



THE NEW DEAL

CAFÉ, RESTAURANT, MUSIC and ART VENUE, WINE BAR

and MUCH MORE...



New Deal Café Summary

Café and Community Particulars

- New Deal Café, Inc., a cooperative coffeehouse/restaurant in Greenbelt, MD.
- Opened in 1995; seven years at existing location; expanded in October, 2005.
- Located in 1930's era Historic Roosevelt Center.
- Features live entertainment, local art, and vegetarian, vegan and healthy fare.
- Center contains 25 stores including a Credit Union, COOP Grocery, Vintage Movie Theater, local arts center, a Deli, Chinese Restaurant, a Yoga Studio and office space.
- Adjacent to City community center, pool, ballfields, town hall, gas station.
- Incorporated with local City Council and an active community.

Restaurant Specifics

- Two dining rooms with seating for 60 persons plus outdoor dining with seating for 20.
- Approximately 3,000 sf of space.
- Attractive and sunny space with large window exposure on two sides of the Center with ample free parking.
- Includes kitchen, dry goods storage room, office, three bathrooms, equipment room.
- Community owned as a cooperative venture, serves as community meeting place.
- Volunteer board of directors and committees; 10-14 part time staff.
- Live music / entertainment offered up to 6 nights a week.
- Free Wi-Fi internet access provided to customers and all of Roosevelt Center.
- Art exhibits hung in both dining rooms, two artists changed monthly.
- Catering and private parties in separate room.
- Incorporated municipality provides excellent trash service and police.
- Wine and beer license recently extended to outdoor patio service.

Financials

- Gross sales increased continuously for four years from 2003 to 2006.
- First full time manager drove sales from \$309K to \$380K during same period.
- Outstanding loans totaling \$92K.
- Increased costs of expansion not met by increasing business due to financial and physical infrastructure constraints.
- Capitalization needed to allow renovation phase of expansion, marketing, and accounting improvements.

Planned Improvements

- Installation of enlarged and relocated commercial kitchen
- Expansion of beer and wine license to covered outdoor seating area approved.
- Upgrading of furnishings with "art deco" new deal era theme, new floor coverings
- Table service to restaurant customers and during music events.

Future Potential

- Existing customers primarily from “Old Greenbelt”; secondary market is Greenbelt East and West; population within 1-mile radius over 21,000, median family income is \$55, 671 (2000).
- Nearby high-rise office parks (Capital Office Park, Maryland Trade Center; NASA), Beltsville Agricultural Research Center, and University of Maryland provide potential for planned lunch and carry-out business.
- New planned kitchen will allow the realization of expanded catering and meeting space potential.
- Planned upscale improvements will attract a wider range of customers.

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1.0 Executive Summary

1.1 Objectives

The objective of the New Deal Cafe Cooperative in obtaining a loan is to capitalize a 12 year old community supported cooperative coffeehouse/cafe/music hall in Greenbelt's historic Roosevelt Center. Our primary goal is to renovate the Café's existing space and operate a significantly upgraded and **financially successful restaurant** serving health conscious meals, specialty coffees and teas, beer and wine while capitalizing on its unique niche as a venue for local art, music, catered meeting space and community events.

The cafe will continue to provide a community gathering place for all people and groups in Old Greenbelt, as well as reach out to the larger Greenbelt market, including greater Greenbelt, Berwyn Heights, College Park and the University of Maryland, Beltsville, Takoma Park and the employees of surrounding businesses, the USDA, USFWS and Greenbelt's largest employer NASA.

1.2 Mission Statement

The New Deal will provide a **community gathering place** for members, residents, and patrons to enjoy healthy food alternatives and a range of specialty beverages. The cafe is cooperatively owned and is committed to ecologically sound business practices and cooperative principles.

The cafe will support the **visual and performing arts** in order to provide a catalyst for creative expression and the enjoyment of patrons. In turn, the membership and patrons will support the cafe allowing it to thrive and enrich the life of the community.

The New Deal co-op members, board of directors, and employees are dedicated to the promotion of community orientated, socially, environmentally and **fiscally sound business practices** that help support a friendlier and more conscious society.

1.3 Keys to Success

It is reasonable that the cafe can continue to grow and improve its financial situation by taking several key steps. First, the cafe must **renovate to replace/upgrade its equipment and improve its appearance**. Second, the cafe must **upgrade the cafe's financial operations** including budgeting, book keeping, reporting, inventory tracking, and cash management while expanding cafe products and services. Third, the café must **maximize the potential of its location and space**. The potential of the cafe is considered high and significantly under-realized.

1.4 Risks

The New Deal is a business that has had some success in the past although it has experienced difficulties due to an expansion that doubled its size/rent/utilities, increases in energy and the costs of purchases and a recent management transition. The New Deal must breathe new life into the business, focus its business vision, and *develop a plan for setting and achieving goals*.

2.0 Company Summary

2.1 Ownership

The New Deal is *a cooperatively-owned cafe* and community meeting place located at the Roosevelt Center in the Historic Greenbelt town-center. The cafe is owned by over 500 lifetime members who joined the cafe over the years. At this time the cafe has about 100 active members.

2.2 History

The New Deal Cafe was *conceived in 1994* as a coffeehouse where people would gather to meet friends, have great food, and hear live music. The cafe opened on December 30, 1995 in the Greenbelt Community Center. In its first location the café was open only on Friday and Saturday nights, although the vision was always to have a full service coffeehouse.

A space became available in the Roosevelt Center in October 1999 and the attempt to open a full time café began in earnest. With the *grand opening on April 15, 2000*, and after many hours of volunteer labor, the original dream became a reality. In November 2003, the café hired its first full time professional manager, which led to the creation of a five-year plan to enhance operations and consolidate the cafe's increasing success.

The café obtained a lease for the adjacent space, and after more volunteer work, *doubled the size of the operation in October 2005*. The new space provided more capacity and the option to expand into catering special events. The sunny orientation and quiet nature of the room was an instant hit with patrons.

2.3 Location and Facilities

The New Deal Cafe is located at 113 Centerway in *Greenbelt, Md.* The Roosevelt (Shopping) Center is part of the original 1937 planned community of Greenbelt constructed under the FDR Administration's Federal New Deal Program to make work for unemployed individuals and to create affordable homes for those affected by the depression. Greenbelt is an incorporated city in northern Prince George's County,

outside Washington, D.C. Greenbelt has nearby access to the Capitol Beltway (I-495/95), the Baltimore-Washington Parkway (295), and Metrobus service to and from the Greenbelt Metro Station. City-owned and maintained parking lots provide free and ample parking for cafe patrons who arrive by car.

2.4 The New Deal Business Philosophy

The New Deal believes in supporting its own growth and prosperity by ***supporting and serving the people and organizations in our sphere of influence, OUR COMMUNITY***. We will do this through socially, environmentally, and economically conscious business practices while providing a well run, unique community café experience for all to enjoy.

2.5 Green Business

The New Deal will become a ***“green” business*** that gets a significant percentage of its energy from renewable energy sources. We will invest in high efficiency HVAC, lighting, and upgraded kitchen equipment to replace our current failing infrastructure. Our facilities will be professionally cleaned by companies such as Green Clean Maid & Janitorial Services who use only environmentally friendly cleaning products. Our aged patio furniture will be replaced with sustainably harvested wood or high quality recycled plastic or metal. The patio roof will be converted to a green roof. Food waste will be minimized and collected nightly by a service for composting. Purchasing will be made with an effort to support local and sustainable businesses whenever possible and economical. Local in season food and vegetarian, vegan, and sustainable meat offerings will be available. Visiting the New Deal will become considered an education in “green” building materials and socially/ecologically conscious business practices.

2.6 Services

The New Deal Cafe provides ***a variety of products and services***:

Organic Coffee and Tea House - The cafe provides a comfortable, quiet location for patrons to peruse the newspaper, to enjoy ***coffee and tea*** beverages, to eat breakfast, to utilize free wireless internet access (for checking email, movie schedules, etc.) to study, to read, to catch a late-night snack, and to socialize with friends and colleagues.

Cafe/Restaurant - The New Deal serves ***three meals a day*** with an emphasis on its traditional and vegetarian dishes as well as new organic offerings.

Counter Service - Seating for patrons to enjoy their meals is throughout the cafe with attractive tables, and a clean environment. Customers order at the front counter, with ***food delivered by staff***, and patrons are encouraged to self-clean their tables.

Table Service - Service will be converted to **table service** on an experimental basis in the near future, especially during busy evenings when waits can discourage patrons.

Carryout Service - Statistics show that 3 out of 4 American households sit down to dinner on any given night, but two-thirds of these meals consist of restaurant carryout or supermarket ready-to-eat meals. The cafe will aggressively market its **carryout service** to Greenbelters to take advantage of this startling trend.

Music & Arts - The cafe continues to serve as a **focal point for music and art** in Greenbelt. Along with the Greenbelt Movie Theater and the Greenbelt Arts Center, the New Deal Cafe provides a base for customers seeking entertainment from both within and outside the Greenbelt area.

Performance Music Venue - The cafe's music venue, providing concert hall/club entertainment every evening, has been a **driving force in the renaissance of the Roosevelt Center** and the music scene in Greenbelt and Prince George's County. The cafe will gradually migrate to a higher level of weekend music acts requiring a cover charge, and the cafe's ability to fulfill higher expectations of customers who are starving for a real listening experience without having to drive to Montgomery County or Virginia.

Visual Art Gallery - The cafe will continue to exhibit **art works by local guest artists** throughout the cafe on a monthly basis. The art is hung on the last Sunday of the month with an opening reception of the first Sunday of the month. The music and art in the cafe is supported by the Friends of the New Deal Cafe (FONDCA).

Expanded Beer & Wine - The cafe has already begun the process to enable it to provide patrons with **expanded beer and wine choices** and locations for dining.

Outdoor Patio - An expansion of the cafe's wine and beer offerings is already underway with a new larger wine list as well as a continuation of its dedication to serving quality craft beers. The cafe will open **a renovated outdoor seating area** for "al fresco" dining but with a newly approved ability to serve beer and wine to patrons outside.

Wine Bar - The cafe will open a **new wine bar** to be constructed in the back room featuring the cafe manager's new unique wine selections. The wine bar will be an opportunity for the cafe to share the joy of wine and the exhilarating sense of discovering a unique vintage with the public in a setting that is relaxing and fun.

Catering/Special Events Service - The cafe will expand its service to customers who desire to hold special public or private events ***in the back room***. The cafe will aggressively seek to fill its booking schedule with parties, reunions, office seminars, meetings, lectures, book signings, and the like during specially designated off-hour periods. The cafe will expand its ability to cater the refreshments and food for these functions. With a capacity to seat approximately 30 people, the cafe offers one of the few small to mid-size rooms available for special occasions in the Greenbelt area.

Environmental/Green Building Movement - The cafe already serves as a point of information for the ***emerging environmental movement*** in Greenbelt and environs. The Greening of Greenbelt, the Anacostia River society, the Beaverdam Creek Watershed Watch Group, and others consider the cafe the primary location to communicate their message and to provide education about the green scene to residents. The cafe will expand its support for environmental education and organizing. The cafe will migrate towards the gradual employment of green building renovations.

Mamas & Papas - The cafe will reactivate its role as a place for home schooled children and their parents to visit and get a snack during ***recess in the afternoon***, especially on winter or rainy days. In turn, the Mamas and the Papas will provide a weekday afternoon customer base and have offered volunteer services to the café.

2.7 Finances

The corporation experienced ***four years of increasing sales, improvement, and expansion*** after hiring its first professional manager in 2002. During the 2003 - 2006 period, the cafe's gross revenues increased 23% from \$310,000 in 2003, to \$356,000 in 2004, to \$371, 000 in 2005, to \$382,000 in 2006.

The cafe faced problems over the years including an ***initial undercapitalization, unreliable used equipment*** and a lack of funds for improvements. As a result, the cafe has put most of its net income into infrastructure and expansion. The cafe has increasingly been hit with cash shortages during the slow business cycles in late summer and late winter. Without a cushion of savings, cash flow shortages create havoc with the cafe's ability to pay bills and make payroll.

Loans were obtained to make improvements over the last three years from Greenbelt Consumer Cooperative and Bank of America as well as to cover cash shortage problems. With the increase in oil prices in 2006, the cost of goods increased dramatically. Combined with the negative effect of higher gas prices on patrons' disposable income, the cafe was forced to use credit to make payments for operating costs.

Gross revenue for 2007 is forecast to be down 28% from 2006, extrapolated from year-to-date gross revenue, at \$275,000, due to several debilitating situations. The cafe's poor showing in the Fall of 2006 was exacerbated in 2007 by a major management and staffing transition, payment of the final \$4,500 owed to the IRS, \$2,000 in costs of repairing aging equipment infrastructure, two thefts totaling over \$7,000, monthly debt service on loans of over \$2,500, and increased prices of goods.

The summer of 2007 was particularly slow for the café. **The cafe needs an investment of \$150,000 plus in renovation and equipment upgrades to allow it to be self-sufficient and successful.** Economies of scale with added refrigeration and bulk purchases of perishable foods, the ability to cook on site and offer a wider range of food options, and a greater capacity for multiple ticket orders would help significantly. Upgrading failing inefficient HVAC, electrical, lighting, refrigeration, registers in both rooms, and investment in consistent décor have been long understood to be hindrances to Café success. Proper investment can significantly increase the cafe's traditional gross income, and its net profits.

The board called a membership meeting for September 16, 2007, 7:30pm to find a solution to the cafe's immediate cash flow problems. **Members voted to stay open as a cooperative** rather than changing the form of ownership to a share corporation or privately held company. Even though it seemed like a difficult situation, the membership meeting brought the membership together and created renewed volunteer assistance to the Board, the committees, and the cafe. As a result of the meeting, **the cafe was able to fill two board positions** with persons with a financial background, as well as another person with business acumen.

Members made over \$15K in pledges at the membership meeting to help the cafe until a renovation loan is obtained. Members voted to reduce payroll costs by limiting cafe hours to 40 hours per week, subject to management discretion, and by supplying volunteers in four-hour shifts in order to assist the paid staff.

Individuals were encouraged to contribute tax-deductible donations to the Friends of the New Deal Café Arts (FONDCA) Arts & Music Sustaining Fund, which will be applied to cafe rent and utilities and free up monies for other café expenses. To date this year, over \$25,000 in member pledges and donations have been collected to bridge the summer's cash shortages until a capital investment and debt consolidation loan can be arranged.

3.0 Market Analysis

The City of Greenbelt commissioned **a Roosevelt Center Market Study** prepared by Urban Information Associates, Inc., Baltimore, Maryland in January 2003. The study concluded that the Roosevelt Center isn't your typical highly visible roadside shopping center dominated by familiar chain stores and acres of asphalt parking space. Instead, it is

in the center of the original Greenbelt New Town.

The community was built in the late 1930's as a *demonstration of improved urban living* possibilities. By being in the center of the original Greenbelt, the Roosevelt Center is not visible from Greenbelt Road which is the commercial backbone of the Prince George's County planning area comprised of Greenbelt, Langley Park, and College Park. That said, the study, parts of which are excerpted below, made these more specific points:

- The Roosevelt Center was opened 65 years ago as a "New Town" collection of small, independent stores. Today, it has its own *community center character*. Its atmosphere and layout are unique and evidently "comfortable" for those who visit the Roosevelt Center now.
- Roosevelt Center is the only shopping center in the Greenbelt planning area not located at an expressway interchange or on a major highway. It was meant to be *off the beaten path* as a community center.
- There are currently a *negligible number of independently owned restaurants in the area*. Most local restaurants are franchises like Ruby Tuesdays, and Chevys. Current local independently owned restaurants do not offer the high level of wine and beer knowledge, nor do they offer the quality of food that The New Deal does. Due to the New Deal's food quality standards, there is currently a high demand for our product.
- The New Deal being one of the few independently owned restaurants in the area adds to its niche market appeal. *Its vegetarian and vegan meals are the only ones in the area*, and attract patrons from far afield who also visit other successful cafes with vegan offerings such as Franklin's in Hyattsville, and the Berwyn Cafe in Berwyn Heights.
- *Roosevelt Center is small and compact* with about twenty stores, businesses, and community groups occupying its 54,000 square feet. The busy COOP supermarket is much smaller than today's anchor supermarkets.
- The Roosevelt Center Market Survey found that from 323 responses the COOP Grocery was the most visited store at 19% while *the New Deal was the second most visited at 16%*.
- Competition with *large, supermarket-anchored community shopping centers*, most notably Greenway Center and Beltway Plaza, draws trade from the Roosevelt Center market area. But Roosevelt Center is too small to draw much, if anything, from them.
- Competition with other small convenience centers hardly seems to exist. None of the centers initially selected as possible competitive convenience centers was

mentioned in the on-site interviews with Roosevelt Center visitors, perhaps because *none of them have comparable stores*.

- Beer and Wine License - There are currently no local wine bars with which to compete. Local offerings for wine and beer are standard domestic beers and relatively cheap wines. The New Deal's *advanced wine and beer selection*, wine tasting events, and artistic atmosphere will also add to its niche market appeal.
- Roosevelt Center is nearly *surrounded by several large institutional uses* including the Beltsville Agricultural Research Center, the NASA Goddard Space Flight Center, and the University of Maryland at College Park. These institutional uses support thousands of employees that have not been marketed to and currently provide limited business for Roosevelt Center despite their proximity.
- An initial assumption was that Roosevelt Center competes with other small centers. But observation and interviews suggest this isn't so. Smaller centers near Roosevelt Center carry sharply differing goods. So *they don't compete with Roosevelt Center*.
- The center is on the National Register of Historic places. That means it is *architecturally and historically significant*. So it is, prospectively, eligible for federal and state tax credit incentives and other inducements that can ease the cost burden of renovation. The Roosevelt Center could continue to function as a localized community center and shopping area. But it might also identify some additional market potential warranting some expansion.
- In summary, the *primary market area* for the cafe is Old (or Central) Greenbelt, the portion of Greenbelt north of MD193 between the Baltimore Washington Parkway and Kenilworth Avenue. The cafe's *secondary market area* includes the remainder of Greenbelt as well as some areas beyond Greenbelt like Berwyn, Beltsville and College Park.

3.1 Emerging Green Economy

The New Deal becoming *a fully "green" business* is advantageous right now because of the growing awareness and support of businesses and industries that operate with a concern for the environment. Green businesses are being supported at increasing levels as are organic businesses like local organic farms. Currently the Café is a drop off center for over 80 CSA (Community Supported Agriculture) shares weekly from May through October bringing in customers and also providing free produce for the Café's cooking.

In becoming a green business, The New Deal may also make arrangement for their electrical power to be purchased from renewable sources like wind and solar. Witness MOMs (My Organic Market) marketing success in purchasing and advertising 100% wind power. Upgrading HVAC, lighting, and purchasing more efficient kitchen

equipment will help offset some of the increases in power costs.

4.0 Vision/Proposal

With proper investment, the New Deal would have all the resources including location, to become a hugely successful business. There are four distinct sections that the business seems to currently have, that with a little cultivation will be able to pull the business out of the red and back in black.

The four sections that may comprise The New New Deal are:

- 1) A *full-scale organic coffee and teahouse* located in the front of the space;
- 2) A *music club* in the back great room that has a performance or event every night;
- 3) A *wine bar* located in the club that serves a great deal of quality organic wines;
- and,
- 4) An *organic restaurant* that services the whole floor.

The whole business may choose to create greater distinction for itself by employing green building renovations. With this new vision for The New Deal, the business will become more attractive to customers from outside the Greenbelt community, while maintaining the community atmosphere that so many people value.

5.0 Business Plan

5.1 Management & Organization Plan

The by-laws provide that the *board of directors* is elected by the members of the corporation (cooperative). The board hires the general manager, who hires and supervises the staff. The new Deal has learned that it is important to divide the management duties between several key staff to avoid overworking managers, and to provide for overlap and backup.

The organizational plan provides for a *general cafe manager*, head chef, kitchen manager, inventory manager, bookkeeper, and office manager. Professional services required include accounting service, pest management, and marketing services. A copy of the cafe leadership, including board members, key staff, and committee volunteers is included in the appendix.

5.2 Major Renovation - Financial Projections

The following chart details the *proposed improvements*, hard and soft costs, and anticipated *additional sales* for the cafe.

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The projections on pages 10 to13 indicate that *using a conservative estimate, the*

New Deal Cafe could realize over \$95,000 in additional sales immediately after remodeling changes and marketing efforts. Based on a more liberal estimate, additional potential sales could be expected to be as high as \$762,000. The attached Pro Forma in the appendices indicates a potential net income for the New Deal Cafe of approximately \$55,000 by the second year of operation.

5.3 Short Range Improvement Plan

The ***short range strategy*** underway now includes those things that signify “Immediate Change/Cafe Under New Management” including:

- Frosted Sign on Back (& Front) Window)
- Bathrooms - New flooring, ceiling, lighting
- Barista Machine - Exchange/Bolt to Work Counter
- Outdoor Patio - Design Plan, Proposed Furniture, City Approval
- Painting/Decorating - Add color on non-art walls & bathrooms, interior decorating of bathrooms.
- Open coffee bar at 6:30 am 7 days a week.
- Office Reorganization
- Storage of Festival Equipment Offsite to reduce clutter.
- Kitchen - New Exhaust Vent, Stoves (2), Front Counter, Wine Bar & Storage, POS Register System.
- Entertainment - Music at lunch & brunch; Pump Up Grade of Performers

5.4 Operational Plan

Management - The cafe will be ***managed by a general cafe manager, and four assistant managers for coffeehouse AM, food/kitchen, events/night scene, and facilities maintenance.***

Staffing - The cafe will schedule three paid staff on duty during non-peak hours, including cook, register person, and dishwasher. Four to five staff will be scheduled for peak hours and special events. Volunteers will assist the paid staff as needed and available. ***Employees and managers are guided by the New Deal Cafe Personnel Policy.*** Payroll is paid on the 10th and 24th of the month.

Inventory - The new Deal Cafe must put an ***inventory tracking system*** in place, linked to the POS register system.

5.5 Security Plan

The objective of the security plan is to ***insure the best possible safety for employees and patrons*** to prevent theft, to protect the cafe premises, to preserve patron and contributor confidence in the cafe management, and to preserve the ability of the cafe to succeed. A copy of the security plan is included in the

appendix.

5.6 Marketing Plan

While residents in the primary market area are mostly aware of products and services that the New Deal offered in the past, some local residents have had less than satisfactory experiences over the years and need to be made *aware of the improvements in customer service* as well as its new services. Others are unaware of the cafe and need to be invited to patronize the cafe and join the cooperative.

The key to the success of the entire business plan is the creation of additional income through a well thought-out and implemented *marketing plan*. The vision for the marketing plan is that the plan will initially make residents and workers in the primary and secondary market areas aware of the cafe, its new directions, and changes through *basic marketing strategies*. Later, as the manager gradually implements the business plan, the market plan will be adjusted to accommodate *evolving market strategies* and fine-tune the cafe's message to its existing customer base and potential patrons.

Basic Marketing Strategies include advertising in local news publications and in community newsletters:

Greenbelt News Review (GNR) [High Priority] - Weekly paid advertisements reach *all of Greenbelt*; highlights special events, meetings, food specials, music (consider negotiating a 6-month reduced price); and free community news listings announce BOD and membership meetings.

University of Maryland Diamondback - Occasional ads in the Diamondback could attract faculty and students living in the area to music, wi-fi and happy hour.

Homeowner Association Newsletters - Coupons in Greenbriar, Windsor Green, Glen Ora, Greenbrook newsletters.

The NDC should be of interest to many who share the same tastes, including resident who read local newspapers in Takoma Park, Beltsville, Riversdale, and College Park.

Washington Post & City Paper - The cafe traditionally posts the weekly music events in these two publications. Some people will travel rather far to hear certain music.

The *Basic Marketing Strategy also includes*:

Window Signs - The Music Director makes and places signs in the cafe windows re music events, and special events. Signage needs to be neat, orderly, located in specific locations, and below eye level.

Mass Mailing - A mailing (with help from a mass mail firm) to all residents in the primary market area will include a letter from the board president and cafe manager explaining the next year's plans for the cafe, a request to join or renew coop membership, a return form and envelope, a carry-out menu, and a membership card. This effort will be an investment in the future for the cafe, with even a 5% return rate paying for the mailing, and then the expectation that those who join or renew will continue to do so in the foreseeable future.

Distribution of Menus - The new menus will distribute menus to the nearby condo or rental apartments or to NASA and nearby office parks, as have other businesses. Methods to deliver the menus need to be decided.

Web Site - The transition to the new web site is complete and everyone is impressed by the improvement. View the cafe's website at www.newdealcafe.com.

Newsletter - Continue to distribute the E-Newsletter and hard copies in the café with news, food specials, and upcoming music.

Evolving Market Strategies include working to develop strategies to address later phases of the plan:

Focal Point for Arts & Music in the Greater Greenbelt Area - The value of the cafe's music and arts to the surrounding community is perfectly underscored by a recent offer by Montgomery County to give a place like the New Deal Cafe (the Birchmere Music Hall) \$4 million for expansion from Virginia to Silver Spring, Md. to be the "driving force to make the vision of a revitalized Silver Spring a reality." Former County Executive Doug Duncan said, "People are starving for this kind of entertainment," and "traffic makes it difficult for Marylanders to go to Virginia for concerts."

Entertainment Consortium - Build on the entertainment venues in the Roosevelt Center that can attract from outside the primary market area - Greenbelt Movie Theater, Greenbelt Arts Center, and the New Deal Cafe. Establish an entertainment consortium with the purpose of creating a unified approach to general and cross-advertising using ads in programs (GAC), coupons given with ticket (movie theater & GAC) and other strategies in return for window ads in NDC, or other support identified by the consortium members.

Festivals - The Music Committee organizes (and FONDCA pays musicians) for 5 or 6 festivals per summer. The events bring in good income for the café.

Increased advertising specifically related to the festivals needs to be considered.

Direct Marketing - Marathon Marketing offers a no-fee service to SYSCO customers. Direct marketing can allow the cafe to assess where it has success and focus its marketing efforts in its secondary market area.

Customer Feedback - The results of and cafe response to the customer survey needs to be reported to the membership by newsletter and on signs in the cafe. Place comment cards on tables and continually monitor feedback, as well as report back to customers.

Historic Greenbelt - Greenbelt can be a destination for tourists looking to visit the museum, or even to make the cafe a turnaround point for a biking event. The Potomac Peddlers ended up at the cafe last spring, but no arrangement was made for the bikers in advance. The city has numerous events that could be marketed with the cafe as a co-sponsor. Greenbelt is part of the Anacostia Trails Heritage Area.

Outreach to Specific Age Groups - Designate specific times and special discounts for the younger set (Mammas & Pappas), as well as the Golden Age Club, and American Legion.

Focal Point for Environmental Groups - The cafe has become a rallying location for environmental groups to meet, including the Anacostia River Society, Beaverdam Creek Watershed Watch Group, the Still Creek Watch Group, and the Prince George's and Greenbelt Greens.

Catering and Special Events - Place a priority on ways to obtain reservations for use of the back room primarily during non-peak hours. The potential for catered events and functions as well as business meeting and lectures is high and needs to be exploited.



NEW DEAL CAFÉ LOCATION, KITCHEN AND FOOD OFFERINGS

The New Deal Café has been providing food for the Greenbelt community for over 11 years. Since moving to its current location and opening in the Roosevelt Center in 2000, the Café has continued to provide vegetarian, vegan, and meat oriented breakfasts, lunches and dinners without the benefit of a full scale kitchen. We have a small electric griddle, a microwave, and a croc pot to work with at the Café.

The use of the nearby City Community Center commercial kitchen one night a week for 4 hours to prepare its specials has been a blessing and a hindrance. Cooking on Thursday nights, our cook can only make so much food, and our limited re Fridgeration can only store a limited amount of our homemade pre-prepared entres. Often our specials, which are very popular, run out by the end of the weekend leaving a limited menu offering for days. The lack of a full scale kitchen means that often no more than two orders can be heated at a time, increasing turnaround time and reducing service that is key to the success of any food service business.

With a proper commercial kitchen installed at the Café, our chefs will be able to continually create new offerings, prepare food that is not always microwaved but baked, heated on a full size griddle, or sauté pan and provided to a waiting hungry patron. Running out of specials early in the week will be a thing of the past. Extra re Fridgeration space will allow us to buy in bulk which will save us on the costs of continually buying smaller quantities at retail. ***With a full scale kitchen we will be able to provide our patrons so much more!***

The New Deal Café has existed for over a decade and steadily increased its sales while working with one hand tied behind its back. There is a very realistic potential for significantly increased sales given that we have operated without a full scale kitchen for so long.

The New Deal food offerings are unique in that we provide an array of healthy options, including numerous vegetarian, vegan, gluten free as well as meat oriented meals and deserts that can satisfy the tastes of so many people. ***With a full scale kitchen we will be able to realize the full potential of what the New Deal Café can be!***

The following pages present our current menu and our existing and planned menu offerings. Additionally, the Café's position in the Roosevelt Center is presented as well as its current kitchen layout with positioning of a full scale stove and burners, ice maker and additional shelving and re Fridgeration. Photos of our current limited kitchen are also provided.



CURRENT SPECIALS AND PROPOSED MENU ITEMS

Assorted Soups (\$4.95)

Potato Cheddar -- a cream soup with potatoes, onions, garlic and carrots and cheddar. Vegetarian. (made with a gluten-free soup base)

Sweet Potato -- a dairy-free blend of sweet potatoes, onions, carrots, coconut milk, white wine and spices. Vegan (made with a gluten-free soup base)

Carrot Ginger -- a blend of carrots, onions and potatoes seasoned with ginger and cilantro. Vegan.

Garlicky White Bean-- a flavorful blend of garlic, white beans, carrots, onions and celery seasoned with thyme. This soup is vegan.

Hearty Split Pea Soup- Split peas, limas, barley, onion, potato, carrots, garlic, spices. Vegan, gluten free

Harira-- a vegan, high-protein Moroccan-spiced soup traditionally eaten during Ramadan to break the fast.

Golden Garbonzo Soup-- This blend of chick peas, onions, carrots, garlic, tahini and lemon is reminiscent of hummus but warms you up! Vegan

Vegetarian Matzo Ball Soup -- Matzo balls in a savory broth with carrots, celery and onions.

Chilled Beet and Watermelon Soup-- Beets and watermelon unite in this beautiful and cooling summer soup.

Gingered Corn and Sweet Potato Chowder-- Organic corn and organic sweet potato from Calvert Farms join forces in this gingered chowder.

BREAKFAST

Breakfast Bake (5.95)

Selected ingredients are baked in a hash brown bed and topped with an egg custard. Think of quiche with a potato crust.

The Veggie – veggie sausage, artichoke hearts and roasted red peppers with cheddar cheese.

The Mediterranean – spinach, sun-dried tomatoes and feta cheese.

APPITIZERS

Stuffed Mushrooms (\$5.95)

Tasty mushrooms stuffed with rice, pine nuts, onion, peppers and parmesan.

Hot Artichoke and Crab Dip (\$ 5.95)

A savory creamy appetizer of baked crab, artichokes and cheeses.

DINNER ENTRES

Vegetable Lasagna (\$8.50)

Roasted zucchini, yellow squash, eggplant, onions, red peppers and mushrooms are layered with a seasoned ricotta mixture, marinara sauce and mozzarella.

Roasted Eggplant Salad (\$6.95)

Tender roasted Calvert Farm white and black eggplant in a garlicky balsamic vinaigrette with red onions, fresh Calvert Farm tomatoes and basil strips. Served with bread. (Vegan)

Potato Cashew Curry (\$8.95)

We used the Calvert Farm potatoes and green beans to make this curry with chick peas, tomatoes and cashews. Served with rice and cilantro chutney yogurt and pita bread. (Vegan)

Sweet Potato Cashew Curry (\$8.95)

Organic sweet potatoes, garbanzos, fire-roasted tomatoes, organic green beans and cashews simmered in Indian spices. Served with basmati rice and cilantro chutney yogurt. Try a sweeter white wine with it.

Vegetable Biryani (\$7.95)

A variety of locally-grown, organic vegetables compliment this Indian spiced rice dish. Served with cilantro chutney yogurt and pita bread. (Vegan) Add chicken strips if you want.

Spanakopita (\$7.50)

Seasoned spinach and feta in puff pastry. Served on a bed of greens with tzadziki sauce.

Asian Roasted Tofu, Mushrooms and Asparagus on a Rice Ball (10.95)

Tofu, mushrooms and asparagus are marinated in soy sauce, sesame oil, garlic and ginger and roasted in the oven. Served over a seasoned baked rice ball. (Vegan)

Portabello Chicken Breast (\$11.95)

A boneless chicken breast is baked in a creamy sauce with white wine, portabello mushrooms and artichokes. Served with rice and roasted garlicky green beans.

Barbecue Tofu (\$7.95)

Chewy tofu is slow-baked in barbecue sauce. Served with rice and a side salad. Vegan.

Pulled Pork Barbecue (\$8.50)

Pork in a tangy seasoned barbecue sauce served with Julie's potato salad and roasted garlicky green beans.

Jumbo Crab Cakes (\$12.95)

These saucer-size crab cakes are made with lump crab meat and seasoned with Old Bay. Served with roasted red potatoes.

Ham and Whipped Sweet Potatoes (\$10.95)

Glazed Ham with pineapple relish. Served with whipped sweet potatoes and roasted green beans.

Eggplant Rolls (\$8.95)

Roasted eggplant slices wrapped around a spinach and feta filling and baked in tomato sauce. Served with rice. Vegetarian

Spicy Potato Spinach Curry (\$8.95)

Potatoes and spinach in a spicy red curry sauce. Served with rice, pita and cilantro chutney yogurt. This packs some heat! Vegan

Swiss Chard, Pine Nuts and Raisins on Crusty Bread with Goat Cheese (\$7.95)

This open-faced sandwich features locally grown Swiss chard, pine nuts and raisins layered over a crusty bread spread with goat cheese.

Chicken Enchilada Casserole (\$10.95)

Chicken chunks in a salsa verde sauce baked over tortillas and topped with sour cream and cheddar. Served with roasted carrots with a hint cumin.

Spinach Mushroom Pinto Enchilada Casserole (\$10.95)

A lightly spiced combination of spinach, mushrooms and pintos layered on a salsa verde sauce baked over tortillas and topped with sour cream and cheddar. Served with roasted carrots with a hint cumin. Vegetarian

Lentil Loaf (\$9.95)

Savory lentils and veggies. Served with rice and roasted green beans and cashew gravy.

Meat Loaf (\$9.95)

A seasoned hormone free beef meatloaf served with rice and a side salad.

Mediterranean Chicken Breast (\$11.95)

A chicken breast baked with a creamy sauce of mushrooms, pureed artichokes, sun-dried tomato and white wine. Served over rice.

Mediterranean Pasta (\$8.95)

Penne with a sun-dried tomato pesto, artichoke hearts, toasted pine nuts and kalamata olives. This can be served with feta cheese on top and can be hot or cold-- depending on your mood. There's also the option of adding chicken as well for the meat lovers. Vegan without the cheese or chicken options.

Shepherd's Pie (\$8.95)

A "soy beef" and vegetable stew topped with mashed potatoes and baked. Vegan

Ratatouille with Mushrooms (\$9.95)

This roasted and then simmered dish is composed of onion, garlic, eggplant, mushrooms, zucchini, peppers and fire roasted tomatoes. The olive oil, rosemary and basil flavors meld wonderfully and go well with a good red wine. Served over rice. Vegan and Gluten-free.

Grilled Veggie Quesadilla (\$9.95)

Grilled mushrooms, organic zucchini, red onion and eggplant with black beans and cheese. Served with Salsa and Sour Cream

DESERTS

Apple Crisp

House-made. Served with ice cream, if you'd like. (Vegan)

Assorted Vegan Cookies – House-made

Dairy-Free Cherry "Cheesecake"

This delicious dessert was house-made and is not just for vegans and the lactose-intolerant!

Blueberry and Peach Crisp

Blueberries and peaches baked with a hint of cinnamon under a brown sugar and oatmeal crunchy topping. Add a scoop of ice cream!



New Deal Café Wine Selections

Our wine selection is supplied by Monsieur Touton Selection Ltd. Our representative's name is Timothy Clune (410-563-5250). We have had several wine tastings at the Café that were extremely well received and there is a desire for more from the community who love the ability to sample top rated wines presented with light fare in their own neighborhood! Our last wine event drew from College Park and Beltsville giving rise to the notion that a limited hours wine bar at the Café would fill a greatly desired niche in the area.

The Café is currently planning a wine tasting event for which tickets will be sold to members and patrons. Until the establishment of the wine bar we are planning to hold tastings monthly. These events will help us determine how our patrons feel about different wines. Further development of the wine list will be made to compliment our expanding menu options. There is also a desire to keep several "affordable" yet quality wines available for patrons who are of more limited means yet still enjoy the wine experience.

The recent approval of the Greenbelt City Council to allow beer and wine consumption on the 20 seat covered patio further expands the experience for café patrons to "al fresco" dining. Customers will now be able to take in the goings on in the tree lined historically designated City Park of the Roosevelt Center directly across from the 500 seat Old Greenbelt Movie Theater.

There are several additional wines that will be added with the expansion and addition of a wine bar at the New Deal.

☞ Planned expansion wines:

- In the near future our representative will be tasting out some wines the Café requested from Portugal as well as a couple of Merlots. Wines from Portugal are made with relatively unknown grape varieties and are delightful, slightly tasting like Port. The Merlot is a wine people look for and is currently lacking from our list. We may also add another white wine to the list, but whites sell less than the reds. The desert wines, while not popular at the moment, are occasionally requested and compliment the New Deal's offerings.
- Our wine representative Tim Clune will be assisting us in the establishment of a wine list that would be used when the wine bar is fully operational.



White Wines

SPARKLING WINES

Listed from mildest to strongest.

MOSCATO D'ASTI, PATRIZI, Italy 5.50/17.50

DRY LIGHT TO MEDIUM INTENSITY WHITE WINES

Listed from mildest to strongest.

HOUSE WHITE, MIRONE, Spain 3.80/17.00

This is our least expensive white wine, but it is far from “cheap”. An easy wine to appreciate the Mironi table white wine goes well with fruit, vegetable, seafood, and cheese dishes.

PINOT GRIGIO, TOMAIOLO, Italy 5.75/18.00

Citrisy and light.

SAUVIGNON BLANC, SMOKE STACK, New Zealand* 6.70/19.50

Medium bodied.

DO ZOE, ALBARINO, Spain 6.70/19.50

Effervescent and wonderful.

CHARDONNAY, DOM. TALMARD, France 7.60/22.80

Smoky and interesting.

*Favorite Premium International Wine



Red Wines

DRY LIGHT TO MEDIUM INTENSITY RED WINES

Listed from mildest to strongest.

PINOR NOIR, BOURGOGNE, France 6.70/19.50

A very nice light Pinot Noir with berry flavors and smoky notes. This wine goes well with our soups, salads, and light fair.

HOUSE RED, MIRONE, Spain 3.80/17.00

This is our lease expensive red wine but don't let the price fool you, it is still a great table wine that is worth while. With no heavy tannins or outrageous minerals this is an easy wine to enjoy and it goes well with everything.

CHIANTI, TOMAILOLO, Italy 5.75/18.00

This is a medium bodied Chianti that contains a medium level of tannin. Tomaiolo's Chianti goes well with our Panini and our Bella Rella grilled sandwiches.

LAN RIOJA, CRIANZA, Spain* 7.00/21.00

A deeper and unique wine made from the Spanish Crianza grape. Almost as deep and rich as the El Toqui cabernet, the Lan Rioja Crianza has a slightly higher acidity and is so well balanced that it goes well with everything on the menu.

CABERNET SAUVIGNON, EL TOQUI, Chile 8.00/23.50

This is a full bodied Cabernet with a medium tannin level; medium to low minerality and is well-balanced with a smooth finish. This wine goes very well with our vegetable lasagna.

*Favorite premium international wine.



Dessert Wines

Listed from least sweet to sweetest.

MOSCATO D'ASTI, PATRIZI, Italy

5.50/17.50

This is a wonderfully sweet white wine that is good when pairing with cheesecake, tarts, fruit pies, or just by itself. We serve Patrizi's Moscato D'Asti both by the glass and by the bottle.

DE BORTOLI "NOBLE ONE", BOTRYSTIS SEMILLON, Australia 25.00

De Bortoli's Noble One is absolute ambrosia and is not to be taken lightly. This desert wine is amber in color and it's flavor is a unique blend of dried apricots, currents, and prunes, with smoky undertones. This wine is wonderful with all of our deserts, including chocolate cake and brownies.

De Bortoli's Noble One is excellent for 4 or more.