

INSIDE THE
BOX
CONSTRUCTIVE CATERING

Inside the Box Constructive Catering



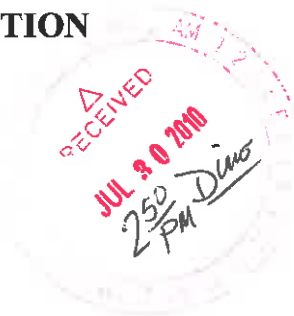
A meal for you. A meal for them.

When you order an Executive Box Lunch from Inside the Box, you're not just getting a fabulous, creative, mouth-watering meal, but you're actually helping the community grow. All the profits from your amazing meal go to an amazing cause. They will go towards providing Boxes of Hope filled with nutritious food to feed a family in crisis for three days.

How does a Boxed Lunch help the community?

Our residents are the driving force behind Inside the Box. While interning with our Executive Chef in our new culinary program, they receive on the job training to prepare them for a successful career in catering and food service. All proceeds benefit Metropolitan Ministries' programs.

INNOVATIVE BUSINESS PLAN COMPETITION August 2010



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Executive Summary

Metropolitan Ministries (“THE MINISTRIES”) is launching a catering service called **Inside the Box Constructive Catering** (“INSIDE THE BOX”). INSIDE THE BOX will produce and cater unique gourmet lunches for businesses located in and around downtown Tampa, Florida. INSIDE THE BOX will help THE MINISTRIES achieve its mission in two ways: 1) by employing MINISTRIES clients, providing income, valuable work experience, and training to propel them toward self-sufficiency, and 2) by generating positive cash flow to support other MINISTRIES programs serving homeless and at-risk families in the greater Tampa Bay community.

- INSIDE THE BOX represents a pairing of THE MINISTRIES’ mission of caring for homeless and at-risk families with its core competency of producing and distributing thousands of quality meals every day in the Tampa Bay community. By employing and training clients, INSIDE THE BOX will help reduce homelessness in the Tampa area by reducing one of its leading causes: unemployment.
- INSIDE THE BOX will market to businesses located in the downtown, South Tampa, and Westshore submarkets of Tampa because these areas house the majority of the city’s office space and employees. Specifically, INSIDE THE BOX will market to businesses hosting lunch gatherings for 10 or more. INSIDE THE BOX will compete with mid-priced delicatessens and sandwich shops and high-end gourmet delicatessens and caterers.
- INSIDE THE BOX will position itself as a purveyor of exemplary gourmet fare and by branding itself as the socially-conscious alternative for business catering. The initial marketing will target existing supporters of THE MINISTRIES such as Board members, corporate donors, and community partners.
- INSIDE THE BOX will be a subsidiary of METROPOLITAN MINISTRIES, a well-known Tampa not-for-profit organization. THE MINISTRIES’ current Executive Chef and CFO will serve as the INSIDE THE BOX’s Executive Director and Financial Director, respectively. Their collective experience in launching and operating successful food service businesses will insure the success of the operation.
- The organization will leverage THE MINISTRIES’ core competencies of quality food service, community trust and community building, its knowledge of marketing and inventory management, and its physical assets including a commercial kitchen, downtown location, and a wealth of community volunteers to insure the operation is a success. Moreover, the organization will leverage its many valuable partnerships and relationships to spread the good news about INSIDE THE BOX.
- The proceeds from each box lunch sold by INSIDE THE BOX will provide a Box of Hope filled with nutritious food to feed a family in crisis for three days, and employing clients and residents will provide valuable job training and work experience to propel them toward self-sufficiency. Transitioning families to self-sufficiency more quickly will free up resources to help other families. Generating positive cash flow will enable THE MINISTRIES to fund its transformative programs and help more of the families that need it most. This is the social return generated from a mere \$25,000 investment by THE MINISTRIES.
- INSIDE THE BOX will generate a profit in its first month of operation, and will generate Net Income of approximately \$32,000 and \$57,000 in years one and three, respectively.

Description of Social Enterprise Venture

Metropolitan Ministries (“THE MINISTRIES”) is a Tampa-based non-profit that serves homeless and at-risk families in Tampa and the surrounding communities. One of THE MINISTRIES’ most immediate ways to offer hope and help is by providing meals for hungry families. Currently, THE MINISTRIES produces and distributes approximately 1,600 meals a day to homeless and hungry families through a network of over 25 partner organizations throughout the region and serves another 400 meals a day to its on-site resident families. Despite serving up to 2,000 meals a day, THE MINISTRIES’ kitchen is running at substantially less than its full capacity.

Because unemployment is one of the primary causes of homelessness, THE MINISTRIES’ programs seek to reduce homelessness by helping homeless families find employment. When the recent economic downturn began driving unemployment figures higher, THE MINISTRIES began looking for ways to supplement its existing employment assistance programs.

INSIDE THE BOX represents a culmination of THE MINISTRIES’ efforts to bolster employment and renew its focus on social enterprise to optimize its core competencies. INSIDE THE BOX is a catering service that will produce and deliver creative gourmet meals for businesses located in and around downtown Tampa, Florida. The business will help THE MINISTRIES achieve its mission by employing and training clients and residents and by generating positive cash flow to fund other MINISTRIES programs. INSIDE THE BOX offers the opportunity to leverage excess kitchen capacity to produce delicious and socially-conscious meals for businesses, all while giving them a new way to support one of Tampa’s most trusted and recognized charities.

The target duration for the client training program is six months. This will enable client residents to spend their initial three months undergoing assessment to determine their specific life needs in accordance with THE MINISTRIES’ existing Uplift-U[®] self-sufficiency program, after which they will spend the final six months of their residency learning valuable and marketable job skills. Each client and resident who completes the INSIDE THE BOX training program will receive a Certificate of Completion to validate their service and training and provide them with a tangible qualification to reference during subsequent job searches and interviews.

Our **VISION** is to create a premier, gourmet catering program that will 1) provide income, on-the-job training, and experience to clients to propel them toward self-sufficiency, 2) be a socially-conscious alternative for business lunches, and 3) build a reputation for quality and service to the extent that local food service businesses will want to recruit employees from INSIDE THE BOX.

Our overall agency **MISSION** at Metropolitan Ministries is to care for the homeless and those at risk of becoming homeless in our community through services that alleviate suffering, promote dignity and instill self-sufficiency ... as an expression of the ongoing ministry of Jesus Christ.

The State of Florida has the third largest homeless population in the nation, and with 9,566 homeless men, women, and children, Hillsborough County has the largest homeless population in Florida. In fact, nearly twenty percent (20%) of Florida’s homeless reside in Hillsborough. INSIDE THE BOX will help THE MINISTRIES reduce homelessness by employing homeless

clients and providing valuable on-the-job training and work experience to prepare them for successful careers in catering and food service and propel them toward self-sufficiency.

Industry and Market Analysis Summary

Overview

More and more businesses and trade groups are recognizing in-house lunch meetings and seminars as ways to trim costs and boost productivity, but businesses in Tampa have only a handful of options when searching for gourmet catered lunches for this type of event. Although several Tampa area restaurants deliver boxed lunches, very few offer the high-end type of meals many business customers want to serve at these functions. Additionally, none of these restaurants and caterers provides the socially-conscious customer with the added benefit of helping needy families in our community. INSIDE THE BOX's analysis indicates there is a niche market for a socially-conscious catering business serving high-end lunches for business gatherings.

Target Market and Segmentation Strategy

INSIDE THE BOX will market to Tampa area businesses and other organizations conducting in-office lunch meetings or presentations. Initially, INSIDE THE BOX will focus on businesses located in the downtown core, which contained over 8 million square feet of total office space and approximately 50,000 employees as of March, 2010. Subsequently, INSIDE THE BOX will also market to South Tampa, and Westshore areas, where, combined with downtown, the majority of Tampa's office space (20.4m square feet) and employment are located. INSIDE THE BOX's strategy is to target the market segment represented by lunch gatherings for 10 or more people. Focus group surveys indicate the target market possesses strong demand for this product and service. Moreover, since INSIDE THE BOX began piloting the program in May, 2010, the customer satisfaction survey results indicate the quality and originality of INSIDE THE BOX's meals are exemplary and well-received.

Competitive Analysis

Several mid-priced delicatessens and sandwich shops such as Zudar's, Lonni's, TooJay's, and Alessi offer lunch delivery, but they do not serve high-end, gourmet meals on par with INSIDE THE BOX's menu offerings. Two high-end delicatessens that do serve gourmet fare are Wright's Gourmet and Datz Delicatessen, and although neither specializes in catered box lunches they do offer catering trays in a variety of sizes. Finally, several catering businesses such as Joan's Catering and Catering by the Family also offer catered lunches for businesses. Like Wright's and Datz, Joan's does not offer catered box lunches but does offer platters. Catering by the Family does offer box lunches similar to those to be offered by INSIDE THE BOX. Because their offerings are the most similar to INSIDE THE BOX's, the high-end delis and caterers such as Wright's, Datz, Joan's, and Catering by the Family are the most direct competitors of INSIDE THE BOX.

INSIDE THE BOX will utilize its reputation as a trusted non-profit, its purchasing advantage, and its ability to utilize clients and volunteers to staff the operation to distinguish itself and create competitive advantage. INSIDE THE BOX's packaging will feature messaging to convey the feeling that customers' support of INSIDE THE BOX will help transform the lives of homeless and at-risk families. No other restaurant or caterer can offer such a rewarding sensation. INSIDE THE BOX will capitalize on the volume of THE MINISTRIES' meal program to purchase food and materials below the cost of its competitors. Finally, because THE MINISTRIES can utilize community volunteers at no cost and utilize clients by providing

training, work experience and a small weekly stipend, THE MINISTRIES will staff its operation below the cost of its competitors.

Marketing Plan Summary

The INSIDE THE BOX marketing plan outlined below consists of several strategic objectives and specific strategies regarding product, positioning, pricing, and promotion.

Objectives

- Develop a menu and product that establish INSIDE THE BOX as a provider of unique gourmet and socially-conscious business lunches
- Convey the message that supporting INSIDE THE BOX will help transform the lives of homeless and at-risk families
- Offer businesses and donors a new way to support THE MINISTRIES during the regular course of doing business, without actually having to make a separate donation
- Generate new success stories to support Metropolitan Ministries' brand identity and mission of caring for homeless and at-risk families by promoting dignity and self-sufficiency

Product

INSIDE THE BOX will offer executive box lunches consisting of the following:

- One gourmet sandwich, salad or entrée
 - o Sandwiches – choose from 12 varieties
 - o Salads – choose from 8 varieties
 - o Entrees – choose from 4 varieties
- Two gourmet side orders (not chips) – choose from 7 varieties
- One drink
- One gourmet dessert – choose from 4 varieties
- Free delivery

See Appendix for INSIDE THE BOX menu

Positioning

To distinguish itself from mid-priced delicatessens and sandwich shops such as Lonni's, Zudar's, and Alessi, INSIDE THE BOX will leverage its chef's unique creativity to position itself as a higher-end alternative whose slightly higher price is justified by the exemplary gourmet fare as well as the mission of helping homeless and hungry families. To distinguish itself from high-end delicatessens such as Wright's Gourmet and Datz Delicatessen, INSIDE THE BOX will position itself as the socially-conscious alternative for gourmet catered lunches. The name INSIDE THE BOX pays homage to the **Boxes of Hope** that THE MINISTRIES distributes to needy families during every holiday season. Each Box of Hope contains the components of a full-scale, traditional holiday meal for a family. These Boxes of Hope are widely recognized among Tampa area residents and businesses, and tying the support of INSIDE THE BOX to the image of hungry families receiving holiday meals will be a powerful message.

Pricing

INSIDE THE BOX's box lunches will be priced from \$12 - \$15 per box with an average price of approximately \$13.50. This price includes everything listed under "Product," above. At first glance, this price may seem high in comparison to some competitors' stated delivery or catered lunch prices. However, a closer examination reveals INSIDE THE BOX's prices are more competitive when considering some competitors' extra charges for some of the items included in

an INSIDE THE BOX lunch, such as side orders, drink, dessert, and even delivery. In fact, the average price from the mid-priced delicatessens referenced above is \$13, and the average from the high-end delicatessens referenced above is over \$16. See Appendix for Price Comparison Chart.

Promotion & Sales

INSIDE THE BOX will utilize an integrated branding strategy to promote its product, concept, and message through THE MINISTRIES' web-site, on product packaging, and in other MINISTRIES media. The materials will feature messaging that highlights INSIDE THE BOX's gourmet menu, makes the tie-in between INSIDE THE BOX and THE MINISTRIES' Box of Hope, and conveys the message that supporting INSIDE THE BOX will help transform the lives of homeless and at-risk families. The branding utilized during INSIDE THE BOX's pilot program has utilized the tag line: "A lunch for you, a meal for them."

Initially, INSIDE THE BOX will employ a quarterly sales strategy. In its first quarter, INSIDE THE BOX will test market to members of THE MINISTRIES' Board of Directors. In its second quarter, if necessary to achieve growth targets, INSIDE THE BOX will expand its marketing to include THE MINISTRIES' corporate donors. In the third quarter (again, if necessary), marketing will expand to include members of the Tampa Downtown Partnership. Finally, in the fourth quarter or whenever INSIDE THE BOX determines it has exhausted the previous market segments, it will employ an outbound marketing strategy to include the business communities of downtown, South Tampa, and Westshore.

INSIDE THE BOX's growth targets are volume and revenue based, and are listed below:

Quarter	Year 1		Year 2*		Year 3*	
	Meal Volume	Revenue	Volume	Revenue	Volume	Revenue
Q1	600	\$8,100	2,472	\$33,372	2,546	\$34,373
Q2	1,200	\$16,200	2,472	\$33,372	2,546	\$34,373
Q3	1,800	\$24,300	2,472	\$33,372	2,546	\$34,373
Q4	2,400	\$32,400	2,472	\$33,372	2,546	\$34,373
Total	6,000	\$81,000	9,888	\$133,488	10,185	\$137,493

*Annual growth rate = 3%

Avg. price/box = \$13.50

Management Plan Summary

INSIDE THE BOX will be a division of Metropolitan Ministries, Inc., a 501(c)(3) Florida non-profit corporation founded in the State of Florida in 1972. For over 38 years, THE MINISTRIES has served poor and homeless men, women, and children in the Tampa Bay region. THE MINISTRIES has gone from a single room food pantry, to one of America's most effective and innovative caregivers. Serving as many as 150 families daily through Outreach and Prevention Services, THE MINISTRIES remains committed to breaking the cycle of poverty.

INSIDE THE BOX will be one of THE MINISTRIES' social enterprise initiatives, and the hope is that social enterprise will become a key component of its programs as THE MINISTRIES strives to achieve its mission of helping homeless and at-risk families and individuals fulfill their potential and attain self-sufficiency.

Management

- **Executive Director** - THE MINISTRIES' Executive Chef, Cliff Barsi, will serve as Executive Director of the operation and will report to THE MINISTRIES' President. He is an experienced restaurateur who will bring practical business management know-how and a wealth of successful entrepreneurial experience to this new venture. With over 25 years of experience, Cliff has launched or owned a variety of successful businesses including a corporate catering business, a gourmet farmers market, multiple restaurants, a gourmet dessert business, and a coffee shop chain, among others. In each of his professional endeavors, Cliff has conceived unique concepts to fill specific niches in the market. Since becoming THE MINISTRIES' Executive Chef, Cliff has increased efficiency and productivity through staff and budget reductions, all while maintaining or exceeding previous service levels. Cliff will utilize his experience in catering, gourmet restaurants, and entrepreneurial food service businesses to oversee the development and launch of INSIDE THE BOX. His practical business management skills will ensure the business succeeds over the long haul. He will manage the day-to-day operations of the business, and will oversee the initial marketing as well.
- **Financial Manager** - THE MINISTRIES' CFO, Phil Signore, will serve as Financial Manager and will report to THE MINISTRIES' President. Phil is a Certified Public Accountant and has a Bachelor of Science in Business Administration with a major in Accounting from Florida State University. He began his career in 1979 in the audit practice of a multinational public accounting firm, and advanced his career until he had served as the CFO of public and private companies for fourteen years. As former CFO of a major Waffle House franchise owner and operator, Phil gained extensive experience in restaurant finance. He will utilize his considerable knowledge and skills in restaurant finance to manage the organization's accounting and budgeting and to prepare the financial statements.
- **Social Enterprise Oversight** – THE MINISTRIES' Senior Director of Strategic Planning and Social Enterprise, Brian Evjen, will serve in an oversight function for INSIDE THE BOX and will report to THE MINISTRIES' executive management and Board of Directors. Brian has a finance degree from the University of Georgia and a law degree from Stetson University. He has enjoyed a diverse career in corporate finance, direct marketing and e-commerce, and real estate development. As Senior Director of Social Enterprise, Brian is responsible for

oversight and profitability of MINISTRIES social enterprise initiatives. He will utilize his experience in business management to ensure INSIDE THE BOX achieves success.

- **Catering Director** – Lawrence Wilson will serve as Catering Director and will report to the Executive Director. Lawrence has served on THE MINISTRIES’ Food Services team for over five years, and during that time he has developed excellent management and kitchen skills. Lawrence is well-suited to manage and train clients and volunteers, as evidenced by his success managing both groups maintaining high productivity and producing quality meals for THE MINISTRIES’ existing meals programs. Lawrence receives consistently positive survey results from volunteers and clients when they serve in the kitchen, and his patience and management skills will enable him to produce and distribute INSIDE THE BOX meals efficiently while also providing valuable management and training for MINISTRIES clients.

Personnel

- **Clients and Residents** – During its first year INSIDE THE BOX will employ one to two cooks and one to two food preparers, and during its third year those figures will double to two to four cooks and two to four food preparers. Two of the four initial kitchen positions will be filled by MINISTRIES clients and residents and will report to the Catering Director, and the other two positions will be filled as necessary by volunteers (see below). INSIDE THE BOX hopes to utilize its own client residents as well as clients from other area non-profits that assist underprivileged, homeless, and at-risk adults and youth. Many of these organizations have been forced to look outside typical workforce industries such as construction for training opportunities because the economic downturn has depleted those industries in Florida. INSIDE THE BOX can offer an excellent alternative by training its clients to work in the food service industry. Clients will be compensated with a small weekly stipend, with the goal being to incentivize them and compensate them for quality work, but not to the extent that it will become a disincentive for clients to pursue full-time employment elsewhere.
- **Staff Support** - All support functions such as marketing, accounting, and customer service will be provided by THE MINISTRIES’ existing administrative staff. Additionally, the existing MINISTRIES Operations team will loan its drivers to INSIDE THE BOX as needed to assist with deliveries. The staff will report through the existing MINISTRIES organizational structure, with additional oversight from the Social Enterprise Director.
- **Community Volunteers** - THE MINISTRIES utilizes over 12,000 unpaid volunteers every year to advance its mission of serving homeless and at-risk families in the Tampa Bay community. This volunteer support enables THE MINISTRIES’ staff of just over 100 employees to achieve far more than it could achieve alone, and it embodies THE MINISTRIES’ vision of bringing the entire community together to support its homeless and at-risk families. These volunteers are scheduled in advance by THE MINISTRIES’ Director of Volunteer Services, who also assigns them to various MINISTRIES departments upon their arrival each morning depending on each department’s stated needs for that day. Because INSIDE THE BOX will encourage customers to order at least two days in advance, the Catering Director should have sufficient time to schedule extra volunteer assistance if needed for large orders or multiple orders that could tax the core team. As such, the volunteers will assist in the operation, working alongside staff and residents and filling in wherever needed.

Operational Plan

INSIDE THE BOX will conduct its daily operations in THE MINISTRIES' existing commercial kitchen at the main campus on N Florida Avenue. Distribution will be based out of the kitchen as well, with deliveries made to downtown, South Tampa, and Westshore area businesses. INSIDE THE BOX will offer lunch Monday through Friday only.

The Executive Director will place food and materials orders every two weeks along with THE MINISTRIES' primary food and materials orders, but he may also place separate orders to fill large orders received in advance. INSIDE THE BOX will require orders of 20 or more lunches to be placed at least two days in advance, and INSIDE THE BOX will offer monthly billing for corporate accounts.

THE MINISTRIES conducted an inventory of its assets and expertise and identified the following:

Core Competencies

- Productivity – THE MINISTRIES' kitchen produces, distributes and serves approximately 2,000 meals a day to homeless and hungry families through a network of over 25 partner organizations throughout the region. However, the kitchen is running at substantially less than its full capacity. By utilizing the excess capacity, INSIDE THE BOX will be able to begin producing its boxed lunches with no ramp-up time, no learning curve, and no negative effect on productivity. THE MINISTRIES' kitchen is a large-scale commercial kitchen that was designed, installed, and donated in full by Robert Basham and Outback Steakhouse, both very generous supporters of THE MINISTRIES.
- Quality & Creativity – THE MINISTRIES consistently produces healthy, delicious meals with a mix of purchased and donated food. It maintains quality and creativity even while working with inconsistent and unpredictable donated resources. The Executive Chef's background launching multiple creative and successful restaurants and food businesses allows him to draw on years of experience and past successes to ensure continued success in this area.
- Community Trust & Community Building – THE MINISTRIES is one of the most trusted and recognizable non-profits in the Tampa Bay area, and consistently maintains a quality rating on Charity Navigator. THE MINISTRIES brings the community together by allowing volunteers to serve clients directly, and the vast majority of THE MINISTRIES' volunteers return to serve again. This speaks volumes about the community's trust in THE MINISTRIES and about THE MINISTRIES' ability to market its mission, values, and vision to the community. INSIDE THE BOX will tie its brand to THE MINISTRIES' recognizable and trusted brand.

Knowledge and Technical Assets

- Food pricing and materials procurement
- Inventory management
- Inbound order/donation processing
- Marketing
- Financial systems

Physical Assets

- Kitchen and Storage – THE MINISTRIES’ kitchen is designed for maximum efficiency and enables THE MINISTRIES to produce thousands of meals a day with minimal staff. THE MINISTRIES has substantial walk-in freezer and dry food storage capacity.
- Downtown location – THE MINISTRIES’ N Florida Avenue campus is located on the north end of downtown Tampa. This proximity to downtown will enable THE MINISTRIES to make deliveries to downtown businesses quickly, which is crucial to maintaining proper food temperature and quality.
- Staff – THE MINISTRIES’ kitchen staff is trained in food safety and health department regulations.
- Volunteers – THE MINISTRIES employs over 12,000 community volunteers a year to achieve its mission.
- Business Administration – THE MINISTRIES utilizes advanced inventory management, donation processing, and financial accounting software to track and manage its resources. INSIDE THE BOX will leverage THE MINISTRIES’ operations, marketing, and financial systems to ensure its operation is successful

Relationships

- Hillsborough County Homeless Coalition
- City of Tampa
- Hillsborough County Board of County Commissioners
- Tampa Downtown Partnership
- United Way
- Children’s Board of Hillsborough County
- Conn Memorial Foundation
- Bank of America
- Fowler White
- OSI (Outback Steakhouse)
- McKibbin Hotel Management
- Bank of Tampa
- City of Tampa Housing Authority
- Faith Community

Pilot Program

INSIDE THE BOX began piloting its operation on May, 2010, and has served approximately twelve lunches thus far. The average lunch order size thus far has been ten to twenty meals, which is comparable to the assumptions included in this plan.

Customer response has been very positive and already, some orders have been from repeat customers. Customers served so far include the Fowler White Boggs law firm and the University of South Florida. Below is one example of the positive customer testimonials INSIDE THE BOX has received:

“Please tell Cliff his creations were a hit—best catered food I’ve seen, and everyone was pleased.”

INSIDE THE BOX will complete its pilot program in August, 2010 and begin executing the full business plan in September, 2010.

Social Return on Investment (ROI)

INSIDE THE BOX's branded marketing materials convey the program's Social Return on Investment as follows:

A meal for you. A meal for them.

When you order an Executive Box Lunch from Inside the Box, you're not just getting a fabulous, creative, mouth-watering meal, but you're actually helping the community grow. All the profits from your amazing meal go to an amazing cause. They will go towards providing Boxes of Hope filled with nutritious food to feed a family in crisis for three days.

How does a Boxed Lunch help the community?

Our residents are the driving force behind Inside the Box. While interning with our Executive Chef in our new culinary program, they receive on the job training to prepare them for a successful career in catering and food service. All proceeds benefit Metropolitan Ministries' programs.

The above statements communicate the most immediate and impactful Social Return on Investment for INSIDE THE BOX, but the return actually goes far beyond the marketing message, as outlined below.

It is difficult to think of a more impactful way to care for a family in crisis than by providing them with enough nutritious food to feed them for three days. This is what a Box of Hope does, and this is the most dramatic reason for customers to support INSIDE THE BOX. Each meal from INSIDE THE BOX costs an average of \$13.50, and it will help THE MINISTRIES provide a Box of Hope to feed an entire family for three days. This is one of the best and most effective social investments members of our community can make. And the best part is that it's an investment with virtually no cost because supporters will receive a delicious meal that more than justifies its \$13.50 price.

As described above in the Management Plan Summary, INSIDE THE BOX will employ two clients at a time during year one. That number will grow to four once the enterprise reaches full capacity in year two. However, these figures do not tell the full story. Because each INSIDE THE BOX trainee will complete the training program in six months, when considering turnover, the two and four positions in years one and two actually equate to training four and eight clients a year, respectively.

For resident clients, the six-month training program will encompass the final six months of a nine-month stay. This is a significantly shorter stay than that of a typical MINISTRIES resident, and is possible because the accelerated training program will move the residents to employment and self-sufficiency more quickly. By shortening the stay for up to eight families per year, THE MINISTRIES will free up the resources to house two additional families and enroll them in its Uplift-U[®] program for a full year. When considering that THE MINISTRIES currently only has capacity for approximately forty one families, this Social Return is tremendous when measured against the initial \$25,000 investment by the MINISTRIES.

An additional Social Return on Investment is represented by the other services the MINISTRIES will be able to provide as a direct result of the positive cash flow generated by INSIDE THE BOX. As demonstrated in the Financial Plan below, INSIDE THE BOX projects Net Income of

approximately \$32,000 in year one and \$57,000 in year three. These figures equate roughly to salary requirements for one social worker, counselor, or educator in year one and almost two thereafter. These positions are crucial to THE MINISTRIES' mission of caring for homeless and at-risk families in our community because they help clients and their children improve their life skills, self-images, and self-worth and in turn, transform their lives. The Net Income figures above can also be quantified in terms of Boxes of Hope: \$32,000 would provide approximately 1,000 Boxes of Hope and \$57,000 would provide almost 1,800. This equates to over 36,000 meals in year one and over 64,000 in year three. Again, the impact is staggering when considering the initial investment required from THE MINISTRIES is a mere \$25,000.

Many of the corporate customers who purchase box lunches from INSIDE THE BOX would purchase lunch from another provider anyway, so INSIDE THE BOX is merely providing them with a socially-conscious alternative. By buying one lunch from INSIDE THE BOX, a customer will provide two meals for a hungry family of four. Once they take the time to really learn the true social return they can achieve simply by choosing INSIDE THE BOX over its competition, many customers are likely to do so. As a result, they will experience the unique sensation one receives when playing a direct role in helping those who need it most in our community. This is yet another aspect of the Social Return on Investment of INSIDE THE BOX.

Summary

Investment: \$25,000

Return:

- 8 jobs per year at full capacity
- 2 additional families in residence at THE MINISTRIES and enrolled in the Uplift-U[®] program
- Over 64,000 meals for struggling families, **OR** approximately two counselors or educators to support families striving for self-sufficiency

Financial Plan

Start-Up Funds

INSIDE THE BOX requires minimal start up investment. Because its inventory can be purchased with credit from existing MINISTRIES vendors, the start up inventory is not included in the required start-up investment. The required start-up investment is as follows:

- Refrigerated truck for deliveries - \$25,000

Breakeven Analysis

INSIDE THE BOX will reach its operational breakeven point in the first month. This is the point at which the net income is positive. This means the business begins to show a profit immediately, and this is due in large part to the fact that it can begin operations and purchase inventory and materials with existing credit from THE MINISTRIES, it has no infrastructure costs such as rent, utilities, or startup costs because it will operate out of THE MINISTRIES' existing kitchen, and the administrative support will be provided by existing MINISTRIES staff. See Exhibit B.

INSIDE THE BOX will reach its net breakeven point in month thirteen, as shown on the Cash Flow Statement. This is the point at which the cumulative cash flows, which includes the payback of the \$25,000, no-interest loan from THE MINISTRIES, will be paid back in full. See Exhibit B.

Projected Profit and Loss

INSIDE THE BOX is projected to generate Net Income of \$32,000 in Year 1, \$55,000 in Year 2, and \$57,000 in Year 3. See Exhibit B.

INSIDE THE BOX projects a Cost of Goods Sold of roughly 50% of its sales revenue, which also translates to a Gross Margin of 50%. This is significant because the Cost of Goods Sold is approximately 15% lower than the industry average of 65% and the Gross Margin is likewise roughly 15% higher than the industry average of 35%. This is due in large part to INSIDE THE BOX's ability to utilize low-cost clients and volunteers for labor, reducing the labor component of its Cost of Goods Sold to 10% of sales revenue as compared to an industry average of 25%.

Projected Cash Flow

INSIDE THE BOX will generate positive Net Cash Flow in month 5 and positive Cumulative Cash Flow in month 13. See Exhibit B.

Projected Balance Sheet and Sources and Uses of Financing

The Balance Sheet show accounts receivable because INSIDE THE BOX will offer monthly or bi-weekly corporate billing. Accounts payable reflect balances for food and materials ordered on account from THE MINISTRIES' existing vendors. These accounts payable will be paid every two weeks to mirror the typical ordering cycle for food and materials. See Exhibit C.

Financial Return on Investment

Based on an initial investment of \$25,000 and year-end Net Cash Flow of \$22,188 in year one, \$58,338 in year two, and \$60,230 in year three, INSIDE THE BOX will generate an Internal Rate of Return of 133% in its initial three years.

Business Goals and Objectives

Goal 1: Launch the INSIDE THE BOX pilot program to perfect the concept and slowly ramp up operations.

Objective	Deadline	Responsible Party	Status
Finalize menu	July 1, 2010	Executive Director	Done
Develop name & brand identity	July 25, 2010	Marketing Dept.	Done
Serve one lunch per week	July 15, 2010	Executive Director	Done
Finalize business plan	July 30, 2010	Social Enterprise	In process
Train Catering Director	July 1, 2010	Executive Director	Done
Develop & implement delivery procedures	July 15, 2010	Executive Director	In process

Goal 2: Create a training program that offers clients the opportunity to learn a work ethic and build valuable work experience in a real work environment as a component of THE MINISTRIES' Uplift-U® program.

Objective	Deadline	Responsible Party	Status
Identify positions to be filled by clients	July 15, 2010	Executive Director	Done
Develop training program	August 1, 2010	Catering Director	In process
Establish INSIDE THE BOX Certification standards	August 1, 2010	Programs Dept.	In process
Establish stipend frequency and amount for client payments	August 1, 2010	Executive Director, Social Enterprise	In process

Goal 3: Reach Year 1 sales targets and generate positive cash flow to support other MINISTRIES programs.

Objective	Deadline	Responsible Party	Status
Market to MINISTRIES Board of Directors	11/30/10	Executive Director, Marketing Dept.	TBD
Market to MINISTRIES corporate donors and word of mouth	2/28/11	Executive Director, Marketing Dept.	TBD
Market to Tampa Downtown Partnership members	5/31/11	Executive Director, Marketing Dept.	TBD
Negotiate discounts with food and materials suppliers	9/1/10	Executive Director, Catering Director	In process

Goal 4: Find employment for two or more clients by the end of Year 1.

Objective	Deadline	Responsible Party	Status
Train one or more clients for full 6-month program duration	8/30/11	Catering Director	TBD
Issue INSIDE THE BOX Certification to one or more clients	8/30/11	Executive Director	TBD
Publish INSIDE THE BOX Certification qualifications to area restaurants to educate them about Certificate holders' qualifications	5/31/11	Executive Director	TBD
Develop relationships with five or more area restaurateurs who will consider hiring employees from INSIDE THE BOX	8/30/11	Executive Director	TBD
Assist one or more employees with obtaining interviews, referrals, reference letters, etc.	8/30/10	Executive Director, Catering Director	TBD

Goal 5: Offer businesses and donors a new way to support THE MINISTRIES during the regular course of doing business, without actually having to make a donation and cultivate new corporate donors via the marketing of INSIDE THE BOX

Objectives

- Develop a reputation for excellence that makes Inside the Box a realistic, viable alternative for corporate lunch functions
- Position Inside the Box as a socially-conscious alternative to make customers feel good about their choice and themselves when they support Inside the Box
- Create messaging and branding that highlights the positive impact of customer on clients' lives and employment status
- Recognize customers for their support so they will see residual benefits from their support of Inside the Box

Appendices

- *Exhibit A: Sample Inside the Box Menu*
- *Exhibit B: Profit & Loss Statement and Cash Flow Statement (with Breakeven Analysis)*
- *Exhibit C: Balance Sheet and Sources & Uses*
- *Exhibit D: Revenue Projection, Sales Mix Analysis, Cost of Goods Sold & Gross Margin Calculation*
- *Exhibit E: Depreciation Schedule and Other Expenses*
- *Exhibit F: Pricing Comparison*
- *Exhibit G: Metropolitan Ministries Executive Team*
- *Exhibit H: Metropolitan Ministries Board of Director*

A meal for you. A meal for them.
When you order an Executive Box Lunch from Inside the Box, Your not just getting a fabulous, creative, mouth-watering meal, but your actually helping the community grow. Because all the profits from your amazing meal will go to an amazing cause. They will go towards providing "Boxes of Hope" for families in need.

A Box of Hope provides a family in crisis with nutritious food for 3 days.



A METROPOLITAN MINISTRIES
SOCIAL ENTREPRENEURSHIP INITIATIVE

Contact InsideTheBox@metromin.org
to order Executive Box Lunches for your
next office meeting or event.
813-209-1000

Our residents are the driving force behind Inside the Box. While interning with our Executive Chef in our new culinary program, they receive on the jobtraining to prepare them for a successful career in catering and food services. All proceeds benefit Metropolitan Ministries' programs.

2002 NORTH FLORIDA AVE. | TAMPA, FL 33602 | METROMIN.ORG



Contact InsideTheBox@metromin.org
to order Executive Box Lunches for your
next office meeting or event.
813-209-1000



A METROPOLITAN MINISTRIES
SOCIAL ENTREPRENEURSHIP INITIATIVE

2002 NORTH FLORIDA AVE. | TAMPA, FL 33602 | METROMIN.ORG

A Metropolitan Ministries Social Entrepreneurship Initiative

SANDWICHES

Carved Beef

Thinly sliced roasted beef, Applewood bacon, fire roasted peppers & onions, Boursin cheese, and chipotle aioli on sage flat bread.

Pork Loin

Slow roasted natural pork tenderloin, apple chutney, spicy brown mustard, roasted potatoes, and baby spinach on a pretzel roll.

Prosciutto & Roasted Chicken

Prosciutto & roasted chicken, fresh mozzarella, basil pesto, Roma tomato, balsamic vinegar, crushed honey roasted almonds, and organic greens on ciabatta.

Turkey Club

Thinly sliced all natural turkey breast, smoked Gouda, avocado, Applewood bacon, herb aioli, tomato, organic greens, and pickled red onion on a sourdough roll.

Fire Roasted Vegetables

Fire roasted portabella, peppers, onions, zucchini, yellow squash with goat cheese and sundried tomato vinaigrette on an imported French baguette.

Asian Tuna Steak

Sliced teriyaki marinated tuna steak, sesame-ginger slaw, cucumber, wasabi aioli, and sesame noodles on flat bread.

Italian Antipasto

Tuscano salami, prime honey ham, spicy capicola, provolone, herb aioli, romaine lettuce, Roma tomato, crumbled Gorgonzola, artichoke hearts, and spicy pepper relish on ciabatta.

Black Forest Ham

Thinly sliced Black Forest ham, softened Brie, Anjou pear, baby spinach and cherry mustard on an imported French baguette.

Kosher Deli

Thinly sliced kosher pastrami and corned beef, sharp Vermont white cheddar, crunchy slaw, spicy brown mustard, and chicken liver pate' on a pretzel roll.

Roasted Chicken or Salmon Caesar

Pulled roasted chicken or glazed salmon, shredded parmesan, baby spinach, Roma tomato, anchovy filets (optional), crushed honey roasted almonds, and Caesar aioli on parmesan flat bread.

Shrimp Salad Wrap

Our specialty shrimp salad made with tzatziki sauce, and topped with sliced cucumbers, red onions, feta cheese and a calamata olive spread in a spinach wrap.

SALADS

Italian Antipasto

Tuscano salami, Black Forest ham, spicy capicola, provolone, baby spinach, romaine lettuce, Roma tomato, crumbled Gorgonzola, artichoke hearts, hearts of palm, and grilled asparagus with balsamic herb vinaigrette.

Honey BBQ Salmon

Honey BBQ glazed fresh salmon on top of our fire roasted vegetable salad with fresh fruit and crushed honey roasted almonds.

Chicken or Salmon Spinach Caesar

Your choice of pulled roasted chicken or glazed salmon, baby spinach, romaine lettuce, shredded parmesan, Roma tomato, anchovy filets (optional), crushed honey roasted almonds, tossed with our homemade dressing.

Greek Pasta Salad

Bowtie pasta, feta cheese, black forest ham, pepperoni, cucumber, red onions, green pepper, and sliced calamata olives with Greek dressing.

Rustic Cobb

Pulled roasted chicken, Black Forest Ham, Applewood bacon, goat cheese, Vermont white cheddar, roasted red peppers, chopped egg, avocado, Roma tomato and organic greens with creamy Dijon ranch dressing.

Metro Chef

Roast pork, Tuscano salami, Black Forest Ham, Applewood bacon, Swiss cheese, smoked Gouda, red onions, hardboiled egg, cucumbers, Roma tomato and mixed lettuce with a creamy herb vinaigrette.

Asian Tuna Steak

Sliced teriyaki marinated tuna steak, snow peas, cucumbers, red pepper, red onions, broccoli slaw, baby spinach, sesame noodles, and honey roasted peanuts with sesame ginger vinaigrette.

ENTREES

Filet Mignon & Shrimp

Grilled pesto shrimp and a grilled filet mignon topped with a calamata olive spread and feta cheese. Served with grilled new potatoes and vegetables.

Glazed Salmon

Grilled glazed salmon served on a bed of balsamic spinach. Served with grilled new potatoes and vegetables.

Seafood Lasagna

Shrimp, scallops, crab and salmon layered between pasta, mascarpone cheese, spinach, basil and Roma tomatoes. Topped with a lobster cream sauce and served with grilled vegetables.

Chicken Metro

Grilled chicken breast stuffed with balsamic spinach, roasted red peppers, goat cheese, and wrapped in prosciutto. Served with primavera perne pasta.

EXECUTIVE BOX LUNCH

Includes one premium side, one regular side, premium dessert and premium beverage.

Sandwich \$15.50
½ & ½ Sandwich \$16.00
Salad \$15.50
½ Sandwich & ½ Salad \$16.00

JUNIOR EXECUTIVE BOX LUNCH

Includes one regular side, dessert and beverage.

Sandwich \$12.50
½ & ½ Sandwich \$13.00
Salad \$12.50
½ Sandwich & ½ Salad \$13.00

EXECUTIVE ENTRÉE BOX

Includes one premium side, premium dessert and premium beverage.

Filet Mignon & Shrimp \$19.00
Glazed Salmon \$18.50
Seafood Lasagna \$18.50
Chicken Metro \$18.00

SIDES

Fire Roasted Vegetable & Edamame Salad
Crunchy Broccoli Slaw
New Potato & Asparagus Salad
Seasonal Fresh Fruit**
Spinach Caesar Salad**
Greek Pasta Salad**
Roma Tomato, Fresh Mozzarella & Basil Salad**

DESSERTS

Nature Valley Fresh Baked Granola Bar
Gourmet Cookie
Dessert Bar**
Cheese Cake Square**

BEVERAGES (Bottled)

Water Iced Tea Lemonade
Coke** Diet Coke** Sprite**

** Premium

EXHIBIT B

**Metropolitan Ministries, Inc.
Inside the Box Business Plan
Financial Statements**

	Year 1												Total	Year 2	Year 3	
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug				
Sales Revenue	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 2,700	\$ 31,572	\$ 133,488	\$ 137,498
Cost of Good Sold	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	16,200	66,744	68,749
Gross Profit	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	15,372	66,744	68,749
Expenses:																
Salaries & Wages	96	96	96	96	96	96	96	96	96	96	96	96	96	1,152	2,880	2,880
Marketing	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,854	1,910
Accounting	150	150	150	150	150	150	150	150	150	150	150	150	150	1,800	1,800	1,800
Auto - Fuel	30	30	30	30	30	30	30	30	30	30	30	30	30	360	1,483	1,528
Total Expenses	376	376	376	376	376	376	376	376	376	376	376	376	376	4,516	17,997	18,646
Operating Income	974	974	974	974	974	974	974	974	974	974	974	974	974	11,856	48,747	50,103
Interest Expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense	298	298	298	298	298	298	298	298	298	298	298	298	298	3,576	3,576	3,576
Net Income	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 676	\$ 8,280	\$ 45,171	\$ 46,527

Break-even Analysis: The first month is the break-even point in terms of operations because that is the first month showing positive net income.

	Year 1												Total	Year 2	Year 3		
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug					
Initial Investment	\$ (25,000)														(25,000)		
Net Income	676	676	676	676	676	676	676	676	676	676	676	676	676	8,280	55,151	57,055	
Plus: Depreciation	298	298	298	298	298	298	298	298	298	298	298	298	298	3,576	3,576	3,576	
Less: Increase in Inventory	(540)			(540)										(1,080)	(65)	(67)	
Less: Increase in A/R	(2,700)			(2,700)										(5,400)	(324)	(334)	
Net Cash Flow	\$ (2,266)	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 974	\$ 22,188	\$ 56,338	\$ 60,230	
Cumulative Net Cash Flow	\$ (25,000)	\$ (27,266)	\$ (25,318)	\$ (26,264)	\$ (23,970)	\$ (21,676)	\$ (19,382)	\$ (17,088)	\$ (14,794)	\$ (12,500)	\$ (10,206)	\$ (7,912)	\$ (5,618)	\$ (2,324)	\$ 56,526	\$ 115,756	

*Note: Cumulative Net Cash Flow reflects (\$25,000) spent on a delivery vehicle

Break-even Analysis: The table above highlighted in blue show the month 12 run rate for net cash flow and the month 12 cumulative cash flow. When the months for net cash flow is applied to month 12, it will add sufficient cash to limit the cumulative cash flow to a positive; thus month 13 is the break-even point for the initial \$25,000 investment.

EXHIBIT C

**Metropolitan Ministries, Inc.
Inside the Box Business Plan
Financial Statements**

	Year 1			Year 2	Year 3
	Year 1	Year 2	Year 3		
Balance Sheet					
Assets					
Cash	\$ 540	\$ 1,080	\$ 1,620	\$ 2,160	\$ 2,700
Inventory	2,700	5,400	8,100	10,800	14,400
Receivables	24,702	23,510	22,914	21,722	21,424
Fixed Assets, Net of Accum. Depr.	\$ 27,942	\$ 30,288	\$ 32,634	\$ 34,980	\$ 34,384
Total Assets	\$ 27,942	\$ 30,288	\$ 32,634	\$ 34,980	\$ 34,384
Liabilities					
Payables	\$ 27,266	\$ 26,264	\$ 23,970	\$ 21,812	\$ 20,612
Net Assets	\$ 676	\$ 1,352	\$ 2,028	\$ 2,812	\$ 3,572
Liabilities plus Net Assets	\$ 27,942	\$ 27,644	\$ 25,998	\$ 24,624	\$ 24,256

Financial Return on Investment	
Initial investment - \$25,000 start-up capital	AMT (\$25,000)
Net Cash Flow - Year 1	22,188
Net Cash Flow - Year 2	58,338
Net Cash Flow - Year 3	60,230
Internal Rate of Return (IRR)	133%

EXHIBIT D

Metropolitan Ministries, Inc. Inside the Box Business Plan Other Financial Calculations

Revenue Projection															
	Year 1												Year 2*	Year 3*	
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	TOTAL		
Avg. Price/Lunch	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50
Avg. COGS	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75	\$6.75
Avg. Order Size	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Avg. Volume	200	200	200	400	400	400	600	600	600	800	800	800	6,000	9,888	10,185
Avg. Volume	50	50	50	100	100	100	150	150	150	200	200	200	200	206	212
Total Orders	10	10	10	20	20	20	30	30	30	40	40	40	300	494	509
Revenue	\$2,700	\$2,700	\$2,700	\$5,400	\$5,400	\$5,400	\$8,100	\$8,100	\$8,100	\$10,800	\$10,800	\$10,800	\$81,000	\$133,488	\$137,498
COGS	\$1,350	\$1,350	\$1,350	\$2,700	\$2,700	\$2,700	\$4,050	\$4,050	\$4,050	\$5,400	\$5,400	\$5,400	\$40,500	\$66,744	\$68,749

*Annual Growth Rate = 3%

Sales Mix Analysis			
Sales Mix per Sale	Item Price	Avg Qty	Ext. Price
Jr. Executive box lunch	\$12.00	10	\$120
Executive box lunch	\$15.00	10	\$150
Average	\$13.50	20	\$270

Cost of Goods Sold and Gross Margin (Per Meal)	
Sales Revenue (per meal)	\$13.50
Less: Cost of Goods Sold:	
Food Cost	\$4.73
Materials Cost	\$0.68
Labor Cost (Staff)	\$1.35
Total Meal Cost (COGS)	\$6.75
Net Revenue	\$6.75
Gross Margin	50%

EXHIBIT E

**Metropolitan Ministries, Inc.
Inside the Box Business Plan
Other Financial Calculations**

Depreciation Schedule																
	Year 1												Year 2*	Year 3*		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug			TOTAL	
Depreciation Expense	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$298	\$3,576	\$3,576	\$3,576	
Accumulated Depreciation	\$298	\$596	\$894	\$1,192	\$1,490	\$1,788	\$2,086	\$2,384	\$2,682	\$2,980	\$3,278	\$3,576	\$3,576	\$7,152	\$10,728	
Residual Value	\$24,702	\$24,404	\$24,106	\$23,808	\$23,510	\$23,212	\$22,914	\$22,616	\$22,318	\$22,020	\$21,722	\$21,424	\$21,424	\$21,424	\$17,848	\$14,272
Delivery Vehicle	Cost Basis: \$25,000															
	Useful Life: 7 years															

Other Expenses																
	Year 1												Year 2*	Year 3*		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug			TOTAL	
Avg. Price/Lunch	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50
Avg. Order Size	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
Avg. Volume	200	200	200	400	400	400	600	600	600	800	800	800	6000	6000	9,888	10,185
Avg. Weekly Volume	50	50	50	100	100	100	150	150	150	200	200	200	200	200	206	212
Total Orders	10	10	10	20	20	20	30	30	30	40	40	40	300	300	494	509
Management Salaries																
Management hours	8	8	8	8	8	8	8	8	8	8	8	8	240	240	240	240
Management cost	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96	\$96
Marketing	\$100	\$100	\$100	\$100	\$100	\$100	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,854
Accounting	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
Auto - Fuel	\$30	\$30	\$30	\$60	\$60	\$60	\$60	\$90	\$90	\$120	\$120	\$120	\$900	\$900	\$1,483	\$1,528

EXHIBIT F

PRICING COMPARISON									
Item	Basic Deli		Gourmet Deli		Catering				
	Lonnie's	Tooday's	Alessi	Zudar	Wrights	Datz	Joan's	By the Family	
Meal Type									
Sandwich	\$9.64	\$8.50	\$8.73	\$8.23	\$7.00	\$12.50	\$11.75	\$9.25	
Salad	\$6.94	\$8.63	\$8.73	\$8.10	\$7.38	\$11.45	\$11.75	\$11.50	
Entrée	N/A	N/A	N/A	N/A	N/A	N/A	\$13.50	\$9.25	
Extras									
Side 1	Included	Rice/Pasta Salad	Chips	Chips/Pretzel	Chips	Chips	Pasta Salad	Potato Salad	
Side 2	Included	\$1.81	Potato Salad/Slaw/Fruit	\$2.98	\$1.75	\$4.50	Fruit		
Dessert	Included	Chocolate Dessert	B/W Cookie	Cupcake	\$3.23	Cookie	Dessert	Assorted	
Drink	Included	\$1.49	\$2.18	\$1.75	\$1.75	TBD	Included	\$0.99	
Delivery									
Delivery	Included	TBD	TBD	TBD	\$17.50	TBD	\$15.00	\$15.00	
Totals									
Average Cost	\$13.50	\$11.59	\$10.74	\$13.45	\$16.64	\$17.44	\$13.83	\$12.49	

Summary		
Inside-the-Box	Basic Deli	Catering
Average Cost	\$13.10	\$13.16

Exhibit G



Executive Team

Morris E. Hintzman, D.D.

Chief Executive Officer

Morris Hintzman joined Metropolitan Ministries in 1982 as Executive Director and was one of the Ministries' first full-time employees.

In 1997, he was promoted to president, and in 2010 was named Chief Executive Officer. Hintzman provides leadership for the Ministries and communicates the organization's mission and vision to involve the community in providing answers for poor and homeless families. Hintzman focuses on developing the Ministries' board of directors and plays a key role in fundraising, advancement and development to bring together the community to gain the commitments and resources needed to fulfill the Ministries' mission and vision.

During his more than 26 years of leadership, the Ministries has grown from serving several hundred families a year to several thousands. The staff has grown from one employee and 75 volunteers to more than 100 employees and thousands of volunteers giving nearly 100,000 hours a year as the Ministries' campus has grown from a small 1,200 square-foot dilapidated house to a campus that includes several buildings and spans three city blocks.

Prior to joining the Ministries, Hintzman, an ordained United Methodist Minister, was pastor of United Methodist churches in Kentucky and Florida, including North Naples UMC and First UMC of Brooksville. He is the founding pastor of Van Dyke UMC and served as the second pastor of St. James UMC, both located in Tampa. While at First UMC of Brooksville, he developed Hernando County Helping Hands, his first venture in ministering to poor and homeless families, and served as its president for five years.

Hintzman is a member of the Hillsborough County Homeless Coalition, the Hillsborough County Human Rights Council, Greater Tampa Chamber of Commerce, Association of Fundraising Professionals, The Board of Trustees of Asbury College, and numerous committees within the United Methodist Church. Over his career, Hintzman has served on more than 25 councils, boards and committees within the social service field, including former Florida Governor Bob Graham's Task Force on Homelessness, and three terms as president of the Hillsborough County Homeless Coalition. His dedicated service to providing answers for poor and homeless families has earned him recognition by a dozen different organizations.

Hintzman earned a Bachelor of Arts degree from Asbury College and a Master of Divinity degree from Asbury Theological Seminary. In addition, he was bestowed an honorary Doctor of Divinity degree in May of 1998 for his work with poor and homeless families.

Tim Marks

President/Chief Operating Officer

Over the past four years, Tim Marks, COO of Metropolitan Ministries has placed the Ministries on a path of tremendous growth and development. By leading with his heart, innovative thought and structure, Tim has expanded the Ministries' Outreach and Prevention Services programs and strengthened the Ministries' role within the Tampa Bay community.

In building strong bridges among the corporate and faith communities, and successfully launching new ways to garnish support, Metropolitan Ministries has raised over \$5 million in in-kind donations, enabling more at-risk and homeless men, women and children to receive the services they needed to rebuild their lives.

Tim's visionary leadership and can-do attitude has led to the allocation of greater resources and funding, focusing 84 percent of the Ministries budget on life-changing programming. Tim is also the architect behind the Community Outreach Program, Compassion in Action, which has enabled the Metropolitan Ministries to serve more families in more communities through collaborative partnerships. Under Tim's leadership, the Ministries' holiday efforts have doubled serving 15,000 families in 2006 to 29,000 families in the 2009 holiday season.

Born in Detroit, MI, Tim brings a diverse background of skills to Metropolitan Ministries. He has a Bachelors of Science in electrical engineering from Oakland University in Rochester, MI. Tim worked in the corporate world for more than 21 years as an engineer, account executive and sales director. As a sales director of a Fortune 50 company, Tim led a nationwide organization responsible for an annual revenue stream of over \$90M. Prior to joining the Ministries, Tim served as the Executive Director of Community Relations for the Boston Rescue Mission.

Phil Signore

Chief Financial Officer

Phil Signore is a Certified Public Accountant and has a Bachelor of Science in Business Administration with a major in Accounting from Florida State University. He began his career in 1979 in the audit practice of a multinational public accounting firm, and advanced his career until he had served as the CFO of public and private companies for fourteen years.

Phil also serves as the Chairman of the Finance Council at Light of Christ Catholic Church where he has worked extensively with their Early Childhood Center, helping them develop a successful business model, and he regularly leads adult retreats. He is also a founding Board Member of the House of Mercy and Encouragement, a faith based provider of mental health and learning services for children and their families. At the

Ministries, he serves as the chief steward, responsibly planning for their needs and accounting for their financial and non-financial resources.

Christine Long

Senior Programs Officer

Christine Long joined Metropolitan Ministries in 1993 as a transition counselor and was promoted in 1995 to manager of the Family Care Center (now the family residence). In December of 1998, she was promoted to Director of Programs. Long was promoted again in 2001 to Senior Director of Program and Quality, followed by another promotion in 2003 as Senior Director of Programs.

As Senior Director of Programs, Long oversees all aspects of the program and services offered by the Ministries, including Uplift U®, a comprehensive residential program, Outreach and Prevention Services, Academy and PromiseLand Childcare Services and Permanent Supportive Housing programs. Her role is to ensure the program's compassion, innovation and continuous improvement by responding effectively and proactively to the needs in the community.

As an active member of the Hillsborough County Homeless Coalition, Long serves on the Coalition's executive board as secretary, is the chair of the continuum of care committee, and a member of the housing committee. She currently serves on the Florida Coalition for the Homeless Executive Board, chairing the Policy Council and sits on the Board that administers FEMA Emergency Food and Shelter Grants funds, chairing the Rent, Mortgage and Utility committee. She is a member of the Hillsborough County Mass Condemnation Emergency Response Team, Hillsborough County Schools Health Advisory Council, Hillsborough Community College Advisory Board for the Human Services Department, and the Florida Homeless Coalition. In 2003, she was a presenter at the Florida Homeless Coalition Statewide Conference.

Additionally, Long has served on numerous community committees and taskforces including a transportation taskforce for HARTline, and the 211 taskforce that implemented a phone directory of social services in the Tampa Bay area.

Long earned her bachelor's degree in psychology from the University of South Florida. While serving at the Ministries, she continued her education at Nova Southeastern University and earned a master's degree in Mental Health Counseling in June of 1998.

Exhibit H



Board of Directors

2010 Board of Directors:

Executive Committee

C. Stan Harrell, Chair
Michael Van Petten, Vice-Chair
Irene Guy, Secretary
Thomas Cornett, Treasurer
Preston Fariior, V.C. Program Delivery
John Brabson, V.C. Community Support
Andy May, V.C. Facilities & Real Estate
Deb Brewer, V.C. Human Resources
John Santamaria, MD, V.C. Strategic Plan

Board of Directors

Thomas D. Arthur	Norman Stallings
Robert D. Basham	Allan Martin
John Cammack	John McKibbin
Andrea Cheney	William Poe, Jr.
Bruce Christmas	David Redmond
Rev. John DeBevoise	Jerome Ryans
Steve Freedman	Robert Shimberg
Stephen Gardner	Martin Silbiger, MD
Melissa Helms	Curtis Stokes
Fr. Richard Hermes	Bruce Tigert
Brian Keefe, M.D.	

