



## Plan Proposal

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Kings Corner is a non-profit community cafe and deli that provides an all inclusive, welcoming environment focused on people rather than profit. All customers are encouraged to purchase our deli items using the “suggested pricing” model, however, we embrace a “pay what you can afford” concept by offering multiple check out options including “Pay it Forward.” Customers purchase our sandwiches because our kosher ingredients taste delicious and their purchase directly impacts our community’s welfare. Each month a share of our company’s revenue is invested in a local organization whose mission and community vision aligns with ours. Kings Corner is centrally located in the fast growing Main Street Business District in the heart of Hamilton and provides food truck and meal delivery services for a more effective outreach. Kings Corner not only engages through marketing and fundraising efforts onsite, but also online where we post community art, video blogs, and current events.

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## OUR MISSION

Our mission is to unite the people while ending hunger.

## OUR VALUES

### ***All are welcome to sit at our table.***

A seat is waiting if you are hungry, or if you have a hunger to make a difference in our city.  
Because of our menu and check out options, Kings Corner is 100% inclusive.

### ***You know us by our love.***

We cannot function without volunteers who give of their time and talents. Volunteers unite our community through their diverse backgrounds and hearts to serve. We are a cafe and deli by the people and for the people.

### ***Togetherness that satisfies your Appetite.***

Neighbors - from across the street or across the city, those in need of help and those with help to give - all unite to break bread and enjoy the benefits of community.

### ***All may eat because love pays the price.***

Pay what you can afford. Pay the full amount of the suggested price, or even a little more to “pay it forward” to help a hungry neighbor.

### ***Unity is “the special” everyday.***

Engage in the Kings Corner mission to be a stronger and more inclusive community by knowing your neighbors. Meet your neighbors while participating in the Kings Corner commitment to eliminate hunger, grow relationships, and celebrate our diverse community.

## OUR VISION

- Share love, give hope, and provide a sense of community to our neighbors.
- Reach out and help to meet the needs of neighbors, both physically and spiritually.
- Serve our neighbors, the privileged and under-privileged, by giving a hand up and not a hand out.
- Provide healthy, affordable meals in an all inclusive environment.
- Eliminate hunger, build relationships, and celebrate our diverse city.
- Encourage neighbors to know each other by providing a space to engage in community strengthening activities.

## OUR PROMISE

Our promise is to unite the people of Hamilton while ending hunger.

Kings Corner is a non-profit social enterprise established for the betterment of The City of Hamilton and all of it's people. We guarantee to serve healthy, affordable meals to our neighbors, both those who have the ability to pay as well as those who under normal circumstances would not be able to dine at a local restaurant. Kings Corner is founded on unity and encourages Hamilton to become a stronger city by breaking down the barriers that keep neighbors separated.

### **Current Objectives**

- Apply for 501c3 status with the IRS by fall 2017.
- Start community awareness activities in late summer 2017. Preferably have an awareness or fundraising event scheduled for fall 2017.
- Continue partnership with City of Hamilton's Diversity and Inclusion Commission.
- Obtain Sponsorships through businesses, organizations, churches, individuals, and grants (current and moving forward).
- Determine next steps in Robert becoming rabbinically certified to run a kosher establishment by The Vaad of Cincinnati by late summer 2017 and begin certification process.
- Obtain volunteer base through partner organizations and individuals. Continue networking at Greater Hamilton Chamber of Commerce events. Continue reaching out to businesses and organizations now and moving forward. Goal is to have at least 3 solid leads for volunteers groups by July 2017.
- Start kosher food truck within 6 months to a year. Sooner than a year is ideal.

I hope to have Kings Corner running and operational within a years time, however, I believe Kings Corner is part of a divine plan to prosper and protect the City of Hamilton. Ultimately it is that timeline that will be adhered to.

## **How is Kings Corner Organized?**

Kings Corner is organized as a Non-profit Domestic LLC in the state of Ohio. Kings Corner was officially formed on March 28, 2016 and has been in a year of research status, and is now in active stages of development.

In March 2016 Robert McClellan opened a business banking account at U.S. Bank dba Kings Corner. Robert has been using that account for all financial transactions. Once 501c3 status is obtained with the IRS, the account will be changed to an official non profit bank account.

Robert is currently the only person organizing and managing the development of Kings Corner. Robert has had considerable input from Robert Adamson, the owner of One Bistro (a successful non profit community cafe in Miamisburg and Xenia). Robert has also attended classes and mentoring sessions with Chris Lawson of the Hamilton Mill and Mark Lankford of the Butler County SBDC/SBA. Once membership with Community Development Professionals is obtained, a board of directors will be formed to further manage and direct Kings Corner.

## **Location**

The end goal is to end up in the building at 205 Main Street that is currently owned by City of Hamilton. We hope to secure funding for the building renovation through private donors, investors, other community resources, micro loans and grants.

Kings Corner will also have a food truck for a more effective outreach. The goal is to secure Barclaycard as a corporate sponsor to provide financial assistance for the truck, it's maintenance, and it's food supplies.

Kings Corner will also have a website with where donations to support our mission can be made. The website will also feature local art and a video blog where supporters of our mission can follow our growth and join us in our story.



## Interior

The kosher cafe and deli would be located on the first floor. Guests would walk in through the door on the corner of Main and C and be greeted immediately by a volunteer host. Below is a quick sketch floor plan and is a very broad overview of the ideal flow of the restaurant. The plan may need to be changed after meeting with Health department, CORE, and CDA. Large menu boards will be displayed with food options and an explanation of our community mission.

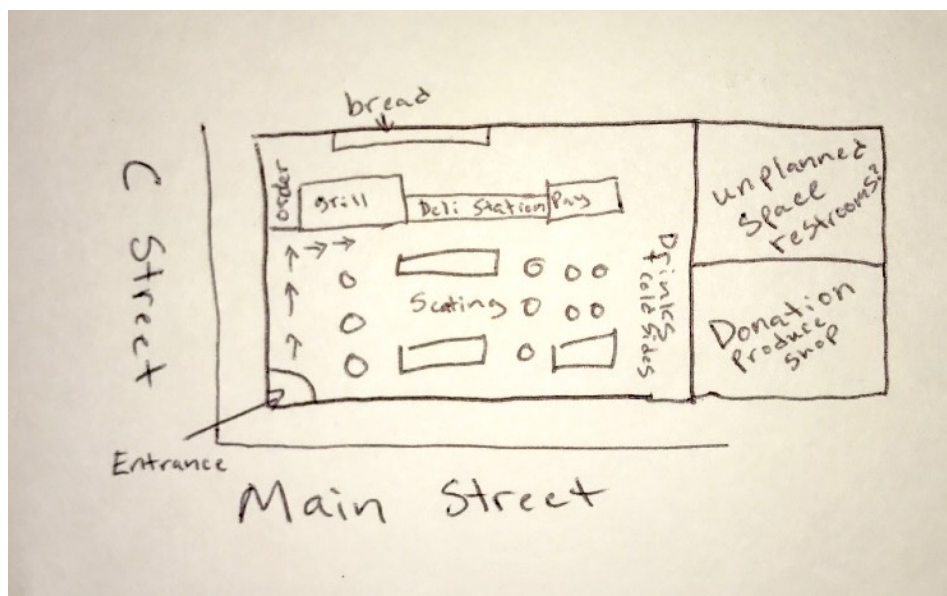
There will be multiple tables and a deli bar for community members to dine at. There will also be a large table called the 'Community Table' where multiple individuals or groups of people can choose to eat and get to know their neighbors.

We hope to keep the historic value of the building. Having a kosher community cafe and deli in a building formerly owned by Jewish businessmen brings back a nostalgic and historic feel. The atmosphere will be one of liberty and justice patriotism meets old school deli featuring Hamilton's trendy art scene. Our interior design is aimed at honoring our American heritage both spiritual and constitutional while honoring the City of Hamilton and our diverse population of citizens.



The building at 205 Main Street is 3 stories tall. One future objective would be to obtain partnership with a housing organization that aligns with our values. We would strive to provide a high quality housing option for both low and moderate income Hamilton individuals and families. Tenant rent would be considered another revenue stream for our mission while also contributing to Hamilton's improving economic development.

A community use/banquet room is also an option. All of these options would have to be further explored as this plan evolves with community support and partnerships.







^^ Inspiration from interior of Bridgetown Finer Meats (Robert McClellan's Uncle has owned for 38 years)^^

## Hours of Operation

Our tentative hours of operation will be Sunday through Thursday 10 AM to 9 PM. Food truck outreach will operate depending on community events, bookings, and agreements with community partners. We would like to set a goal to also have bicycle sandwich delivery to close by homes and businesses. Bicycle delivery extends our ability to make a meaningful impact and increases the number of customers purchasing our products all while keeping true to the delicatessens of the past.

## Products and Services

Our menu will consist of delicious kosher deli options. Although we serve kosher food, the menu consists of multicultural cuisine. The basis of serving kosher food in our deli is to provide Hamilton residents with the healthiest food and food consumption practices possible. At Kings Corner, we don't only aim to end hunger but also to ensure our residents are the healthiest they can be by ensuring food with the highest nutritious content. Our kosher branding simply means that while preparing and serving food to our community, we follow the Jewish dietary laws. Ethnic dietary restrictions aside, science has proven that kosher diets can improve health and we want Hamiltonians to be healthy.

Kosher food does not mean exclusive food for a certain population of people. In fact, it actually means our restaurant is more inclusive and our customer base can be larger than if we served non kosher foods.

Kings Corner would be the only restaurant in Hamilton where anyone in our community is welcome to eat. There are currently no restaurant options in Hamilton where a strict Muslim or Jew is allowed to dine due to their cultural and religious dietary restrictions.



There will be signage and ongoing community discussion educating those who dine with us about what our kosher values mean for both ourselves personally and our community as a whole. Many cultures from all over the world have food items that fall into the category of kosher simply because they are in line with the kosher food guidelines. Because of this, we are able to serve a diverse menu that touches on all of Hamilton's unique cultural backgrounds.

Our main focus is going to be on soups, sandwiches, salads, and healthy starch options. We will have a standard menu featuring beef, poultry, and fish that can be uniquely prepared on hot or cold sandwiches or with salads. We plan on using purchased and donated produce items to make daily soups as well as an ongoing menu featuring matzo ball and other kosher deli classics.

Our menu will also feature kosher vegetarian and gluten free options. Because we will be a certified kosher establishment, we can guarantee that all meat products used are from animals that were treated humanely, slaughtered instantly, painlessly and without inducing fear.

Depending on community events and other special menu options, our starch menu can vary. We will keep signature potato pancakes on the menu all year round.

Because of our uniqueness in being a restaurant that also functions as a non profit (with volunteers as our labor base) our cost of goods sold can be significantly higher than a standard restaurant, without any dramatic losses to our company. This allows us to increase quality of food while not skimping on portion sizes, just like the original corner delicatessens could.

Our food truck menu will be custom-made for the neighborhoods and events we will be serving. Like our storefront operation, the food truck will have quick healthy options available for every patron, whether they can afford their meal or not.

Lastly, we plan to make large quantities of box lunches to sell out of and give away for weekly fundraising events.





### **Suggested Pricing**

This is one of the cornerstones upon which Kings Corner is built and it is crucial to achieving our goal of ending hunger, food insecurity, and food waste. When people choose what they pay and pay what they can afford it makes their experience worthwhile. We will suggest fair prices, which will eliminate the stress placed on customers who want to be fair but do not know what to pay. This also allows us to treat our organization fairly and cover our bills. We believe that if we have enough options for people to do the right thing, they will.

We embrace a “pay what you can afford” concept by offering a few different payment options:

1. Pay what you can afford to pay. If unable to pay, give your time in volunteer service as payment.
2. Pay the full amount of the suggested price.
3. Pay the full amount of the suggested price, plus extra to “pay it forward.”
4. Give your time in service to “pay it forward” for a neighbor to enjoy a meal.

### **‘Pay It Forward’**

Pay it forward is the customer’s opportunity to help our mission and assist a neighbor in need. The customer has the opportunity to make an additional donation above and beyond the cost of their meal. The additional money paid forward is tax deductible but the cost of the meal is not. At no time should this be called a ‘tip’. There are many options in how to manage the “pay it forward” funding which will be further explored upon the formation of a board of directors.

A common question will be, “So how does this work?” The cashier should then explain that the concept is that you have the opportunity to pay above the suggested price to support our mission. The perfect scenario is that the customer would pay for an additional meal which would be \$6.00 to \$10.00 or more per each meal purchased. We offer pay it forward for customers using cash or customers can add a pay it forward contribution to a credit/debit card transaction. All customers who participate in our pay it forward model will receive a receipt of their donation for tax deduction purposes.

Our pricing model is a great opportunity to educate our customers on the Kings Corner mission. We also use table tents and our concept menu to promote the ‘Pay It Forward’ pricing strategy of our mission.

### **Key Suppliers**

Morris Kosher Foods (Catalog in Appendixes)  
H.U.G.S - Hamilton Urban Gardens  
Bridgetown Finer Meats network of suppliers  
GFS

### **Management**

Our current model for management employees and volunteers is taken from the ONE Bistro ‘Biznistry’ model.

During startup our operation will need a base management team of a Chef and a Manager as well as community volunteers.

**Chef Responsibilities:** The Chef would be responsible for the complete operation of the kitchen and would report to the Executive Director. The Chef would oversee the menu planning, ordering, inventory, and utilization of donated product, preparation of food and management of kitchen volunteers.

**Manager Responsibilities:** The manager responsibilities would entail overseeing all operations in the front of the house. Volunteer paperwork, training and scheduling, promotional / marketing material and networking with guests.

## **Volunteers**

We are nothing without our volunteers. They are the heart behind our mission! The volunteer team would consist of 6 – 8 people on the floor during peak sale times with 1-2 qualified volunteers or interns helping with food prep. The 6-8 person volunteer team would consist of: a host, two-three servers, Bus person, dishwashers, and optional food runner.

Once our Board of Directors is formed, development of a volunteer training program will be established. Currently we will have 3 paid employees that cover the operation bare-bones; the rest will be filled with volunteers. We need to select reliable volunteers who are looking to do a community service and will commit one hour a week or more to our organization.

We will be utilizing an online tool called 'Sign Up Genius' for our volunteer sign up. It is free and allows us to manage and oversee who is signing up to volunteer.

The manager is also responsible for gathering and maintaining a core group of people who will show up on their shift. We always have room for more, but the 'Sign Up Genius' system provides more stability and develops a group that works well together as a team. Our commitment is to always provide a volunteer opportunity to anyone who wants one, especially if it is for a complimentary meal. One of the nice things about our system is that all types of people volunteer for all types of reasons.

Something quoted as "intangible mentoring" by the ONE Bistro staff can take place when you have a wide variety of volunteers working together. We treat all volunteers honorably, whatever their reason for volunteering.

All volunteers on the food side of the operation are encouraged to have a food handler's permit or Servsafe certification. Robert McClellan is currently in the process of becoming a proctor for ServSafe which will allow him to teach proper food handling as well as administer the service exams and certifications.

Everybody who wants to volunteer should be encouraged to get a food handler's permit. We are working with the Butler County Health Department to develop our own food safety class, specifically for our volunteers, which will not cost them any money.

There may be people who want to volunteer but don't want to work in the kitchen or, due to other concerns, cannot be allowed in the kitchen. For them, handing out fliers, working in community garden space, doing minor maintenance, or keeping the area around the kitchen and the building clean could be the best option. We accept everything from prayer to approved help for local, organic farmers. We are a restaurant established of the people, for the people, and by the people of Hamilton.

We're also mindful that there is a role for everyone within their skill set and physical capabilities. Legitimate effort gets a complimentary meal for all volunteers. When working with volunteers our program will have set objectives, curriculum, and a process for completion of their work. We want to use our volunteers in a way that will make our organization effective, efficient, and able to expand. This is important to our success. Sustainability of the model means letting people know they are needed and that they are contributing to our mission, not receiving a handout.

In the case of either volunteers or employees who show bad attitudes, bad intent, or poor motivation, the issue will be addressed quickly and openly with the individuals involved. If they are unwilling to work with us, they will be asked to leave. Negative energy poisons the atmosphere for everyone. Kings Corner is established to celebrate our people, not bring them down.

**Where do we find volunteers?**

- Current models show that the core of our volunteers will come through guests who want to make a difference and receive a free meal.
- Corporate Sponsors - Barclays, Startek, US Bank
- Partner Organizations - Serve City, Pastor Shaq Youth Mentorship Program, YWCA, Easter Seals
- Groups - Churches, Scouts, Sports Teams, Civic Organizations
- Court Ordered - local and county courts are a great resource
- Families - It's really awesome to see families serving together

Once a Board of Directors is established, a fair system of background checks on all volunteers will be established. Our goal is not to prevent individuals from volunteering with us but to align them with the best volunteer opportunities while keeping public safety as our priority.

**Employability Skills Internship Program**

Kings Corner is currently in the process of securing partnerships with H.U.G.S. (Hamilton Urban Gardens), City of Hamilton's Workforce Development (Economic Development), Butler Tech Culinary Arts, LifeSpan (Steering For Success), SELF, Ohio Means Jobs, Easter Seals, and Barclays to develop an Employability Skills Internship Program.

The intent behind this program would be to empower individuals from our city who struggle with having barriers to gain and keep stable employment. Our goal is to equip our interns with the knowledge and skills they would need to become gainfully employed and successful in the food service industry. At Kings Corner we want to be problem solvers not just problem treaters.

We have all heard that age old proverb, "Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime." One of our key foundations for sustainability is our belief that it is more worthwhile to teach someone to do something for themselves than to do it for them on an ongoing basis.

In securing targeted partnerships with like minded organizations, we will to not only end hunger by giving away food, but we will be able to solve the more systemic issues that lead our clients to suffer in a life of food insecurity. When a client enrolls in our internship program we would teach them basic skills they would need to cook food in a food service job as well as how to gain and keep the job.

One problem faced by many individuals, even myself at one point in time, is that they are equipped with some of the tools and skills they need to be successful, but not all of them. It ultimately sets them up for failure. In securing our targeted partnerships, we would be able to equip clients with anything from the ability to create a quality resume, ensure a successful interview process, have reliable transportation for work, teach them how to budget and save their money wisely, and even how to find to reliable childcare. All of our interns will also receive ServSafe Manager certifications after completing an exit exam that would allow them to negotiate higher starting wages at job interviews.

There are so many more things we will be able to add to the prior list in the future as more partnerships are gained and more strategies are planned and implemented. At Kings Corner, we envision the City of Hamilton as a place where our people are empowered to become independent from living on government assistance programs and charities as a means to survive. We envision our city as a place where every resident is truly given the equal opportunity to be successful, because every resident has the opportunity to be equipped with the skills and knowledge that it requires.

## **Financial Management**

Currently Robert McClellan has been tracking all small donations and development expenses. Once an official Board of Directors is formed, a treasurer with advanced experience in financial management and accounting will be appointed. While developing a financial management structure for our organization, measures to ensure accountability of those responsible for handling our money will be implemented including regularly random audits. We will strive to ensure all funds are securely managed and reported honestly. It is an honor to be entrusted with the opportunity to serve our city and responsibility with our resources is a must. We guarantee every person or organization who supports us financially knows that their contribution will be handled with wisdom. Our financial resources are utilized in the most cost effective and impactful way possible without compromising our mission, vision, and values.

## **Influential Concepts**

This is a list of influences and successful models for reference. We have used elements from each of these models because they have proven to be feasible and sustainable. The intent of using various elements from each of these successful models is that Kings Corner would become the best model in the industry to date. Our goal is to always operate in a way that guarantees the highest level of impact and quality for all of the people we serve.

<http://onebistro.org/>

<http://www.omemiddletown.org/>

<https://www.forbes.com/sites/taliaralph/2015/10/06/colors-non-profit-restaurant-that-could/#5d76a75a5729>

<http://oregonpublichouse.com/>

## **Marketing Strategies**

The most expensive loss in our kosher community café and deli is an empty counter. We need customers, customers that will pay it forward, donate monthly, dine often and promote our mission. A satisfied customer is our best marketing tool. An essential component to customer marketing is to train our customers on what they are paying for.

Example: Are they paying the suggested price of \$6.00 with a 20% pay it forward which equals \$1.20? We will need to encourage them that \$6.00 or \$10.00 would pay for someone's meal. \$1.20 does not take care of someone's meal. Their pay it forward should be \$6.00 - \$10.00. We want to encourage them that there are real needs in our community. If we share the needs, testimonies and our goal of how we can impact the community together, support for our mission will grow.

At Kings Corner word of mouth marketing and advertising is going to be a key strategy in accomplishing our mission. Establishing relationships with community members that prove our authenticity and integrity is going to be vital to our success. We plan to solidify agreements with community leaders (governmental, religious, corporate, nonprofit sector, etc.) to market our mission by encouraging their target audiences to come try our food and get involved volunteering.

Other forms of marketing include attending networking events and utilizing our membership with The Greater Hamilton Chamber of Commerce. We will also have a website that describes our mission and tracks our progress at accomplishing it. Customers will have the ability to give financially right on the website. We plan on meeting with Dream Weaver for a consultation on our website development by the end of May 2017.

During our consultation with Dream Weaver we intend on creating a plan that incorporates a strong social media presence. We also plan to become google certified for our company information to be more readily available to customers.



We plan on having monthly community events with meals and music. We plan on using these events to accomplish our mission as well as fundraise and advertise.

Other strategies of marketing and advertising include selling and giving away merchandise such as t-shirts. Our food truck outreach will be another source of positive PR and advertising in the community.

### **Targeted Partnerships**

This is a list of potential community partnerships. An \* Symbol indicates partnerships that are already secured.



Photo taken by Robert McClellan

### **City of Hamilton**

- Diversity and Inclusion Commission
- 17 Strong Neighborhoods Initiative
- Economic Development

### **Business/Employability Skills**

- Butler Tech
- Hamilton Mill\*
- Community Development Professionals\*
- Butler County SBDC\*
- SELF\*
- YWCA
- Easter Seals
- Greater Hamilton Chamber of Commerce\*
- Ohio Means Jobs Butler County
- Butler County DD Board

### **Arts Partners**

- Artspace\*
- Fitton Center for Creative Arts
- Inside Out Studio
- Hamilton! Civic Society\*

- Corporate Partners
- Barclays\*
- Kroger
- Walmart
- Cohen
- Local Banks - US Bank\*, First Financial, and PNC

### **Food/Nutrition**

- H.U.G.S.\*
- Community Meal Center\*

### **Other Vital Partnerships**

- Local Churches/Missions\*
- Sojourner Recovery Services
- Community First Solutions
- Serve City
- LifeSpan
- CORE Group
- Hamilton Volunteer Center

### Desired Location

Our hope is to obtain the building located at 205 Main Street in Hamilton, Ohio. The building is currently owned by The City of Hamilton.

The first floor of the building is zoned for commercial use while the top two floors are zoned for residential use.

This building is located in the heart of Hamilton and could be used as a true community meeting ground. The following map indicates the divide in our city's population based on income levels relative to the proposed building space.

