providing an outlet for the many people of our community who have a need to give back. For many, this need goes well beyond writing a check. These people seek out tangible ways to help others, ways where they can see the direct impact. The FoCo Cafe also offers an opportunity to model service learning to all, including the next generations.

Many people are looking for community, a place where they can make a difference and interact with others. According to Eric Klinenberg, Professor of Sociology at New York University, the number of Americans living alone has risen from 4 million in 1950 to 32.7 million in 2012. He speculates that this may be the greatest social change of the last 60 years that we have failed to identify. The recent U.S. Census found that one out of every seven American lives alone. These people find community in places like the FoCo Cafe.

Volunteer opportunities will include food preparation, cleaning, organizing, serving and bussing tables, and other tasks like gardening. We plan to partner with other local organizations to provide meaningful volunteer opportunities for all volunteers.
FoCo Café’s Unique Organization and Management

FoCo Café will be organized as a 501(c)(3) not-for-profit organization. All profits generated will be reinvested in the business, and invested to spread the messages of the importance of strong community, healthy foods, and business models that focus on the triple bottom line. FoCo Café is committed to transparent operations and sound business ethics.

Board of Directors
A Board of Directors, will help the founders by providing regular feedback, help to build community partnerships, and help to fundraise for the FoCo Café. The Board will consist of six to twelve members and will possess a variety of backgrounds and areas of expertise. The Board is responsible for the financial stability of the organization and ensuring the mission and vision of FoCo Café are the driving force behind decisions and actions. Members of the Board will serve without compensation but shall be recognized for their contributions in the community.

What does the Board do?

- Develop and adopt an annual budget
- Develop and organize fundraising activities
- Set salary and evaluate the Operations Manager
- Serve as advisers to operations
- Provide specific expertise based on board member experience
- Help founders meet the requirements of the IRS

The Board does not oversee the day-to-day operation of the café or hire employees.

Employees
FoCo Café recognizes the need for competent full-time employees to fulfill the vision of the Café.

The Café Operations Director is responsible for day-to-day operations of the kitchen and oversight in the planning and execution of daily menus. The Director will also manage daily financial operations, work with vendors, and serve as the spokesperson within the Café setting.

The Volunteer and Communications Coordinator is responsible for marketing, communications, and community relations, and manages the volunteer schedule. The Communications Coordinator makes presentations, manages web and social media, and serve as a community spokesperson for the Café.

The FoCo Café is dedicated to providing a living wage to its employees. Given the Café’s motivation to help those in poverty, we must also ensure that our employees are also able to sustain themselves.
FoCo Café’s Marketing Plan

Market Analysis
The target market of FoCo Café is the greater Fort Collins area. The City of Fort Collins has a population is 143,986 (2010 Census) and has recently grown to be the fourth most populous city in Colorado. Fort Collins’ economy has a mix of manufacturing and service-related businesses. Fort Collins manufacturing includes Woodward Governor, OtterBox, and numerous breweries. Many high-tech companies have relocated to Fort Collins because of the resources of Colorado State University and its research facilities. Hewlett Packard, Intel, AMD, Avago, LSI, and Pelco all have offices in Fort Collins. Other industries include clean energy, bioscience, and agri-tech businesses.

According to Woods & Poole Economics, Inc, a leading economic analysis firm based in Washington D.C., Northern Colorado is poised for major growth. Their analysis for 2010-2040, ranks Fort Collins-Loveland third of 366 metro markets across the nation for fastest growth rate at an average 2.33 annual percent. They predict that the area will see growth of 300,000 additional residents.

FoCo Café will capitalize on its unique products and services and its mission to build a customer base looking for a different type of dining experience. Based on early reactions, the idea is very likely to be embraced by our progressive, forward-looking community.

Competitor Analysis
Fort Collins is a food community. They are many restaurants and a great deal of variety. We see the FoCo Café as a restaurant with social impact. There are two coffee shops that position themselves similarly, but are not pay-what-you-can enterprises. They are both patronized due to the social impact as well as their solid product offering. Quality doesn’t distinguish them, but impact does. We see that as our strength. We are the café making a social impact that also has good, locally grown, organic food. It’s the feel-good aspect of the café along with the good food that will make customers want to return.

Publicity and Promotion
FoCo Café will engage and educate the community of its purpose, plan, and activities through frequent community presentations, social media and web communications. The unique nature of the Café may make an interesting subject for local media, affording us some news coverage at the onset.

We launched a Facebook fan page for the café in May 2012 and in one month had 100 fans with no actual restaurant. We have been able to forge relationships with other nonprofits and for profit businesses through networking and some have already agreed to promote the FoCo Café through their social media sites. Many of these collaborative partners will be strong allies, as they also serve the needs of the working poor, food insecure, and homeless individuals in the community.

Another great audience will be the Colorado State University population of 30,000 students and the largest employer in Fort Collins.
We plan to make a point of getting in front of service organizations and other groups to tell the story of FoCo Café in order to build a volunteer base, generate donations of dollars and in-kind gifts, and to build a base of paying customers. In the initial stages prior to opening and at opening, we will be making multiple presentations each week.

FoCo Café’s Operational Plan

Hours of Operation
FoCo Café will be open to the public 11:00am to 2:00pm Monday through Saturday. Prepping would occur throughout the hours of operation, with volunteers and the operations director arriving at least one hour in advance of open and remaining at least one hour after close. During morning and evening hours, the space will be made be available for catered events and other fundraising activities.

Cooking
All food preparation will be done on site. Hot food selections will be prepared fresh just prior to each day’s opening. We will post daily menus and include information about where local ingredients were grown/produced in order to promote local growers and products.

Volunteers and Oversight
Volunteers will be scheduled by the Volunteer and Communications Coordinator and supervised on site by the Café Operations Director. Volunteers in need of a healthy, nutritious meal, may exchange one hour of work for food, typically cleaning or washing dishes. We will also partner with other nonprofits to provide volunteer tasks that have real value in order to provide meaningful volunteer opportunities. If volunteers are interested in contributing to the café’s mission beyond exchanging work for food, volunteers will sign up to work in the kitchen and in the dining area—prepping food, cooking, serving, dishwashing, cleaning tables, doing maintenance work. There will be a limit of 6-8 volunteers per shift. All volunteers must be sixteen years of age or older, unless accompanied by a parent or guardian.

We have an interest in on-site gardening, if space allows. In this case, many other volunteer opportunities would be available.
## Expenses and Revenues

<table>
<thead>
<tr>
<th>Start Up Equipment/Supplies</th>
<th>Estimated Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dishes</td>
<td>Donation</td>
</tr>
<tr>
<td>Bowls</td>
<td>Donation</td>
</tr>
<tr>
<td>Mugs and Cups</td>
<td>Donation</td>
</tr>
<tr>
<td>Glasses</td>
<td>Donation</td>
</tr>
<tr>
<td>Silverware</td>
<td>Donation</td>
</tr>
<tr>
<td>Shelving</td>
<td>Donation</td>
</tr>
<tr>
<td>Donation Box</td>
<td>Donation</td>
</tr>
<tr>
<td>Dining Tables and Chairs</td>
<td>$500 with Partial Donation</td>
</tr>
<tr>
<td>Misc. items like Plastic Pitchers, Squeeze Bottles, Ice Tea Serving Container, Strainers, etc.</td>
<td>Donation</td>
</tr>
<tr>
<td>Cutting Board Sheets</td>
<td>Donation</td>
</tr>
<tr>
<td>Ladles and Other Serving Equipment</td>
<td>Donation</td>
</tr>
<tr>
<td>Graters, Whisks, Rolling Pin, Other Utensils</td>
<td>Donation</td>
</tr>
<tr>
<td>Convection Oven</td>
<td>$1000</td>
</tr>
<tr>
<td>Refrigerated Prep Tables for Pizza and Salad</td>
<td>$2000</td>
</tr>
<tr>
<td>Large Stainless Steel Bowls and Strainers (18-20 Qt)</td>
<td>$200</td>
</tr>
<tr>
<td>Large Soup Cooker, 11 Qt (2)</td>
<td>$400</td>
</tr>
<tr>
<td>Knives</td>
<td>$200</td>
</tr>
<tr>
<td>Stainless Steel Work Tables with Storage</td>
<td>$1500</td>
</tr>
<tr>
<td>Refrigerator and Freezer</td>
<td>$5000</td>
</tr>
<tr>
<td>Mop Sinks</td>
<td>$400</td>
</tr>
<tr>
<td>Hand Sink</td>
<td>$150</td>
</tr>
<tr>
<td>Triple Sink</td>
<td>Donation</td>
</tr>
<tr>
<td>Prep Sink, 2Compartment with Drain Boards</td>
<td>$1000</td>
</tr>
<tr>
<td>Insulated Coffee Pump Carafe</td>
<td>$50</td>
</tr>
<tr>
<td>Coffee Brewer &amp; Grinder</td>
<td>$500</td>
</tr>
<tr>
<td>Mixer</td>
<td>$1500</td>
</tr>
<tr>
<td>Food Storage Containers</td>
<td>$500</td>
</tr>
<tr>
<td>Large Baking Sheets, Quiche Pans, etc.</td>
<td>$900</td>
</tr>
<tr>
<td>Immersion Blender</td>
<td>$200</td>
</tr>
<tr>
<td>Baking Dishes (Casserole)</td>
<td>$150</td>
</tr>
<tr>
<td>2 Submersible Electric Skillets</td>
<td>$200</td>
</tr>
<tr>
<td>Pan Rack for Large Baking Sheets</td>
<td>$400</td>
</tr>
<tr>
<td>Ice Machines for Kitchen and Ice-Water Dining Room</td>
<td>$3000</td>
</tr>
<tr>
<td>Floor Mats</td>
<td>$300</td>
</tr>
<tr>
<td>Iced Tea Maker</td>
<td>$500</td>
</tr>
<tr>
<td>Trash Cans (5)</td>
<td>$300</td>
</tr>
<tr>
<td>Storage – Personal Items</td>
<td>$100</td>
</tr>
<tr>
<td>Storage – Chemicals/Cleaning Supplies</td>
<td>$100</td>
</tr>
<tr>
<td>Paper Towel and Soap Dispensers</td>
<td>$300</td>
</tr>
<tr>
<td><strong>Total Start Up Equipment/Supplies</strong></td>
<td><strong>$21,150</strong></td>
</tr>
<tr>
<td>Monthly Expenses</td>
<td>Estimated Costs</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Food Costs</td>
<td>$4000</td>
</tr>
<tr>
<td>50 meals per day, 26 days per month, ~$3 average cost per meal with no donated foods</td>
<td></td>
</tr>
<tr>
<td>Salaries/Wages</td>
<td>4000</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>1000</td>
</tr>
<tr>
<td>Rent</td>
<td>2000</td>
</tr>
<tr>
<td>Insurance</td>
<td>125</td>
</tr>
<tr>
<td>Utilities</td>
<td>500</td>
</tr>
<tr>
<td>Telephone/Internet</td>
<td>150</td>
</tr>
<tr>
<td>Bank Fees</td>
<td>50</td>
</tr>
<tr>
<td>Maintenance</td>
<td>100</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>150</td>
</tr>
<tr>
<td>Trash Removal</td>
<td>50</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total Monthly Expenses</strong></td>
<td><strong>$12,175</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenues (Monthly)</th>
<th>Estimated Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lunch – average 50 meals per day, 26 days per month</td>
<td></td>
</tr>
<tr>
<td>Meals – no payment (15%) – 195 meals</td>
<td>0</td>
</tr>
<tr>
<td>Meals at $10 (10%) – 130 meals</td>
<td>1300</td>
</tr>
<tr>
<td>Meals at $7 (65%) – 845 meals</td>
<td>5915</td>
</tr>
<tr>
<td>Meals at $4 (10%) – 130 meals</td>
<td>520</td>
</tr>
<tr>
<td>Lunch revenues subtotal – 1300 total meals</td>
<td>$7735</td>
</tr>
<tr>
<td>Catered events or space rentals (3 per month)</td>
<td>1000</td>
</tr>
<tr>
<td>Collaboration with Meals on Wheels</td>
<td>2500</td>
</tr>
<tr>
<td>Donations and Grants (outside of donation box)</td>
<td>940</td>
</tr>
<tr>
<td><strong>Total Monthly Revenues</strong></td>
<td><strong>$12,175</strong></td>
</tr>
</tbody>
</table>

We will actively seek donations from individuals and local organizations. We will also apply for grants, both independently and collaboratively with other organizations for joint projects.

We also anticipate receiving a number of food donations which will reduce monthly food costs, which are currently estimated as one of our greatest fixed expenditures.
**FoCo Café Team Bios**

**Jeff Baumgardner**, Café Operations Director, is an instructor, and former USDA research scientist and physician. He put himself through college, graduate school, and medical school by working many jobs in the restaurant industry. Jeff has been volunteering at SAME Café in Denver and at the Larimer County Food Bank for the Kid’s Café. Jeff is a fabulous cook with a passion for healthy, nutritious food. Through his background in medicine, Jeff has seen the poor and working poor struggle with health and food insecurity.

**Kathleen Baumgardner**, Volunteer and Communications Coordinator, is the director of strategic communications for the College of Engineering at Colorado State University. She earned a degree in communications and is a writer, designer, and editor. She has practiced these skills in higher education and advertising agency positions. Kathleen has also served on many local boards in very active leadership roles and is currently volunteering at SAME Café in Denver.

**Message from Jeff and Kathleen:**
We both love Fort Collins. We’ve seen food insecurity and poverty reach into our neighborhood and directly affect family and friends because of extraordinary medical bills, divorce, unemployment, and issues related to mental illness. We believe Fort Collins is a supportive and caring community. We believe that the FoCo Café will make a difference in Fort Collins and give others an opportunity to make a difference.
o.n.e. bistro

our neighbors eat

Robert D. Adamson

937.829.1829 – mobile
adamsonrobert84@gmail.com
—Our Mission—
To provide a place where our neighbors eat and come together as o.n.e. community.

—Our Vision—
- o.n.e. bistro exists to share love, give hope, and provide a sense of community to our neighbors,
- o.n.e. bistro strives to reach out and help to meet the needs of our neighbors both physically and spiritually,
- o.n.e. bistro is dedicated to serving our neighbors, the privileged and under-privileged, by giving a hand up and not a hand out.
- o.n.e. bistro is committed to providing healthy, affordable meals in a warm and welcoming environment.
- o.n.e. bistro is dedicated to eliminating hunger, building relationships, and celebrating community with our neighbors.

o.n.e. bistro is a non-profit Social Entrepreneurship established for the betterment of our local community to serve the privileged and under-privileged. At the core of o.n.e. bistro is a place from which we strive to serve a healthy, delicious meal to all of our neighbors, both those who have the ability to pay as well as those who under normal circumstances would not be able to eat out at a local bistro.

In addition to providing meals for all people, we will train workers in the food service industry by implementing a culinary apprentice program and creating an environment where our neighbors gather together in the same space for community, enjoyment, and learning opportunities. We will use the proceeds from our dinner business to pay for the expenses of the facility, events, speakers, music, training, etc. - all vital aspects of the o.n.e. bistro vision.

o.n.e. bistro exists for the good of the overall community. An investment in o.n.e. bistro is an investment in people who need a good wholesome meal. People who need jobs. People who need community. People who need education and experience in the best that life has to offer.

—Our Values—
All neighbors are welcome at our table.
At o.n.e. bistro, a seat is waiting for you if you are hungry, or if you hunger to make a difference in this community. We strongly believe that a healthy meal and a healthy environment can feed the soul.

Happy are the hands that serve.
We cannot function without volunteers who give of their time and talents. Our volunteers are guided and trained by our staff through every task. Volunteering can lead to qualifying for job training.

With love on the menu, all may eat.
Our menu is affordable at $10 per meal. Pay what you can afford. Pay what you would typically pay, or even a little more to “pay it forward” and help to feed your neighbor. If you are unable to pay, an hour or more of volunteering will pay for your meal.

Togetherness will satisfy your appetite.
At o.n.e. bistro, neighbors come together. Neighbors from across the street or across town. New friends. Families. Those in need of help and those with help to offer. All come together to share a good meal and the pleasure of good company.

Community is the special of the day.
Don’t be a stranger. Say hello. Introduce yourself to neighbors around you. Stay awhile and stay informed of the o.n.e. bistro commitment to eliminating hunger, building relationships, and celebrating community.

Top it off with a slice of happiness.
At o.n.e. bistro, the main ingredient is love, with a large helping of friendship and a to-go order of happiness—a happiness that will follow you all the way home. Here, all are treated as o.n.e. with cheerfulness, kindness, and respect.
—The Difference—
A “family” of community kitchens are making a difference in the world. Together, all of the community kitchens serve approximately 227,500 meals a year to community members. This number grows by approximately 650 meals per day. In addition, community kitchens have also helped countless numbers of people gain food service training through volunteer opportunities. *Based on an average of 50 meals per day for all community kitchens.

With the receding economy, the Dayton area has been greatly impacted in recent years—with job loss, company relocations, downsizing, and house foreclosures. As a result, the people in this community need help. People need hope. This community kitchen concept is exactly what the people of Dayton need. And, o.n.e. bistro will be the first of its kind in this area to provide a place of community, friendship, and hope for our neighbors.

—Statistics—
According to *Feeding America*, in many ways, America is the land of plenty. But for 1 in 6 Americans, hunger is a reality. Many people believe that the problems associated with hunger are confined to small pockets of society, certain areas of the country, or certain neighborhoods, but the reality is much different. Right now, millions of Americans are struggling with hunger. These are often hard-working adults, children and seniors who simply cannot make ends meet and are forced to go without food for several meals, or even days.

Hunger exists everywhere in America. It does not matter if you live in an urban, rural, or suburban setting—hunger has no boundaries. It’s time to educate ourselves about the causes of hunger in America.

**Poverty**
- Approximately 455,000 people live in the Montgomery County area and of those, approximately 51,000 people (11.2 percent of the population) live below the poverty level. More than 40 percent served by the pantries are children under the age of 18. (*Montgomery County Food Bank*)

**Food Insecurity and Very Low Food Security**
- 62,930 Montgomery County residents (15 percent) are food insecure. On average, these food insecure residents report an annual budget shortfall of $413 needed to afford “just enough” food. Of the food insecure, 62 percent earn too much money to receive government assistance. (*Montgomery County Food Bank*)
- Nine states exhibited statistically higher household food insecurity rates than the U.S. national average of 14.6 percent from 2008-2010. Ohio came in sixth at 16.4 percent. (*Feeding America*)

**Montgomery County Food Bank (May 7, 2009)**
One in four children under the age of five live on the brink of hunger in Ohio, according to a new report issued today by Feeding America. However, these figures do not paint a complete picture of Ohio’s hunger families, which include a total of 1.5 million Ohioans living in food-insecure households, which means they are unable to consistently access adequate amounts of nutritious food necessary for a healthy life.

“In any given week, 207,000 different Ohioans receive emergency food assistance,” said Lisa Hamler-Fugitt, executive director of the Ohio Association of Second Harvest Foodbanks (OASHF). “Hunger continues to be at the center of the lives of large numbers of Ohioans, with nearly one in three Ohioans living in a household that doesn’t earn enough to pay for housing, food, health care and other necessities.” Hamler-Fugitt said that some Ohio parents are even forced to choose which bills get paid – and, at times, which family members get to eat.

Released in Ohio by OASHF, the national report, *Child Food Insecurity in the United States: 2005 - 2007*, states that 3.5 million American children, ages five and under, are food insecure. In Ohio, more than 23 percent of children under the age of five, or more than 170,000, live in food insecure homes, ranking the state third in the nation just behind Louisiana and North Carolina.

The report, funded with a grant from the ConAgra Foods Foundation, also found that 18.7 percent of all Ohio children under the age of 18, or more than 520,000, live in food insecure homes. The national average is 17.3 percent.

“These are real-life Ohio families living with hunger each and every day, and those who are teetering on the brink of hunger,” said Hamler-Fugitt. “Our economy is struggling, and Ohio families are suffering – as the state budget remains under consideration in the Senate, we continue to urge lawmakers to take immediate action to address this critical issue.”

Hamler-Fugitt said although the new data is cause for concern, what is even more alarming is that the data predates the current recession, which already is causing dramatic increases in demand at the state’s hunger relief organizations.
—"Pay What You Can" Concept—
Payment options:
1. Pay what you can afford.
2. Pay what you would typically pay.
3. Pay what you would typically pay, plus a little extra to "pay it forward."
4. Pay by giving your time in service.

Give and Take. Pay it Forward. Support your Community.

According to Panera Cares, 20 percent pay more than the suggested amount, 20 percent pay less than the suggested amount, and 60 percent pay the suggested amount. Each Panera Cares café serves 3,500 to 4,000 customers per week generating 75 to 80 percent of the retail value of the food. Panera Cares currently has three locations with plans to expand the community café concept.

—Core Business Concept—
In the restaurant business or any business, the key to success is if overhead and labor costs are controlled, you have a greater chance to succeed. And o.n.e. bistro has the opportunity to accomplish this success based on the unique business concept. Through volunteerism, labor costs will remain at a minimum, while low operating costs will allow immediate control of overhead. The existing operating cost will be more manageable without the concern of excessive overhead and labor costs. The most important aspect of this plan is to create a residual cash flow through the monthly support of the community with only 350 community partners making a commitment to give $25 (or more) per month. o.n.e. bistro will cover all costs involved in maintaining daily operational expenses with this support.

—Volunteers—
o.n.e. bistro is nothing without volunteers—the spirit behind our mission. We will always be praying for volunteers to help us eat good, do good and make good happen in this community.

o.n.e. bistro benefits from all that our customers have to offer, whether it be financial gifts or donations of time, materials, or special skills.

We will encourage volunteers to sign up in advance for one to two-hour blocks of time on Tuesdays through Saturday. If unable to sign up in advance, volunteers are welcome to stop by during business hours to see if assistance is needed on that particular day.

Volunteers should be 16 years of age to work in the kitchen, although families who wish to volunteer together as a family may have younger children help out with other projects.

Volunteer Opportunities:
- Food Preparation  - Mop Floors  - Busser  - Wash Windows
- Clean & Organize Shelves  - Clean Bathrooms  - Server  - Maintenance
- Wrap Silverware  - Sweep Sidewalks  - Food Runner  - Hostess
- Landscaping/Gardening  - Pick Up Exterior Trash  - Dishwasher  - Empty Trash
- Wash Windows, Walls & Doors

—Menu—
The menu will consist of choice grade steaks, organic chicken, ribs, fresh seafood, fresh pastas, fresh wholesome soups and salads, and homemade desserts. o.n.e. bistro will offer a three course meal at a cost of $10 which includes a choice of soup or salad, portion controlled entrée, and a homemade dessert. The concept of this $10 fine dining meal is that if overhead and labor costs are in control, this fare can be offered while structuring the pricing to a break-even point. The hope is that our financially blessed customer base will “pay it forward” and pay more than the suggested $10 cost.

—Hours and Location—
Hours:
4 to 9 p.m. — Tuesday through Thursday
4 to 10 p.m. — Friday and Saturday
(closed on Sundays, Mondays and Holidays)

No reservations are needed. All are welcome at our table on a first come, first serve basis.

Location:
420 South Third Street
Miamisburg, Ohio 45342
—Corporate Support—
We intend to obtain support and donations from local corporations in the community. A few local companies to consider for support are as follows: Lexis-Nexis, Evenflo, Teradata Corporation, Grunder Landscaping, Newpage Corporation, MetLife, Planes Moving & Storage of Dayton, WFCJ Radio Station, Auto Trader, Chisano Marketing Communications, Inc., Dayton Power & Light Co., Oberer Companies, Christian Blue Pages, and Graphica Design.

—Non-Profit Support—
We intend to obtain support and/or donations from local churches in the community. A few local churches to consider for support are as follows: SouthBrook Christian Church, New Hope Community Church, Miamisburg Seventh Day Adventist, and other Miamisburg churches.

—Individual Support—
Our goal is to gain support from 350 individual supporters who commit to giving $25 (or more) per month.

—Start Up Costs—
Renovation Costs
   Interior                  $ 16,920
   Exterior                  11,211
Real Estate
   Down Payment             8,000
Kitchen Equipment
   Kitchen Equipment        18,000
   Small Wares              800
   Walk-In Compressor       1,000
Furniture
   Dining Table & Chairs    2,000
   Sitting Area             600
Transportation
   Delivery Van             5,000
Professional Fees
   Architect                1,800
   Health Dept. License     350
   Building Dept. Application 250
   State / Federal Filing Fees - 501c3 1,500

TOTAL START UP COSTS         $ 68,000 (approximate estimation)

—Monthly Expenses—
Food Cost                   $ 8,000 - 10,000
Salaries / Wages            6,600
Payroll Taxes               1,200
Mortgage                    200
Property Taxes              60
Insurance                   125
Dayton Power & Light        500
Telephone / Internet        175
Bank Fees                   50
Maintenance                 75
Professional Fees           150
Trash Removal               45
Office Supplies             30
Advertising                 125

TOTAL MONTHLY EXPENSES      $ 18,335 (approximate estimation)
---Community Donations---

**Start Up:**
- Local Church Community $50,000
- Private and Corporate (10 Partners at $5,000) $50,000

**Monthly Partners:**
- Community (350 Partners at $25 per month) $8,750 per month

**Patrons:**
- 15% (180 patrons*) pay the minimum $10 donation $1,800 per month
- 55% (660 patrons*) pay $15 (“pay it forward”) $9,900 per month
- 30% (360 patrons*) pay $20 (“pay it forward”) $7,200 per month

*Based on 1,200 patrons per month

**Additional Income:**
- Elite Catering $5,000 – 8,000 per month

**TOTAL MONTHLY INCOME** $32,650

---Start Up Costs Summary---

**Renovation (Exterior):**
- Handicap Access (36”Door) $700
- Paved Walkway or Stamped Concrete $3,120 or 2,080
- Patio Fence With Post (Material Only) $595
- Sealcoat Driveway $800
- Concrete Parking Blocks $170
- Green Space $500
- Awning Metal Roofing (Material Only) $1,200
- 4”x4” Pine Beams Framing (Material Only) $120
- Stone or Faux Stone Facing $900
  - Faux Stone Panels (Material Only) $30
  - 2”x2” Framing $52
  - 2”x4” Framing $144
- Stucco $1,500
- Exterior Wood Doors (2 Each) $1,000
- 10”x10” Pine Beams $1,000

**TOTAL EXTERIOR RENOVATION** $11,211

**Renovation (Interior):**
- Bathroom Additions $12,000
- Carpet Installation $2,000
- Glass Block Wall $800
- Glass Block Windows $300
- Paint Ceiling $200
- Walls $400
- Lighting Pendant lights $800
- String Lights $120
- Walk In Renovation $300

**TOTAL INTERIOR RENOVATION** $16,920
—Management Team—

ROBERT D. ADAMSON — Director and Executive Chef
Growing up in New Richmond, Ohio—a small river town 20 minutes east of Cincinnati, Robert was raised on a small farm and was involved in 4-H, church, and athletics. Having close family-ties, Robert learned many life lessons such as hard work and serving as well as strong morals and values.

After declining a running scholarship, Robert chose to attend Culinary School at Cincinnati State and was fortunate to have studied under John Kinsella, one of twelve Master Chefs in the United States. Upon graduation, Robert received a Chef position at The Precinct where he spent five years before having an opportunity to open The Waterfront—a new Jeff Ruby’s restaurant concept. After another five year, Robert accepted an offer as the Executive Chef with Jeff Thomas Catering (named by Cincinnati Magazine as Best Caterer in Cincinnati during his two-year tenure. Thereafter, Robert became a Private Chef with the David Herriman Family, which then launched Robert Adamson Catering. This catering company grew over the next seven years into the expansion of Primizia Market and Bakery in Fort Thomas Kentucky. After moving to Waynesville, Ohio and taking a break from the restaurant business, Robert opened Adamson Roofing and Construction, which rapidly grew from a start up company to a $350,000/ year company in two years. Additionally, Robert had the pleasure of managing the Jack Fritsche seven-acre estate in Kettering/Centerville, including overseeing the cultivation of 40,000 tulips that were enjoyed by the community and featured on national and local television.

Robert has been in the restaurant business for over 20 years achieving Executive Chef level as well as Owner/Operator of Robert Adamson Catering, and with the backing of Chris Collinsworth, expanded the Primizia Market and Bakery.

Through the experience with Robert Adamson Catering, Robert had the opportunity to network with a client base of well-known people such as Cris Collinsworth, Carl Linder, Vidal Sassoon, Peter Frampton, Billy Joel, and Anthony Munos.

Currently, Robert is the Executive Chef of Amelia’s in Bellbrook with a staff of fifteen employees. In 2010, Robert changed the concept of the Bistro to an upscale steakhouse, which succeeded and increased business to an estimated $30,000 per month. In addition to the restaurant, Robert increased business with Elite Catering making Amelia’s the subcontractor providing the food for off-site catered events. Elite Catering is the premiere caterer in the Dayton area with business doubling from the prior year.

Robert’s prior mission volunteering consisted of: Founder/Director of Fusion student ministries in Miamisburg; lead volunteer of food distribution at Clifton SDA Church in Cincinnati, where we fed the homeless on a weekly basis; and volunteer and supporter of The Food Bank in Cincinnati, where excess food from Robert Adamson Catering was donated.

JEFFREY SHRADER — Front of House Manager
Jeff was born in Quincy, Illinois and grew up in several towns in Illinois and Wisconsin as his father’s career with Sears was progressing. His father's last position was here in Dayton, as he developed cancer at an early age and did not recover.

Several years later Jeff’s mother opened her first Hallmark Store where Jeff worked in the family business while attending Wright State University. Jeff graduated from Wright State in 1984 with a B.A. in Marketing and Communications. After graduation, he worked for Monarch Marking in Miamisburg, Ohio as an Inside Sales Representative. Two years later, he accepted a position with Otagiri Mercantile—a gift and housewares company based in San Francisco—where he became the Regional Sales Manager for Ohio, Kentucky and Pennsylvania. Jeff operated the showroom in Columbus and successfully managed the company’s 500+ accounts, while increasing sales in the region from 3.5 to 4.5 million.

In 1993, Jeff returned to Hallmark to help in a growing family business with four locations at that time. Much of his professional background has been primarily with Hallmark where the retail stores have been in business in the south Dayton region for 35 years now. As the business expanded the south Centerville location to nearly 10,000 square feet, Jeff implemented a retail wine shop and an engraving company within our stores, concentrating in gift items for special occasions.

Jeff’s interest in the food and restaurant industry began in 2003 when he opened Sips Café—a coffee shop concept with lunch service as well as a retail wine area and wine bar. Eventually, the business expanded into breakfast and dinner to become a full service 65-seat café. In the first year, Sips Café achieved $730,000 in sales. Jeff was the architect, designer and general contractor of this business venture and is extremely proud of the accomplishments achieved. In 2007, Jeff sold the restaurant and since that time, has been managing the family’s Hallmark business.

Jeff plans on sharing the concept of o.n.e. bistro with the many Hallmark customers, and is certain that a large number will want to participate in this unique opportunity to help and give back to our community.
Kimberly A. Adamson — Marketing & Communications
Growing up in Centerville, Ohio, Kimberly is well acquainted with the area and passionate about bringing additional business opportunities to the South Dayton area. Kimberly is a graduate of Centerville High School and Wright State University, receiving a Bachelor’s degree in Business. Kimberly worked full time at NCR Corporation while attending college and upon graduation was promoted within the company. In her 14-year tenure at NCR, Kimberly positions in various sales, customer service, management and marketing roles—all of which will be instrumental in helping to run o.n.e. bistro. In 2006, Kimberly left NCR to pursue a career with Teradata Corporation—a division of NCR, which was eventually spun-off as a separate company. At Teradata, Kimberly held a position as Events Manager in the Marketing department which consisting of coordinating all marketing efforts and logistics to market Teradata products at tradeshows and conferences throughout the country. Kimberly’s strengths in organization and attention to detail, and her experience in Event Marketing will be key to any event planning at o.n.e. bistro.

In 2009, Kimberly had a higher calling and felt led to pursue a new career path in a non-profit organization. Kimberly has attended SouthBrook Christian Church since 2003 and throughout those years, God continued to lead her into various volunteer positions within the church. SouthBrook is a large non-denominational church and has increasingly grown over the years to a community of close to 3,000 people. Once the Marketing and Communications Director position became available, Kimberly followed the calling to leave the corporate world and take a new career path. In her current position at SouthBrook, Kimberly is responsible for all marketing, communications, advertising and public relations for the church.

Kimberly’s career experience will compliment the gifts and talents of Robert and Jeff, and together, will be able to successfully operate o.n.e. bistro in every aspect.
Denise Cerreta has pioneered a pay-as-you-can restaurant model that is catching on. Some even call it a movement.

What a nice idea: Provide gourmet fare, allowing patrons to pay what they can based on their perceived value of the meal. And if they’re short of legal tender, helping out in the kitchen will suffice. But anyone running a restaurant that way would see it fold within weeks—right?

Wrong. In 2003 Denise Cerreta converted her Salt Lake City sandwich shop to a sliding-scale payment basis, meanwhile phasing out a lucrative acupuncture practice she had maintained in the Utah capital for seven years. “I’d hit a spiritual glass ceiling, trapped in materialism without realizing it,” she says. “Nothing seemed special anymore.”

Leaving acupuncture to find her one-person eatery entailed an exhausting half-year transition, while Cerreta pondered the pay-as-you-can paradigm. Two months into the sandwich business, she says, “I finally told a customer, ‘Pay what you think is fair.’” So began the process of devising an altruistic yet sustainable operation. With Cerreta’s help, viable sliding-scale restaurants have sprung up in Alabama, Colorado, Texas, Missouri, New Jersey, Michigan, Oregon and Washington state.

Cerreta’s compatriots are a dedicated faction under the loose umbrella of her One World Everybody Eats Foundation. In establishing what Cerreta calls community kitchens, One World affiliates offer “not a handout, but a hand up,” she says. “The media has labeled us a movement. I’m fine with that.”

One World acolytes include Libby and Brad Birky of Denver, who recently toasted the fourth anniversary of their SAME (“So All May Eat”) Café. Libby Birky describes Cerreta as the “guiding mother of the One World family. Before we opened, Denise moved to Denver for a few weeks to help with everything.”

Brad Birky concedes that although the percentage of overhead derived from their donation box has declined from a peak of 90-plus to about 75 percent (the remainder from grants or fundraisers such as baked-potato-and-board-game community nights), this nonprofit business is no lark. The Birkys plan to endure.

Anyone who launches a restaurant in the One World mode should prepare for long hours. Flexibility and ingenuity play substantial roles in determining what works best locally. As Cerreta says, “Every city and clientele is unique.” Provided they obey tax and health codes, proprietors run an establishment using their imaginations. The Birkys keep their doors open just 18 hours weekly, choosing not to post a suggested price list. Other options for locations include whether to feature one or more always-complimentary dishes.

Proprietors unsure of betting their whole business on a flexible-payment menu may opt to experiment with that system a day or two weekly, fine-tuning the enterprise to determine its merits and specific methods. Cerreta recently coached an owner who intends to go sliding-scale one day per week, donating that day’s proceeds to a local humane society.

This brave new business model encourages individuality in proprietors and customers alike. “No matter their means, we treat people with dignity. They return the favor,” Libby Birky says. Diners with thicker wallets compensate for those struggling to scrape together spare change. “Donations average between $3.50 and $4. We’ve hit a high of 10 bucks.”

The Birkys’ pride in SAME Café infuses their banter as they finish one another’s sentences. “We cook simple, high-quality food,” Brad says. “We reject the notion that only an elite deserves to eat well.”

Reality would surprise anyone expecting queues of the ragged and unwashed at pay-as-you-can establishments. “We’re not a soup kitchen,” Brad states flatly. “We reach out to the ‘in betweens.’”

“Yeah,” continues Libby. “We’ll have a doctor at one table, next to a window washer, next to a college student, next to a single mom with her kids—a wide mix.”
“A Progressive Model” (Continued)

An essential element is minimizing waste. The culinary industry routinely discards heaps of perfectly edible food, and menus often offer larger portions than diners can consume. But they don’t throw away much at One-World-style restaurants, where patrons select dishes and portions individually. This requires implicit trust.

Some diners cannot pay anything. They still get to eat. From the outset, Cerreta drew heavily on volunteerism. She talks of a successful lawyer rolling up her sleeves to clear tables, handing plates to an unemployed house painter who washed the dishes. Other volunteers handle various tasks, from preparing ingredients to cleaning restrooms.

Most volunteers have no previous experience in food service; some have never held a job at all. Those who distinguish themselves with punctuality, reliability and willingness to accept instruction qualify for formal letters of recommendation from community kitchen operators—but such letters must be earned.

“When a paid staff slot opens, we go straight to our volunteer list and hire from that roster,” Cerreta says. “We sign recommendation letters only for those whom we would put to work ourselves.” The letters attest to specific skills in which volunteers have demonstrated sufficient competence to step in and begin work right on the spot.

Volunteers take their roles seriously. “One guy comes in and we say, ‘Try this, fresh from the oven,’ but he goes, ‘No, I haven’t done anything,’” Libby says. “He insists on that. Work first, then eat.”

Operating One World hasn’t been without challenges. Cerreta says the organization suffered initially because of a lax work environment, which she blames on her own lack of management experience and long periods spent out of town helping other startups. In 2008, after she took steps to correct inefficiencies, such as installing a time clock, employees walked out in protest. Cerreta re-immersed herself overnight in the hands-on operation of the café—a nearly overwhelming task that succeeded thanks to the few remaining employees, volunteers and friends unwilling to let her dream die.

Today, under the stewardship of Chef Giovanni Bouderbala, One World Salt Lake City runs entirely independent of Cerreta’s daily oversight. This allows her to devote full-time attention to her One World Everybody Eats Foundation.

Along with nurturing startups, Cerreta perceives a broader responsibility to spotlight the truth—some of which is discomfiting. According to 2009 U.S. Department of Agriculture data, 14.7 percent of American households experienced “food insecurity” (defined as an “economic and social condition of limited or uncertain access to adequate food”). That translates to 50.2 million people, 17.2 million of them children.

Speaking of the One World movement, Cerreta pauses, choosing her words carefully. “This is spiritual franchising. I want to create a big enough snowball that it keeps going without me.”

Quite a resilient snowball—one that takes the heat and stays right in the kitchen. Most small businesses fail within 18 months of inception, but more than a dozen One-World-style community kitchens are up and running, and planning continues for others. In mid-January, Cerreta anchored the second annual One World Everybody Eats summit in Santa Fe, N.M.

Proprietors of pay-as-you-can eateries may not amass conventional riches, but they can certainly expect intangible rewards. “It’s like throwing daily dinner parties,” enthuses Libby Birky.

Of the ongoing collaborative effort she witnesses across socioeconomic lines at SAME, Libby says, “It’s a lot of hard work, but it can be almost magical. I’m elated.” She and husband Brad agree that rather than why-are-we-doing-this? moments, often the pair greet their mornings laughing and saying, “Can you believe we get to do this?”
Imagine walking into a Panera Bread and picking out anything you wanted to eat or drink — then, at the end of the line, instead of handing your money to a cashier, you faced a donation box.

What would you do if you knew that some of the money you placed in the box would be used to train at-risk youths or to feed folks lacking funds to feed themselves?

KINDNESS COMMUNITY: New ways we give and volunteer

That's what Panera Bread is trying to find out this week in an outside-the-box experiment in St. Louis. It's a concept that has never been tested by a restaurant chain — and that marks a new career for Ron Shaich, who stepped down as Panera's CEO last week.

"I'm trying to find out what human nature is all about," says Shaich, 56, who has converted a former Panera-owned restaurant in an urban area of St. Louis into a non-profit restaurant dubbed Saint Louis Bread Company Cares Cafe. (Similar cafes planned outside of the St. Louis area will be called Panera Cares Cafes. Panera was founded in St. Louis and still brands its restaurants there as St. Louis Bread Company.)

A sign at the entrance says: "Take what you need, leave your fair share." Customers who can't pay are asked to donate their time. The cafe opened Sunday and will operate seven days a week from 7 a.m. to 4 p.m.

While the store does have cashiers, they don't collect money. They simply hand each customer a receipt that says what their food would cost at a conventional Panera. The receipt directs customers with cash to donation boxes (there are five in the store). Cashiers do accept credit cards.

Shaich considers the non-profit Panera Foundation to be his next big thing. "My hope is that we can eventually do this in every community where there's a Panera," says the entrepreneur who bought Panera more than two decades ago when it had just 19 locations and grew it to more than 1,400 locations and upwards of $2.8 billion in annual sales.

He plans to open two more of the non-profit cafes in two more cities in the next six months, but declined to say where. His goal is hundreds of Panera Cares Cafes around the country.

But first, this one has to work.

"It's a fascinating psychological question," says Shaich, who says he's dreamed of doing something like this for years. "There's no pressure on anyone to leave anything. But if no one left anything, we wouldn't be open long."

Experts are divided on whether the concept can work.

"It's a step forward not just for Panera, but for the whole restaurant industry," says Dennis Lombardi, executive vice president at WD Partners, a food service consulting firm.

"You'll see other restaurant chains thinking about doing the same thing."

Not everyone agrees.

"I don't think the honor bar system will work nationally," says Marian Salzman, a trends consultant. "While young people are very much attuned to helping out and making a difference, if they find themselves sitting next to other customers with whom they don't feel comfortable, they're not coming back."

But the concept has worked, with surprising success, at a handful of individually operated community cafes in Salt Lake City, Denver and Highland Park, N.J.
“Non-Profit Panera Cafe: Take What You Need, Pay What You Can” (Continued)

Those cafes have all operated under the guidance of Denise Cerreta, founder of One World Everybody Eats, who has consulted with Panera. The community cafes are open to everyone, she says, but are less of an attraction to the homeless and more of an attraction to folks who may have lost jobs or are facing other unexpected economic hardships.

She says that Panera is about to take community cafes to the next level. "Ron Shaich is creating a tipping point of this movement," she says. "I think we'll see a wave of people following."

But all that Shaich really wants right now is for his first community cafe to work. It looks like a Panera. Its menu is identical to a Panera's. It even puts the same antibiotic-free chicken in its salads and sandwiches.

The only substantive difference is that the baked goods — except bread used to make sandwiches — arrive one day old. These are unsold items from other St. Louis Bread Company restaurants in the area.

This particular Saint Louis Bread Company site had been a marginally profitable company-owned restaurant. Shaich was particularly fond of the location because he once lived just down the street — and ate at it often — when he formerly lived in St. Louis.

He converted the restaurant into a non-profit and reopened it Sunday. As it turns out, he says, the location’s revenue was actually up 20% on opening day vs. the previous Sunday.

What’s more, says Shaich, who spent Sunday and Monday at the cafe, one-third of those who ate at the restaurant left more than the suggested retail price.

Many have warned Shaich that this will fail. He thinks otherwise: "The core of my life has been to make a difference. Now, I'm using my business background to make a difference in the world."
“At Bon Jovi Restaurant, Service Is Key” – Philadelphia Inquirer (November 7, 2011)
Story By Dianna Marder, Philadelphia Inquirer Staff Writer

On a recent Thursday night, at a small restaurant with a new concept and only two weeks under its belt, customers lined up well before the doors opened for dinner.

The menu of “seasonal, regional American cuisine” offered rainbow beet salad, butternut squash soup, chicken in Creole sauce, pork chops with cranberry butter, cornmeal-crusted catfish, and grilled salmon with sweet potato mash.

But no prices.

Cash ($10 minimum per person, please, for a three-course meal that includes drinks and dessert) or vouchers earned through volunteer work are the only payments accepted.

Using this “community restaurant” model started in Utah, the Jon Bon Jovi Soul Kitchen in Red Bank, N.J., about 90 miles from Philadelphia, is in the vanguard of redefining how hunger can be addressed.

More than a dozen small eateries have been created nationwide using this model, though nothing like it yet in Philadelphia. “At a time when one in five families are living at or below the poverty line and one in six children in New Jersey are food insecure, this is a restaurant whose time has come,” Bon Jovi, 49, said on the restaurant’s Oct. 19 opening day.

Dishes are prepared by paid chefs, using organic ingredients grown on-site or provided by Whole Foods Market in Middletown, which is where the rocker lives.

Most servers (four to six per evening) are volunteers from the wealthier nearby towns. Those who cannot pay the $10 minimum can put in an hour here or in one of two nearby food pantries to earn “gift vouchers.”

The Soul Kitchen, centrally located in Red Bank’s hip Arts and Antiques district, is in a former auto-body shop that sparkles with glass bay doors, sunny yellow walls, black tables and chairs covered in butcher paper, and floor-to-ceiling shelves decorated with jars of honey, pickled peaches, grains, and gadgets.

‘Community kitchen’
The 25-seater has become a mecca, with guests waiting up to an hour to share a table with strangers, in keeping with the “community kitchen” concept.

“The response has been even better than we could have hoped for,” Bon Jovi wrote on the kitchen’s website (jbsoulkitchen.org).

So far, about 15 percent of patrons have paid with vouchers. The rest have paid in cash, which is what is needed if this restaurant is to stay afloat. Many are tourists making a side trip in the hopes of seeing Bon Jovi himself. But the musician has made a point of staying away, so as not to be disruptive.

Tony and Michelle Dragicevich, who said they retired early to travel the world running marathons and attending Bon Jovi concerts, came in from New Zealand to run in Sunday’s New York City Marathon and eat at the Soul Kitchen.

Cathy Greene was driving north from South Carolina to visit family and made a point of stopping here.

The three elderly Saunders sisters, from nearby Ocean Township, said they had seen a community restaurant like this on an episode of The Bold and the Beautiful. And Pat Labunski, of Red Bank, said she heard about the kitchen from her daughter in Seattle.

As Mimi Box, Executive Director of the JBJ Soul Foundation, tells it, Jon Bon Jovi was performing in Philadelphia one winter and saw a homeless man huddled against a wall.

That led to a partnership with Sister Mary Scullion and Project Home in 2006. Bon Jovi calls Scullion, who serves on his foundation’s board of directors, his “philanthropic mentor.”

‘It’s not just Jon’
“When Jon gets involved, it’s not just Jon - his family, his colleagues all join in,” Scullion said. “And he brings strong business acumen to the work.”

The foundation started when Bon Jovi was an owner of the Philadelphia Soul Arena Football team; it was renamed the JBJ Soul Foundation in 2009, after the team’s ownership was restructured.
“At Bon Jovi Restaurant, Service Is Key” (Continued)

Often working with Habitat for Humanity, the foundation has helped create affordable housing in North Philadelphia, Atlanta, Los Angeles, and elsewhere.

In Camden, it helped create two homeownership programs and an entrepreneurship effort through which young people develop websites. And earlier this year, the foundation helped Covenant House in Philadelphia open a shelter for youth.

"Jon has a lot of input into the work we do," Box said. "He becomes a voice within the community."

Next, the foundation turned to food insecurity. Box picks up the story:

This time Bon Jovi is watching television. He sees a news story on a community kitchen in Denver called SAME (so all may eat) and learns the idea came from Denise Cerreta of Salt Lake City, who started OWEE (one world, everybody eats).

"We visited Denise and saw her model and talked about what makes it work," Box said.

"Every organization has to tweak the model to fit the needs of that community," Box said. "Denise cautioned us that to make the project work, it has to be at the intersection of a population that could support the kitchen as well as a population in need."

Red Bank scores on both counts. Its poverty rate, especially among 5- to 15-year-olds, is twice that of the rest of the state. So there are certainly sufficient individuals and families to welcome an opportunity to buy a meal in exchange for work.

But Red Bank is also home to artsy newcomers whose one-of-a-kind work draws shoppers from nearby moneyed towns. Colts Neck, eight miles away, is home to many of the country's wealthiest 1 percent (and their horses).

A renovated train station with service to Manhattan and the Count Basie Theatre for Performing Arts is steps from the Soul Kitchen.

"When we've perfected the model here," Box said, "we'd love to expand."

Scullion, who has dined several times at Red Bank's Soul Kitchen ("great vegetarian chili with homemade corn bread; perfect catfish") is ready, if and when that happens.

Project Home had a Back Home Cafe on Fairmount Avenue, but it did not succeed, Scullion said, "because it didn't have the necessary foot traffic." The organization's Home Page Cafe, inside the Free Library of Philadelphia's Logan Square building, serves coffee from Starbucks and pastries from Metropolitan Bakery and is "going great," she said.

"It's important for us to find a location in a community that can support a program like this," Box said, "for people who don't just want a handout."