

CONFIDENTIAL

# Soul Food Museum

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**Concept Plan**  
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**Contact Information**

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# Executive Summary

## Who We Are

The Soul Food Museum is a creative placemaking restaurant. This 10,000 square feet restaurant, museum, and gift shop will showcase food that honors and highlights African-American's rich culinary history by making available both traditional and new contemporary takes of classic Soul Food. It will make

Need a market penetration study. Project manager to complete the design and costing of the build out. Finalize the menu and set up relationships with food vendors. Hire and train the staff. Complete a marketing plan.

## What We Sell

## Who We Sell To

## Financial Summary

### Financial Highlights

### Financial Highlights by Year

# Company

## Company Overview

The Soul Food Restaurant and Museum is a theme regional-destination southern-food restaurant. It will be a distinctive soul food restaurant because of the following features. 1) It will offer both 'classic' and 'new' farm-to-table African-American soul food dishes. 2) Many of the menu items will be associated with a celebrity's favorite food or family recipe. 3) There will be African-American memorabilia artfully displayed similar in style to a 'Hardrock Cafe.' 4) There will always be something new to explore because in the lobby and adjacent display 'flex' room there will be rotating seasonal and episodic exhibits. 5) There will also be a small gift store that will sell well-known brand foodstuffs and black memorabilia. 6) The Soul Food Restaurant and Museum will be located in downtown Atlanta, 200 Peachtree, NW, Atlanta, Georgia, 30303. It will operate in 10,000 square feet on the lower level of the former 'Macy's Department Store.' The space will be divided into four sections: a restaurant, museum, gift shop, and training center.

The Soul Food Museum will have two operating entities. The unit that operates the restaurant is a to-be-formed for profit entity. The non-profit 501 c 3 entity is The Soul Food Museum. The non-profit will operate the museum, gift shop, and training center.

## Company History

The Soul Food Museum, a 501 c 3 non profit, was founded by noted chef, historian, and culinary arts memorabilia collector, Dr. Kenneth Willhoite. In the year 2005 Dr. Willhoite opened and operated the Soul Food Museum in the historic Auburn Avenue area in Atlanta, Georgia. In 2006 the Soul Food Museum became a traveling exhibit. It closed during the recession.

Many Soul Food Museum patrons while they enjoyed looking at the collection wanted to both view the collection and eat soul food. The new Soul Food Museum will meet this market demand.

## **Management Team**

### **President and Executive Chef**

Dr. Willhoite, is Chef, Founder, and President of the Soul Food Restaurant and Museum, and the National African-American Culinary Arts and Hospitality Association (NAACAHA). He has been featured in the New York Times, Atlanta Journal Constitution, The Conductor-ORR, Atlanta Daily World, Cross Roads News, Chicago Tribune, Washington Times, Washington Post, Black Enterprise, New York Amsterdam Newspaper, Cuisine Noir Magazine, and many print publications. He has received numerous awards and recognition for his cooking and achievements. Known as a culinary historian and his delicious food, Dr. Willhoite has cooked for many celebrities and entertainers coast-to-coast. Dr. Willhoite was recognized in Who's Who in Atlanta in 2007, and has been featured for his culinary and historical research.

He has explained African-Americans' contributions to the culinary arts and hospitality as a television and radio show guest. He has appeared on numerous Atlanta television shows, and National Public Radio, and Rev. Al Sharpton's national television programs.

Dr. Willhoite received his degree from Howard University Washington Saturday College. He is a graduate of the Culinary School of Washington, D.C. A certified professional Food Manager from the National Assessment Institute, Dr. Willhoite has researched the culinary arts and hospitality industry for over 30 years.

### **Restaurant Manager**

Thompson Hospitality in Reston Virginia, will manage the restaurant. Thompson Hospitality is the largest minority-owned Food Service, and one of the largest Retail

Food and Facilities Management companies in the country. For more information visit <http://www.thompsonhospitality.com/> .

### **Museum Unit Manager**

Orca Consulting LLC, located in Braselton, Georgia will manage the museum. Orca Consulting is a specialized consulting firm. It will analyze, develop, and operate aspects of the museum experience that maximizes visitors' experience. Orca will manage exhibits, tours, theatre shows, parking, ticketing and admissions, security screening, visitor services, retail, dining, and visitor amenities.

### **Gift Store Manager**

The restaurant's Front of the House Manager will run the gift store.

### **Hospitality Training Classes**

Dr. Wilhoitte and board members are passionate about teaching future generations about the hospitality industry. One of the two kitchens located in the Soul Food Museum is a training kitchen. Certified restaurant experts will conduct for students food service classes in the training kitchen.

### **Board of Directors**

The 501 c 3 The Soul Food Museum's board of directors has a breadth of experience in the hospitality industry, service industry, culinary training, real estate development, and economic development. See the appendix for directors' bios.

### **Community Advisory Board**

The 501 c 3 non profit The Soul Food Museum has an active Community Advisory Board supports, promotes, and fundraises for The Soul Food Museum activities. See appendix for the advisors' bios.

## Products and Services

### Products and Services

There will be a small number of 'classic' and 'new' soul food items on the menu. Items will rotate to reflect 'farm-to-table' locally sourced items. Selections will be themed to introduce well known celebrities and their favorite dishes. There will be appetizers; lunch, and dinner entrees; and desserts. Cocktails, beer, and wine will also be served. See appendix for the sample menu.

The Soul Food Museum will honor the rich heritage of the African-American Diaspora. Weekly The Soul Food Museum will feature international dishes from another international ethnic group. Rotating national dishes will hail from Mexico, Cuba, French, Brazil, Haiti, Nigeria, etc.

Episodically there will be cooking demonstrations.

The gift store will sell foodstuffs and African-American memorabilia. Patrons will also be able to purchase the gift store items online through our website.

### Description of Product Services

The Soul Food Museum will offer three primary services: restaurant, Host Club, and gift shop. The restaurant will have a buffet brunch, lunch, and dinner service; cocktail hour; and special events. Host Club will be an after hours dance club 'show' that will cater to Millennial and Generation X women who want to go out on the town with girls friends. The gift shop will feature specialty foodstuffs and The Soul Food Museum souvenirs.

## Restaurant

The Soul Food Museum will operate a buffet service restaurant seven days a week in the heart of downtown Atlanta on the Peachtree Street, (a primary commercial and tourist corridor). The Soul Food Museum may also be rented for private events such as family reunions, weddings, corporate events, birthday parties, lectures, book signings, movie reviews, bar mitzvah, anniversary, and holiday celebrations. The restaurant will have a Peachtree entrance. Patrons will take an escalator down to the terrace level, where they will arrive at the restaurant.

The Soul Food Museum's front of the house functions will include a reception area and adjacent small gift shop and host stand, bar, stage, dance floor, and take out station. There are two dining rooms. The larger room has an open floor plan that accommodates 200 persons who will dine at 50-100 tables. The dining room will be a Soul Food Museum themed eating environment. Guests will see professionally displayed culinary memorabilia. They can also sit in themed booths that will ring two sides of the restaurant. The booths will depict food history from the 1600s to the 1900s. There is a second smaller dining room that serves 18-25 persons.

The Soul Food Museum's back of the house will have a commercial kitchen, walk in coolers and freezer (for ice sculptures), foodstuff storage room, janitor's closet, staff bathrooms, and lockers.

The restaurant will open seven days a week. It will operate Monday-Thursday from 11 am to 12 am; Friday, and Saturday from 4 pm to 1:30 am; and Sunday from 11 am to 12 am. The restaurant will be set up as a buffet, which will allow for fast counter service. Take out service will also be offered. Patrons can see the food, serve themselves, weigh it, purchase it, take it out, or eat in.

There are four services: lunch, cocktails, dinner, and post dinner. During the Monday-Friday workweek, the lunch buffet will be from 11 am until 2 pm. There will be two



patron turnovers during the three-hour lunch period. There will be a Happy Hour from 4 pm to 6 pm, where wine, beer, cocktails and a buffet with appetizers will be featured. There will be a buffet dinner service from 6 pm to 9 pm. There will be two turnovers during this three-hour dinner period. There will be an after-hours dinner theatre and bar from 9 pm to 12 am Monday-Thursday, and Friday from 9 pm to 1:30 am. There will be two patron turnovers during this Monday-Thursday three hours and on Friday four-and-one half hours late night period.

On Saturday there is no lunch service. The restaurant operates from 4 pm to 1:30 am. There will be a Happy Hour from 4 -6 pm, where wine, beer, cocktails and a buffet with appetizers will be featured. There will be a buffet dinner service from 6-9 pm. There will be two turnovers during this three-hour dinner period. There will be an after-hours dinner theatre and bar from 9 pm to 1:30 am. There will be two patron turnovers during this four-and-one half hours after-hours period.

On Sunday there is a brunch buffet from 11 am until 3 pm. Live Gospel music will be offered during the buffet service. There will be two patron turnovers during the four-hour lunch period. There will be a Happy Hour from 4 -6 pm, where wine, beer, cocktails and a buffet with appetizers will be featured. There will be a buffet dinner service from 6-9 pm. There will be two turnovers during this three-hour dinner period. There will be an after-hours dinner theatre and bar from 9 pm to 12 am. There will be two patron turnovers during this three hours late night period.

## **Menu**

The menu will be wide and varied. It will offer traditional, healthy, and contemporary southern food. It will also have weekly favorites of African-American celebrities. Monthly it will feature international dishes from French, Mexican, Korean, Italian, Brazilian, African, Native American, Caribbean, Jewish, Japan, Britain, Asia, Alaska, Australia, China, India, Italy, Philippines, Scotland, Egypt, or Gullah.

The buffet will offer some of the following foods:

**Hot Entrees**

**Chicken:** Crispy, Baked, Jerk, Fried, Mahalia Jackson Fried, Grilled Chicken, BBQ, Smothered, and Hot Wings Pot Pie, Curried Chicken and Rice

**Turkey:** Turkey and Dressing, drumsticks, Turkey Wings and Gravy; smoked turkey leg

**Beef:** T-bone steak, Meat Loaf, Smothered Liver and Onions, Swedish Meatballs, Roast Beef and Gravy, and Corned Beef

**Pork:** BBQ Pork Ribs, Honey Glazed Ham, Fried and Grilled Pork Chops, Roast Pork Cutlets, Italian Hot Sausage, Roast Pork and Cornbread Stuffing, Hot Links

**Seafood:** Baked Fish, Tilapia, Baked Salmon, Salmon Croquettes, Fried Fish, Cat Fish, Carp, Blackened Tilapia, and New Orleans Seafood Gumbo

**Pasta:** Baked Spaghetti with Meat Sauce, Spaghetti with Meatballs, Beef Lasagna, and Vegetable Lasagna

**Miscellaneous:** Curried Goat and Rice, and Oxtails and Gravy

**Vegetables/Side Orders**

**Green, Yellow, and Orange Vegetables:** Greens-collard and turnip; Corn; Beans-green, lima, butter, and Hoppin John; Steamed Cabbage; Fried Plantains; Eggplant; Okra—fried and with tomatoes; Rutabaga, Corn-Steamed Cob or Fried, Tomatoes--Fried Green, and with Okra, and Succotash

**Baked Sides:** Macaroni and Cheese; Candied Sweet Potatoes; Mashed Potatoes and Gravy; and Soufflé-- Sweet Potato, Broccoli, and Squash; Baked Beans

**Beans:** Rice and Beans (Caribbean); Pinto Beans and Rice; and Black Eyed Peas

**Rice:** West African Chicken Rice; Fried; with Red Beans; Jambalaya; and White and Brown

**Cold Pasta, Salads/Fruit Bar**

**Salads:** Garden, Greek, Caesar, Spinach, Pasta, Cole Slaw, Southern Potato, Macaroni, Tuna, Chicken, Crab, Broccoli, Asparagus, Seafood, Mixed Bean, Cucumber, Carrot, Egg, Mixed Fruit, and Pickled Beets

**Fruit:** Chunks of Mango, Ice Cold Watermelon, and Chunks of Pineapple

**Other:** Deviled Eggs, Hard Boiled Eggs, Jell-O with Fruit Cocktail, Apple Sauce,

**Deserts**

**Pies:** Southern Cobblers- Peach, Apple, Blueberry, and Cherry; Traditional--Sweet Potato, Pecan, and Key Lime; Southern Fried Pies-Peach and Apple; and Bean.

**Cakes:** Red Velvet, Coconut, Strawberry, Old Fashion Pound, Caramel, Sock It To Me, Assorted Cheese Cakes, Chocolate, German Chocolate Cake, Key Lime, Pineapple Upside Down, and Carrot

**Pudding:** Bread with Whisky Sauce, Banana, Rice, and Chocolate

**Cookies:** Peanut Butter Cookies, Sugar, and Oatmeal Cookies

**Ice Cream:** Vanilla, Chocolate, Strawberry, Collard Green Ice Cream, and Sweet Potato Ice Cream

**Brownies:** Chocolate, Blondies, Chocolate and Peanut Butter

**Beverages**

**Soft:** Lemonade, Ice Tea, Coffee, Hot Tea, Orange Juice, Cranberry Juice, Assorted Sodas, Energy Drinks, Muddy Water, and Water

**Hard:** Beers, Wines, Cocktails, Spirits, and Cider

### **Breads**

Yeast Breads--Assorted Rolls, and White and Wheat Bread; Philadelphia Pretezel

Quick Breads-- Hot Biscuits, Corn, Cracklin, Hoe Cakes, Pita, Fry, and Hush Puppies

### **Soups**

Assorted Soups of the Day and New Orleans Seafood Gumbo

### **Specials**

**Traditional Pork Offerings:** Pig Feet, Pig Ears, Crackling Bread, and Chitterlings

**Celebrity Favorite Foods:** Every week the Soul Food Museum will have celebrity food favorites that Dr. Willhoite has cooked for the person or knows that the dish is his or her favorite. Noted celebrities are from the entertainers and/or are civil right icons. They are Patti LaBelle, Oprah Winfrey, Dr. Maya Angelou, Aretha Franklin, Gladys Knight, George Foreman, Muhammad Ali, Rev. Jesse Jackson, Red. Andrew Young, Dr. Martin Luther King Jr., Rev. Al Sharpton, John Lewis, Rev. Joseph Lowery, Quincy Jones, and Herman Cain

**International:** Monthly the Soul Food Museum will feature dishes from one respective foreign country. Cuisine will be authentic offerings from French, Mexican, Korean, Italian, Brazilian, African, Native American, Caribbean, Jewish, Japan, Britain, Asia, Alaska, Australia, China, India, Italy, Philippines, Scotland, Egypt, and/or Gullah.

**Healthy:** Chef please describe healthy items

**Farm-to-table:** Chef please describe farm-to-table items.

**Vegetarian:** Chef please describe vegetarian entrees and specialties

## **Host Club**

Each group of women who are seated at a table will have their own 'escort,' who is a paid male staff member. The escorts are attractive, well spoken, well groomed, attentive, personable, and respectful. They are to primarily engage, flatter, and dance with the women patrons, and secondarily to explain the drink and food menus. The women will pay a cover charge plus a mandatory drink and/or food per person minimum.

## **Gift Shop**

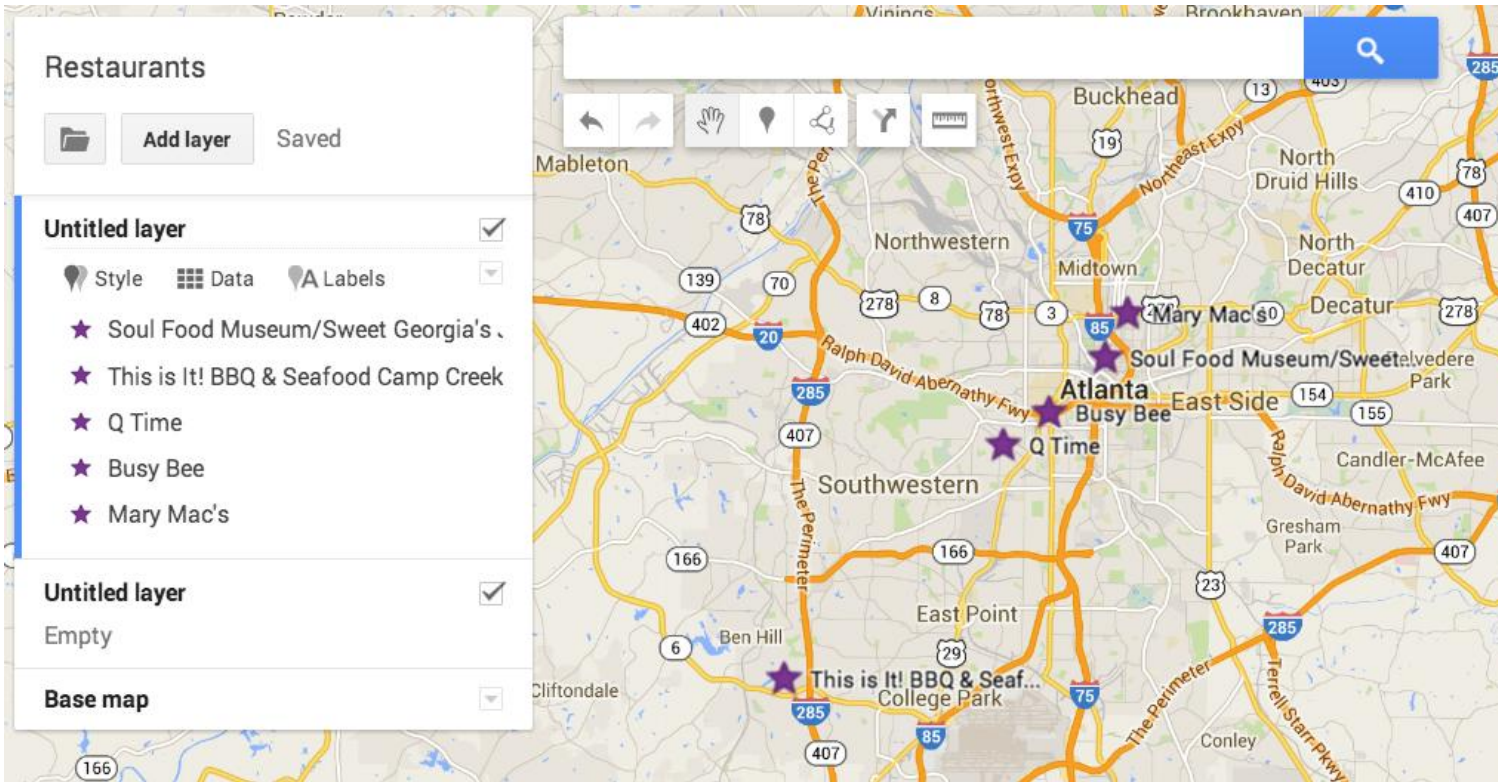
Offering food and drinks made and manufactured in USA by African American businesses from coast to coast.

## Competitors

Five Soul Food restaurants in the Atlanta area were deemed to be direct competitors.

The restaurants are:

1. This is It! BBQ & Seafood Camp Creek Marketplace Store located at 3620 Camp Creek Parkway, Atlanta, Georgia, 30331
2. Q Time, 1120 Ralph David Abernathy Blvd, Atlanta, Georgia 30310
3. Busy Bee, 810 Martin Luther King Jr, Drive, SW, Atlanta, Georgia, 30314
4. Sweet Georgia's Juke Joint, 200 Peachtree Street, Suite #L05, Atlanta, GA 30303, and
5. Mary Mac's, 224 Ponce De Leon Ave, NE, Atlanta, GA 30308



The below chart provides a comparison benefit mix that indicates how the Soul Food Museum compares to its competitors. Amenities evaluated include name recognition, ease of access, parking, curbside appeal, greeting, holding area, seating, ambience, food, service, cleanliness, value, and similar characteristics.

The Soul Food Museum is superior to the other five restaurants regarding location, convenience, food quality, food service, price, and curbside appeal/exterior. The Soul Food Museum is equal to the other five restaurants relative to beverage quality, beverage service, and decor/ambience. The Soul Food Museum and the other restaurants are equal to one another regarding paid parking on street and secured parking lots and decks in the area. The 200 Peachtree has an adjacent for-pay parking structure that offers discounted parking in the evening. The 200 Peachtree location is

inferior regarding on street free. Currently there is Street Car and other transportation construction near the 200 Peachtree building that makes the area congested and difficult for drivers to navigate.

The Soul Food Museum location has much connectivity to public transportation including the bus, MATRA station, segue, tourist carts, and trolley.

One competitor, Sweet Georgia's Juke Joint, is literally next door to The Soul Food Museum. The Sweet Georgia's Juke Joint offers table service and a discrete selection of dishes. The Soul Food Museum's competitive niche relative to Sweet Georgia's Juke Joint is to offer an expansive daily buffet of over 200 menu items in four distinctive categories:

- Traditional Southern 'Soul Food' items
  - A few well known celebrity (Gladys Knight, Patti LaBelle, Maya Angelou, etc.) dishes will be made available on a daily basis
- New 'healthier' Southern 'Soul Food
- Seasonal 'farm-to-table,' and
- International 'Soul Food.'

The buffet allows for fast counter service. Patrons can see the food, serve themselves, weigh it, purchase it, take it out or eat in. This is a plus for the many office workers who have jobs near by. For the cocktail party set and night-on-the town locals or tourists, The Soul Food Museum will also offer live entertainment in the evening similar to Sweet Georgia's Juke Joint.



<b>Potential Benefits</b>	<b>Soul Food Museum</b>	<b>This Is It</b>	<b>Q Time</b>	<b>Busy Bee</b>	<b>Sweet Georgia's Juke Joint</b>	<b>Mary Mac's</b>
Location	+	=	=	=	=	=
Convenience	+	=	=	=	+	=
Parking	+	-	-	-	-	-
Food Quality	+	+	+	+	+	+
Food Service	+	+	+	+	+	+
Price	+	=	=	=	+	+
Beverage Quality	+	=	=	=	=	=
Beverage Service	+	=	=	=	=	=
Rest Rooms	+	=	=	=	=	=
Décor/Ambience	+	=	=	-	=	=
Curbside Appeal/Exterior	+	+	=	-	=	=

## Sweet Georgia's Juke Joint

### Interior Picture



Sweet Georgia's Juke Joint provides southern favorites and smoked meats. They have a limited menu. Their \$9-14 appetizers (median is \$10) include buffalo shrimp, crawfish bruschetta, freshwater rock shrimp and lump crab cake, salmon croquettes, and smoked chicken wings. Featured entrees cost \$11-19 (median is \$15) each. They are shrimp and grits, St. Louis pork rib rack, pulled pork sandwich, fried chicken, catfish and grits, salmon, chicken and waffles, and blackened fish. Soups and Salads are \$7-14. Six salads are offered: chicken club, Cobb, spinach, Caesar, salmon, and house. There are only two soups—gumbo and the soup of the day. Sandwiches cost \$10-13 and range from beef and turkey burgers, chicken breast, turkey club, roasted vegetables, and fried green tomato BLT. Side dishes, which cost \$5 each are the typical southern fare including baked bean, cheese grits, collard greens, fried green tomatoes, macaroni and cheese; and traditional dishes-- spinach, broccoli, steak fries, and side salad. The dinner service expands the menu to serve. Appetizers, sandwiches and soups remain in the same price points as the lunch offerings. Entrees are expanded to offer more New Orleans and steak house dishes. The price points substantially increase from \$14-34, with a median price of \$18 for plates.

## Target Market

### Market Overview

Target market is 'Heritage Foodies.' Market includes baby boomers (born years 1946-65) who grew up eating comfort or soul food, and Gen X (born years 1966-76) who have memories of their parents eating soul food. Gen X wants the soul food with a twist, hence the offering of both classic, new healthy, 'farm-to-table,' and international soul food offerings. Average Atlanta tourist spends \$30 a day on eating out. Buffet cost will be in the \$8-18 range.

Per the International Council of Shopping Centers (ICSC), "downtown Atlanta is home to over 118,000 daytime office workers-the highest concentration of workers in Metro Atlanta." The ICSC continues, that the average (national) office worker who frequents (spends money eating out) restaurants spent on average, "\$43.02 per week for food." "Only 30% of the workers frequented a full-service restaurant during the week, while 55% of the office workers visited a quick-service restaurant, including a deli or company cafeteria."<sup>1</sup> Having a full-service buffet will appeal to the average office worker who wants quick and affordable service.

Customers will be Atlanta tourists who want to try a distinctive soul food restaurant in the Downtown Atlanta. During the year 2013, 42.3 million tourists visited Atlanta. Target market is the 40% of the Atlanta tourist or 16.9 million visitors that are either Baby Boomers (26%) and Gen X (14%). (Note that Atlanta is the number one destination for African-American tourists.). (Change to reflect number of customers each year.)

The metro Atlanta population has doubled in the last 20 years. The region is now home to more than half of the state's population. An estimated 2.3 million new people and 1.7

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<sup>1</sup> John Connolly and Michael P. Niemira, *Office-Worker Retail Spending in a Digital Age*, International Council of Shopping Centers Research Department, 2012, page 9, [http://www.atlantadowntown.com/files/docs/icsc-report\\_office-worker-spending.pdf](http://www.atlantadowntown.com/files/docs/icsc-report_office-worker-spending.pdf), June 25, 2014.

million new jobs are expected over the next 25 year (this is equivalent to the population of greater Denver moving to Atlanta). To seize on this opportunity to become America's best place to live, work, and play, the Atlanta region must keep its infrastructure, culinary arts, hospitality, and quality of life needs ahead of the curve per the Atlanta Convention and Visitors Bureau.

A statewide market worth is more than \$75 billion.

The nation's African-American buying power is projected to increase to \$1.1 trillion this year. The State of Georgia is the third largest black consumer market in the nation with over \$73 billion in sales. The below list the number of firms, by Georgia county, that have black owners.

#### **Number of black owned firms by County**

- Clayton 6,000+ firms
- Cobb 7,000+ firms
- DeKalb 19,000+ firms
- Douglas 1,200+ firms
- Fayette 800+ firms
- Fulton 15,000+ firms
- Gwinnett 6,000+ firms
- Henry 1,500+ firms
- Rockdale 800+ firms

The African-American business population is multifaceted community with varying entertainment interests and needs.

#### **Soul Food Museum Membership Profile**

Soul Food Museum has members who will support and frequent the restaurant. Many are hospitality industry workers. The median age of its members is 40 years. The median annual income is \$55,000. They include business leaders, food and drink manufacturers, farmers, chefs, cooks, wait staff, janitors, butlers, dishwashers, housekeepers, porters, hotel and motel owners, restaurant owners, and culinary students. Members are as follows: 60% are small business owners, 15% are business professionals, 10% are part time entrepreneurs, 10% are hospitality workers, and 5% are unemployed. The Soul Food Museum will target these members to take its Hospitality classes.

## Market Needs

Our target customers are tourists, and office workers who want to connect with their family memories by eating dishes that are evocative of their childhood. The restaurant will also introduce people who may have heard of soul-food but have not tasted it. Offering 'new' and 'farm-to-table' soul food cuisine broadens our target market to include Baby Boomers and Gen Xers who are health conscious and/or 'green' advocates. The 'theme' decor with African-American culinary memorabilia will make the restaurant a 'regional' Heritage destination site. Welcome home.

# Strategy and Implementation

## Marketing Plan

### Overview

The Soul Food Museum will offer traditional and contemporary southern soul food lunch and dinner items. Food offered will be fresh, made from scratch, and reflect seasonal availability. Food will come from local and regional suppliers with a preference for organically grown products. Emphasis will be placed on daily offering of 'celebrity' (i.e., Pattie LaBelle, Aretha Franklin, Maya Angelou, Sylvia Woods, Gladys Knight, and others), and weekly offering of international cuisine.

The price of the buffet will be in the mid-price range of \$9-12. This price point should appeal to the downtown workers, visitors, tourists, and college students. During the early and late lunch service buffet items will be sold by the pound. Having a buffet will control labor and food costs. The simple menu with interchangeable ingredients is designed to keep food costs low. Table service will be offered in the evening.

### Positioning

The Soul Food Museum offers a cultural heritage museum in the heart of downtown, where tourist can see and touch the artifacts, taste and smell the food, and experience the culture and atmosphere.

The Soul Food Museum is positioning itself as a Contemporary Soul Food restaurant. Its 200 item extensive buffet will satisfy the taste buds of both traditional Soul Food connoisseurs and those who want healthier, organic, and 'farm-to-table' selections. The food is one part of the experience.

- Traditional Southern 'Soul Food' items

- A few well-known celebrity (Gladys Knight, Patti LaBelle, Maya Angelou, etc.) dishes will be made available on a daily basis
- New 'healthier' Southern 'Soul Food
- Seasonal 'farm-to-table,' and
- International 'Soul Food.'

The other key component of the experience is found in the museum collection and décor that will show case historic African American food artifacts. The artifacts imbue the surroundings with heritage and history, giving the Soul Food Museum a unique sense of place. There are many museums in near downtown Atlanta. Having the Soul Food Museum in downtown will complement the adjacent museum district.

The Soul Food Museum evening live Rhythm and Blues entertainment will make it a destination for locals and tourists alike.

### **Pricing**

The typical lunch guest buffet check will be \$9-12 per person. Dinner buffet average sales will be \$12-16 per person. Average beer, wine, and cocktail liquor sale will be \$10 per person. Museum admission will cost \$10 per person. This is in the mid-price range of restaurants in downtown Atlanta.

### **Promotion**

The Soul Food Museum will have a marquee on the ground floor with display cases on either side. This will make the entrance of The Soul Food Museum highly visible to multi-modal foot traffic that passes the ground floor of the 200 Peachtree building.

The eye-level visibility should bring many people in the door. In addition the Soul Food Museum will devote 1-2% of its sales for advertising. Marketing techniques include having local hotel concierges refer their guests to the Soul Food Museum, cross promotions with the Atlanta Tourism Bureau, Atlanta Chamber of Commerce, and social media campaigns.

The 200 Peachtree Office Building will promote The Soul Food Museum as a key feature of the Atlanta downtown museum district attraction.

## **Distribution**

To draw tourists, The Soul Food Museum will be promoted on local hotels' television channels. This cross promotion of the restaurant with local hotel concierges and their television channel should bring a steady flow of tourists into the establishment.



## Milestones

Milestone	Due Date	Who's Responsible
Select Contractor	July 31, 2014	Willhoite
Obtain Site Control	July 31, 2014	Willhoite
Find restaurant 'investor' partner	August 29, 2014	Willhoite
Create new website	August 29, 2014	Web Designer
Trail menu offerings at food truck or pop up restaurant	August 30, 2014	Willhoite
Plan Grand Opening	August 30, 2014	Willhoite and Public Relations
Contractor Pulls Permits	September 05, 2014	Contractor
Finalize menu and design restaurant	September 05, 2014	Willhoite and designer
Hire Staff	September 30, 2014	Willhoite
Purchase Kitchen Supplies	September 30, 2014	Willhoite
Design and Produce Menus	September 30, 2014	Graphic Designer
Hire security guard	September 30, 2014	Willhoite
Market Nov 3 Grand Opening	October 18, 2014	Public Relations
Purchase foodstuff and memorabilia for retail store	October 25, 2014	Willhoite
Restaurant Construction	October 31, 2014	Contractor
Create and distribute flyers to hotels, car rentals, etc.	October 31, 2014	public relations
Furnish interior with memorabilia	October 31, 2014	Willhoite and Designer
Purchase Food for Opening	October 31, 2014	Willhoite
Grand Opening	November 01, 2014	Willhoite
Link Website to Atl Tourism Board, place TV commercial in local hotels' TV networks, and inform hotel concierges about The Soul Food Museum	November 01, 2014	Public Relations
Social Media Promotion for Post Grand Opening Buzz	November 08, 2014	Marketing Professional

## Financials

The Soul Food Museum will lease its restaurant space from the operators of 200 Peachtree Street, Atlanta, Georgia. The lease is for five years. The initial rate is \$37 per square feet. The Soul Food Museum entrance will be on the ground floor. Patrons will take an escalator down to the lower level where The Soul Food Museum will be housed. It will cost \$200 per square feet to build out the restaurant, for a total of \$2 million.

After the build out the restaurant will seat 200 persons. In the restaurant there will be a live stage for music performances. Adjacent to the hostess area there will be a gift shop. The gift shop will feature 'Soul Food' foodstuffs that are either produced by African-Americans or are branded using African-American icons. There is also an exhibition hall that will have displays that tell the story of African-Americans and their culture through their food using culinary artifacts.

Capital Costs are being determined. The below is a draft budget for Source and Use of Funds.

<b>Soul Food Museum</b>	
<b>Capital Costs</b>	<b>Costs</b>
<b>Use of Funds</b>	
Build Out	\$2,000,000
Primary Kitchen	\$239,335
Training Kitchen	\$-
Equipment	-
Furnishings	-
Working Capital	-
<b>Total</b>	<b>\$2,239,335</b>
<b>Source of Funds</b>	<b>Less Inv Atl \$</b>
Fifth Third Bank	\$2,500,000
Other Investor	
Bank Loan	\$400,000
<b>Total</b>	<b>\$2,900,000</b>

### Income and Expenses



## Appendix

## **The Soul Food Museum Board of Directors**

### **Bern Nadette Stanis**

Bern Nadette Stanis is an American actress and entrepreneur. Ms. Stanis is best known for her role as Thelma Evans on the CBS TV show “Good Times.”

### **Chef Dr. Howard**

Chef Dr. Howard L. Cooper, Ph.D., CEC, FHACA, CFE, CHE, is founder and owner of Coop’s Hospitality Training Institute in Decatur, Georgia, founder of Operation Chefs United; and co-founder of the NAACAHA. He taught culinary arts and hospitality at Morris Brown College for over 18 years, where he started the Scholars Program, teaching fine dining, etiquette and hospitality. Dr. Cooper has earned some of the highest awards in the culinary arts and hospitality: Certified Executive Chef, Fellow Healthcare foods Administrator; Certified Food Executive; Certified Hospitality Educator; and Executive Chef.

In addition to his many talents and accomplishments, Dr. Cooper is also an honorary veteran, elected to the Patriot National Roll of Honor by the State of Georgia; and is a member of the American Culinary Federation and World Association of Chefs Societies. Dr. Cooper has received Channel 11’s Community Service Award and the ESGR Award. He has also received the Seven Seals Award for meritorious leadership and initiative in support of the men and women who serve America in the National Guard and Reserve.

### **Karcheik Sims-Alvarado, History Consultant**

For over twenty years, Dr. Karcheik Sims-Alvarado has been studying the history and culture of African Americans in the South. Whether in the classroom, museum, or in the field, she has sought to educate others on the unique beauty and fragility of African-American history, life, and culture. As the Founder and CEO of Preserve Black America, a research and advocacy institute dedicated to identifying, recording, and preserving African-American history and culture, Dr. Sims-Alvarado is working to develop a model for utilizing historical and cultural assets as catalysts for economic and community development.

In 2012, she created the “Roads to Freedom”, a citywide, pedestrian-friendly, multi-experiential project comprising of nearly 700 historic sites that will illustrate the African-American experience in Atlanta as it relates to local, national, an international events from various historical periods. Dr. Sims-Alvarado received a Ph.D. in History from Georgia State University. During her matriculation, she received numerous awards: Ford Fellowship with Indiana University; Hermitage Museum Archeological Fellowship; Georgia State University Graduate Fellowship; Southern Regional Education Board dissertation Fellowship; and most recently, prestigious National Endowment for the Humanities Summer Institute Fellowships with the W.E.B. DuBois Institute at Harvard University and the Georgia Historical Society to study slavery, Reconstruction, and the Modern Civil Rights Movement. Professional, Dr. Sims-Alvarado has worked in some of the leading Atlanta historical and academic institutions: National Center for Civil and Human Rights; Atlanta History Center; Herndon Horne Museum; Agnes Schott College; Clark Atlanta University; Morehouse College; Georgia Perimeter College, and Georgia State University. She was also a successful small business owner whose bed and breakfast, Tea Cakes, was nationally recognized and featured in numerous magazines, newspapers, and television programs.

Dr. Sims-Alvarado is also an accomplished painter. Her works have been displayed at the Alexandria Museum of Art in Louisiana, Tubman Museum of Macon, Georgia, CUNY Law School, Georgia State Capitol, Atlanta City Hall, and numerous art galleries, juried shows, and personal collections throughout the country. Dr. Sims-Alvarado lives in Atlanta with her husband, Joel Alvarado, and son, Nation Shavazz-Alvarado.

### **DeAndrea Reynolds, Executive Administrator**

Prior to joining the Soul Food Museum, DeAndrea Reynolds held various leadership positions as systems administrator with Interland Inc. in Atlanta, Georgia. Ms. Reynolds provides an array of services that support development and implementation of programs aimed at furthering the corporate objectives of the Soul Food Museum. During her tenure, Ms. Reynolds has held various positions and provided a number of services, including secretarial, records management, inventory management, and examination of the financial targets of the company. She works directly with the CEO on various projects, including building model projections and Soul Food Museum Restaurant Tours. Mrs. Reynolds is a graduate of Durham Nixon Clay Business College.

### **Nobantu Ankoanda, Ed.D., Financial Secretary**

Dr. Nobantu Ankoanda has 35 years of experience as an educator, teacher, former principal and founder of African Centered Community-Based Schools in East Paolo Alto, California. Mrs. Ankoanda holds a doctoral degree in Education Leadership from Nova Southeastern University, a Master of Arts in Elementary Education from San Francisco State University, and a Bachelors Degree in Social Work Welfare from University of California at Berkeley. Since 2010, she has been involved in the Atlanta and East Paolo Alto communities as the founder and event planner of the Metro Atlanta

Collard Greens Cultural Festival and the East Paolo Alto Collard Greens Cultural Festival. Mrs. Ankoanda has received several awards, including the Collard Green Cultural Festival Proclamation from the City of Atlanta in 2011 and from the City of Lithonia in 2013.

### **Lois Solomon, Marketing and Communications (Historian)**

Lois Solomon was the 2013 president of the Gwinnett Chapter AARP. Mrs. Solomon has been an active member of the AARP for more than 16 years. The Dacula, Georgia resident is a heritage activist, historian, and social worker whose beliefs exemplify the AARP mission and vision of a society in which everyone ages with dignity and purpose and in which AARP helps people fulfill their goals and dreams.

### **Dexter Odom, Chief Financial Officer**

Dexter Odom has over 29 years of experience in financial and fund accounting, budgeting, educational, administration, auditing, human resources, public safety, and physical operations. Mr. Odom has served as Vice President and CFO of the Atlanta Urban League for the past 13 years, during which he acted as staff representative of the board of Directors, advisor to the President and the Board, compiled annual budgets, implemented and maintained sound fiscal policies, and coordinated all audits and fiscal reviews, managed fiscal affairs, human resources, physical plant activities, and advised on IT matters. He was president and co-owner of Milestones Learning Centers from 1996-2003. Mr. Odom has a BBA from Valdosta State College and an MBA from the Keller School of Management. He has been a Certified Public Accountant from the State of Georgia since 1987.



Dr. Marilyn Johnson, CNHP, NDAs a Naturopathic health Consultant, Dr. Marilyn has created programs to bring the benefit of timeless sacred healing systems to support the delicate balance required to navigate the physical, mental, spiritual, and financial challenges of life. Johnson has held previous positions as a health educator and research evaluator at Morehouse School of Medicine, University of Pittsburg, and other institutions.

### **Francine Henderson, Vice Executive Chairman**

Since completing her graduate degree (MSLS) in Library Studies from Atlanta University in 1970, Francine Henderson's career has encompassed donor relations, fund-raising, public programming, and the development of Africana Diaspora library collections in conjunction with academic departments in institutions of higher learning. Ms. Henderson also holds a certificate in Information Management and Records Retention from the Easter and Southern African Management Institute in Tanzania. Throughout her career, Ms. Henderson helped shape public library in Atlanta and Fulton County. After her graduation from Atlanta University, she joined the Atlanta Public Library as coordinator of the four Model Cities Libraries that served inner city neighborhoods such as Peoplestown and Mechanicsville. She also served as the first curator of the library's Special Collections Department at the Central Library. She was instrumental in managing the centralization and development of the Negro History Collection of Non-Circulating Books renamed the Samuel W. Williams Collection on Black America in honor of Atlanta civic leader Rev. Samuel W. Williams in 1971, which became the core collection of the Auburn Avenue Research Library.

Over the years, she has advocated and developed strong library resources at Clark College (now Clark Atlanta University), the University of Botswana in Southern Africa, Atlanta University, Emory University, and the Jimmy Carter Library and Museum

(both in Atlanta) George Washington University, and in her current position at the Auburn Avenue Research Library on African American Culture and History.

Ms. Henderson rejoined the library system as the third Research Library Administrator in 2003. During her tenure at the Research Library, she aimed to achieve one of her primary goals for the research institution, to put the AARL “on the map”, and – with the staff – they have succeeded in doing so. Ms. Henderson’s many accomplishments while with Library Systems include establishing Traditions, a quarterly newsletter, as well as the Ashley Bryan African American Children’s Picture Book and Art Collection for use by caregivers and teachers wanting to present positive and sensitive imagery about children of African descent. She was also instrumental in the acquisition of numerous collections and personal papers such as those of the Rev. Hosea Williams, former Georgia State Representative Robert A. “Bob” Holmes, and the Georgia Legislative Black Caucus Collection. Ms. Henderson retired in September 2013 after serving ten years as the Research Library Administrator of the Auburn Research Library on African American Culture and History.

### **Jim Yates, Vice Executive Chairman II**

As Assistant Director and Program Manager, Jim Yates supervised, provided leadership, and coordinated the development of the Georgia Department of Labor’s state-wide youth programs. Mr. Yates facilitated and provided technical assistance and guidance regarding state and federal employment training policies and rules, for the Departments Youth and School-to-Work programs. He designed and conducted surveys focusing on training needs assessment and program evaluation for external customers and staff. He designed and conducted workshops on internal skills, customer services, conflict management, and self-directed teams. Mr. Yates also assisted with the planning and organizing of local, regional, and statewide conferences for the Georgia Department of Labor and planned, designed, and implemented a wide variety of training programs for all GLC employees.

**Dr. Kenneth Willhoite, Chef, Founder and President of the Soul Food Museum**

Dr. Willhoite was recognized in Who's Who Atlanta in 2007 and has been recognized for his culinary and historical research. He has also been featured in the New York Times, Atlanta Constitution, the Conductor-ORR, Atlanta Daily World, Cross Roads News, Chicago Tribune, Washington Times, Washington Post, Creative Loafing, Black Enterprise, New York Amsterdam Newspaper, Cuisine Noir Magazine and many other print publications. He has appeared on numerous Atlanta television shows promoting African American contributions to the culinary arts and hospitality. Dr. Willhoite received his degree from Howard University, Washington Saturday College and is a graduate of the Culinary School of Washington D.C.

A certified Food Handling Manager in Maryland, Washington, D.C., Virginia, and Georgia, Dr. Willhoite has researched the culinary arts and hospitality industry for over 30 years. While traveling from coast-to-coast receiving numerous awards in recognition for his cooking and achievements, Dr. Willhoite has become known as a culinary historian and has cooked for many celebrities and entertainers.

## **The Soul Food Museum Advisory Board**

### **Janice Mathis, Legal Counsel, Vice President of CEF and Executive Director, Peachtree Street Project**

As Vice President for Legal Affairs for the Rainbow PUSH Coalition, Janice L. Mathis has negotiated diversity and inclusion agreements with Fortune 500 companies including Toyota, Nationwide, John Deere, Cooper Tire, and General Motors. She serves on the Georgia Power Company Diversity Advisory Council and is a former member of the Coca-Cola Supplier Diversity Council. Today she is helping families avoid foreclosure. Janice and her sister, Davida Mathis, host “Sisters in Law” on News and Talk 1380 WAOK in Atlanta. She is a member of the Athens Alumnae Chapter of Delta Sigma Theta and serves on the sorority’s national Social Action Commission. Janice formerly served as a member of the Rules Committee of the Democratic National Committee and on the national board of the League of Women Voters of the U.S.

She is included in several editions of the Most Influential Blacks in Atlanta, including this year’s section featuring Female Powerhouses. In 2009, she was named one of the 25 Most Influential Women in Atlanta by Rolling Out magazine and received the Fannie Lou Hamer award from UFCW. In 2008, the Georgia Informer named her one of the 50 most influential women in Georgia. The Gate City Bar presented her its R.E. Thomas Civil Rights Award in 2009. In 1996, she was a Centennial Olympic Community Hero and carried the Olympic Torch a portion of its way through Athens, Georgia. Good Housekeeping included Mathis on their list “One Hundred Young Women of Promise” in 1989. She is a graduate of Leadership Georgia and has received numerous other awards.

She earned Bachelors of Arts in both economics and public studies at Duke University. Janice studied British Politics and History and Oxford University in England and finished law school at UGA. Janice is an active member of Chestnut Grove Baptist Church, where she tutors the SAT and serves on the land and building committee.

**Charlotte Lyons, Chairman of Advisory Board, Accomplished Food Editor and Cookbook Author**

Recognized for many years as food editor of Ebony, the world's number one African-American magazine, she is also author of the New Ebony Cookbook. She has a loyal fan base and receives numerous requests to appear on entertainment new programs, on cooking segments, and at community events. A sought-after speaker, her knowledge of cuisines, culinary trends, traditions and techniques is diverse. Prior to joining Ebony magazine, Charlotte mastered her skills in recipe development in several companies, including the Betty Crocker Test Kitchen at General Mills and the Campbell Soup Company. She received her bachelor's degree in home economics from Morris Brown College in Atlanta.

**Phronie Warner, Hospitality Trainer, seasons Finest Inc., Professional Hospitality Staffing Inc., Atlanta's Premier Hospitality Placement Services**

Upon completion of her business studies at the Jamaica Commercial Institute in Jamaica W.I., Phronie immigrated to the United States in the 1970s. Shortly after, she joined the banking profession at the Bank of New Rochelle, the Land Mark Bank, American Express, and General Motors Acceptance Corporation. In 1995, she launched her own business in the Hospitality Industry. Phronie realized that workers were not innately skilled for the positions needed, so she implemented a training program for those individuals to acquire the necessary skills at her "International Waiter Academy".

Clients of Ms. Warner include: Marriott, Renaissance, Hilton, Wyndham, CNN, the Georgia Aquarium, and the GWCC.

### **Moneka B. Winn, Georgia Department of Labor**

Moneka Winn has a diverse background of experience in customer service, project management, public relations, counseling, administrative support, and case management. She attended York College the City University of New York in Queens, NY with a major in Education and minor in Mathematics, and Morgan State University in Baltimore, Maryland with a major in Social Work. She is currently employed at the Georgia Department of Labor as a Central Examining Unit Supervisor.

### **Gwynne Walker, Educational Job Training, Real Time Training and Development Center**

Gwynne Walker is the owner of Real Time Training and Development Center (RTTC). She is an astute businesswoman with over 20 years of experience in Human Resources. She holds a Master's Degree in Human Resources and Organizational Development, a Bachelor's Degree in Human Resources, Organizational Behavior, and an A.A. degree in Social Science and Psychology from the University of San Francisco. Her experience, training, and education is well-balanced with accomplishments that display efficient management of workplace services for community-based organizations, universities, and local counties. She designed and implemented a Virtual Workplace for the Welfare-to-Work program for the College of Alameda, and is the recipient of the prestigious UC Berkeley Award for Achievement in Community Outreach and Outstanding Recruitment. She is also a member of Organization Change Alliance, and a former Spokeswoman for the CAL WORKS Program (Welfare-to-Work).

**Wanda Whiteside, Assistant**

Ms. Whiteside is a writer, producer, marketer, speaker, and performer. She graduated from Howard University in Washington C.C. with a Bachelors of Fine Arts. During the time there, she was crowned Ms. Howard University 1974-75. She attended Whitney M. Young, School of Social Work. She is currently employed at AUC Consortium as Community Outreach Coordinator. Mrs. Whiteside has many achievements including an Emmy Award, Illinois Storytelling Festival, and the Atlanta Tourism Bureau Excellence in Service Award. She owned and operated the Neighborhood Legacy Tours in 2009.

**George G. Andrews, Consultant, Capital City Bank and Trust Company**

George G. Andrews is the founder of Capital City Bank and Trust Company and currently serves as its President and Chief Financial Officer. Mr. Andrews has come to be known as “The People’s Community Banker.” Capital City Bank and trust Company has five branch offices in Atlanta, including Hartsfield-Jackson International Airport, and three regional offices in Albany, Savannah, and Augusta, Georgia.

Space Programming	Sq Ft
Restaurant-120 tables	4,320
Commercial Kitchen	1,000
Second Commercial Kitchen	0
Exhibit	3,000
Gift Shop	0
<u>Meeting Rm</u>	<u>0</u>
Subtotal	8,320
<u>15% Circulation Space</u>	<u>1,248</u>
Total	9,568







