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*Brewing Opportunities*



**Wellsville High School**

**Wellsville, Kansas**

**Business Financial Plan**

**2018-2019**

**Lauren O'Dea, Zach Pearson & Kaylie Reese**

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## DESCRIPTION OF BUSINESS, ASSUMPTIONS AND STRATEGIES TO OBTAIN LOAN

After the infamous 1773 Boston Tea Party, Americans felt it was their patriotic duty to switch from tea to coffee. From then on, Americans haven't looked back, as millions of consumers cannot fathom starting their day without it. With the introduction of Starbucks in 1971, there continues to be an increase of gourmet coffee houses throughout the world. Approximately 2.25 billion cups of coffee are consumed every day, with an expected increase of 1.2% over the next year. With the US being the largest consumer of coffee, and statistics showing the average American drinks 2-3 cups every day, JobMonkey.com reports that over 1.6 million jobs in the US were related to the coffee industry in 2015 and that statistic will continue to rise.

Those of us associated with our company have family and friends with special needs and have worked with many individuals with unique abilities. Today's statistics, however, show that 70% of the disabled are unemployed. We have developed a business financial plan, along with Zach Pearson, to assist in bringing independence and self-worth to individuals with disabilities and special needs, all while providing an ever-growing service and product to our customers; hence the name, **Brewing Opportunities**.

Owners Lauren O'Dea and Kaylie Reese attended Wellsville High School, where they discovered their passion for working with individuals with special needs. Both owners obtained degrees from the University of Kansas. With Lauren's extensive education and experience in working at Cottonwood, Inc., she has the expertise to oversee all financial aspects of **Brewing Opportunities**. Kaylie combines her passions as the business and marketing/communications director to develop positive strategies to assist the intellectually and physically disabled in leading an independent lifestyle. Her knowledge and experience in the healthcare and pharmaceutical industry will also aid in preparing a working environment that is comfortable for both the employees and the customers. Zach Pearson, who is a long-time friend and venture capitalist, has been investing and working with business start-ups for five years. He is excited to invest in the business and assist in developing and presenting a business financial plan that will benefit special needs adults in our community.

The location of **Brewing Opportunities** will be in Lawrence, Kansas where there is a population of over 96,000, along with KU that has an attendance of over 28,000 students. Lawrence also serves as a central site for various organizations in nearby towns that specifically assist those with disabilities, as well as the various local mental and physical health organizations. Easy access to shipping services are within five miles from our bistro/deli; major highways run in all directions of Lawrence, our operation is less than two miles from the University of Kansas, and it is located in the heart of historic downtown Lawrence.

**Brewing Opportunities'** focuses sales and services towards two distinct target demographics. The first target concentrates on our bistro/deli and is broken down into two groups—one, millennials, non-traditional students, faculty and staff from the University of Kansas campus; and two, educated, urban and affluent white-collar professionals. The second target concentrates on people with a desire and compassion to assist individuals with special needs and individuals who are seeking unique gifts, art, etc.

To begin operations in the execution of opening **Brewing Opportunities**, the owners must obtain \$71,600 in funding and execute a contract with Robert Ogden, CEO of Ogden Newspapers Inc., for partial use (15,000 square feet) of The World Company building at 645 New Hampshire Street, Lawrence, Kansas. The funding will be used primarily on capital expenditures, re-construction for the FDA health requirements, ADA requirements, a commercial kitchen, office equipment, supplies, technology and software. With the downsize and relocation of most of *The Lawrence Journal World* newspaper personnel, Robert Ogden has donated the use of The World Company's building (main level) for five years, with a renewable contract option at the end

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of the fifth year. His philanthropic generosity is based upon the soundness and financial projections of the venture, and because of his family's personal compassion for those with disabilities. The option to renew will be based upon four criteria—1. sustainable profits must be made to pay all employees, including the three owners; 2. of the staff hired, 70% must be mentally or physically challenged (not including the owners or career coaches); 3. no major structural changes (inside or out) can be made to the building without the input of the Robert Ogden family; and 4. all operating expenses will come from the **Brewing Opportunities** profits. In turn, Robert Ogden will serve as a silent voting partner on all major decisions, but is allowed access to financials when requested. Each of the owners will invest \$10,000 for a total of \$30,000. Kaylie and Lauren will continue to work part-time in their current jobs, but they will also work and oversee management of **Brewing Opportunities**. Both owners will maintain 100% ownership, with Kaylie and Lauren also receiving a salary. Zach will share in the profits once the cash flow is steady (approximately beginning the second year). The owner's will be seeking an SBA loan for \$41,600 at the Federal Prime Lending rate for the remainder of the funding. Terms of the loan will include the rate of return to the investor at a 3.75% interest, with the principal paid annually and collateral pledged to the SBA. Yearly review during the duration of the loan will be mandated.

Due to the education and experiences of each owner/investor, they will each maintain a one-fourth vote, while Robert Ogden will maintain the remaining fourth. Equal investment and profit sharing percentages of 33.3% will be given to Lauren, Kaylie and Zach. Lauren will serve as the Finance Manager, Kaylie will serve as the Business and Marketing & Communications Managers and Dawn will serve as the Operations Manager.



**Lauren O'Dea** holds a Master's degree in Accounting and Finance and a Bachelor's degree in Business Administration, both from the University of Kansas. She previously served as an intern in the Finance and Administration offices at KU. Upon graduation Lauren followed her passion and served as the Development Director for the Bert Nash Community Mental Health Center for three years, followed by serving as a CPA for Mize Houser & Company P.A. for the past five years. Lauren is excited about the opportunity of returning to her passion of working with adults with disabilities as she assumes the roles of Finance Manager for **Brewing Opportunities**.

**Kaylie Reese** earned a Master's degree in Marketing and a Bachelor's degree in Strategic Communications from the University of Kansas, as well. She has accumulated experience in strategically marketing non-profit agencies. She began her career as Public Relations Specialist for Special Olympics Kansas. She then served as the Director of Outreach Services and then the Director of Media Relations for Lawrence Memorial Hospital for six years. She has returned to her passion of making a difference in the lives of those with disabilities by serving as the Business and Marketing & Communications Managers for **Brewing Opportunities**.



**Dawn Rottinghaus** earned a Master's degree in Education & Assistive Technology and a Bachelor's degree in Business Education from Emporia State University. She has over 30 years of high school teaching experience, 20 years as an advocate for individuals with disabilities, and 12 years as part owner of a family operated bakery/deli. She strongly advocates for career opportunities for adults with disabilities to maintain their independence, a standard of living and feel they are productive members of society. As she serves as the Operations Manager, she is excited for the opportunity **Brewing Opportunities** creates for adults with developmental disabilities.



## COMPANY DESCRIPTION

### Legal Form of Business

The official business name will be **Brewing Opportunities**, which established as a Limited Liability Company by Lauren O’Dea and Kaylie Reese. This form of business was chosen because it is the best structure based on the needs of our company and because it has combined features of a partnership and a corporation, while being fairly easy to establish and set into place. We also chose this form of business because if anything happened to our business, there would be no possibility of losing our personal items.

To establish an LLC in Lawrence, Kansas, we will nominate resident agent, Barber Emerson, L.C. to serve as legal counsel to assist in the compliance of guidelines set forth through the Kansas Secretary of State. **Brewing Opportunities** will observe all federal, state (Kansas) and local tax laws and regulations. Benefits of an LLC include: *Limited Liability, Protected Assets, Flexible Tax Options, and Less Paperwork.*

To maintain cohesiveness, an LLC operating agreement will be created to direct and/or define the following:

- *Owners’ contributions & interests*
- *Company operating terms*
- *Owners’ profit & loss sharing*
- *Owners’ management policies and procedures*
- *Owners’ day-to-day duties*
- *Owner withdrawal or dissolution*
- *Decision making procedures*

**Mission Statement:** **Brewing Opportunities’** philosophy for its employees is to provide adults with intellectual and physical disabilities the opportunity to work in an atmosphere that promotes enjoyment and value, while creating a path of acceptance and inclusion within the community. It will also encourage independence for its employees who create artistry that can be sold to supplement personal income. As for its customers, **Brewing Opportunities’** philosophy is to create a comfortable and enjoyable climate for relaxation and study, while also providing affordable food and beverage menus for breakfast and lunch. It will also sell unique and decorative gift to its customers to purchase on-site or via e-commerce.

**Slogan and Logo:** **Brewing Opportunities**—“Where every ‘BEAN’ makes a difference!” is the slogan. The logo for **Brewing Opportunities** displays a handheld cup of freshly brewed coffee that emanates steam in the form of a heart to represent warmth and love for every “being” (bean).

**Company Vision:** Whether enjoying our relaxing atmosphere or the personalities of our employees as they serve each customer with a smile, we strive to provide the best service and products to our customers, while creating career opportunities that promote community inclusion and appreciation for all differences.

### Company Governance

**Brewing Opportunities** is governed by the ethics, values and compassion of its owners, Lauren O’Dea and Kaylie Reese. Their personal experiences affect the daily operations and future directions of their employees and customers. Holding two distinct leadership roles within the company allows for a more concrete overview on all decisions being made. Also utilizing the experiences and knowledge of Dawn Rottinghaus allows for strong management. The governance of the business includes policies that the owners deem necessary for maintaining the business and its prosperity.

### Company Location

**Brewing Opportunities** is located at 645 New Hampshire Street, Lawrence Kansas 66044. The owners will lease 15,000 square feet of the 31,222 square foot building located directly off Massachusetts Street at no cost. Across the street and in front of the building ample parking is available, with handicap accommodations

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already having been made to the building to comply with ADA standards. Renovations within the building will include a kitchen, dining area, quiet room and craft display case that will be constructed by **Jason Tanking Construction (JTC)** out of Lawrence, who will be donating all the labor expenses. (Jason is Dawn Rottinghaus' cousin.) This is a high traffic area for families and college students due to shopping venues, eating establishments and the historic downtown ambience. There is also high foot traffic on the weekends. The location is in a commercial area with transportation availability and easy access to many surrounding communities. With the University of Kansas within two miles, we will have access to our first main target market. With a population of 96,892, the median household income being \$46,929, and many intellectual and physical disability programs and facilities available in Lawrence; this allows us access to our second main target market. There is also a variety of shipping venues for our e-commerce packages.

## Long- and Short-Term Goals

Short-Term Goals	
6 Month Plan	1 Year Plan
<ul style="list-style-type: none"> <li>• Establish a steady customer base</li> <li>• Develop a strong market presence in Lawrence, surrounding communities, and within organizations that work with/for adults with disabilities—50 mile radius (social media, web-based, locally)</li> <li>• Hire a customer-friendly staff—70% with disabilities (includes career coaches)</li> <li>• Develop an e-commerce website for crafts</li> <li>• Involve at least five locations to develop craft items for our e-commerce business</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a loyal customer base</li> <li>• Establish brand recognition in Lawrence and surrounding communities</li> <li>• Have a net profit of at least 5%</li> <li>• Increase advertising presence for the brick and mortar portion of the business</li> <li>• Research establishing an area to create crafts on location for our e-commerce business—volunteer art instructors, companies to donate surplus supplies, location, etc.</li> </ul>
Long-Term Goals	
5 Year Plan	10 Year Plan
<ul style="list-style-type: none"> <li>• Offer a weekly craft night for those individuals with developmental or physical disabilities who would like to supplement their income</li> <li>• Develop a charity event that benefits various organizations that work with those with disabilities</li> <li>• Create a scholarship fund for employees who wish to take college courses</li> <li>• Pay off loan</li> <li>• Have a net profit of 20% over year 1</li> <li>• Obtain an investment manager and lawyer to work pro bono to assist employees with saving for retirement and establishing a trust fund</li> <li>• Increase staff by 30% due to business growth</li> <li>• Increase sales of craft items by 50% over year 1</li> <li>• Develop a newly negotiated agreement with Roger Ogden as for the lease of the building</li> <li>• Prepare to find an alternative location in case the terms of the lease agreement are not negotiated</li> </ul>	<ul style="list-style-type: none"> <li>• Open another location in Olathe, Kansas with the same mission and concept</li> <li>• Have a net profit of 35% over year 1</li> <li>• Obtain a new location for the growth of the craft sales for our e-commerce site and hire a full time web master</li> <li>• Increase sales of craft items by 100% over year 1</li> <li>• Offer career training programs in the evenings for adults who have developmental or physical disabilities so that they can become more marketable in the workplace</li> <li>• Offer monthly educational workshops for parents and individuals that will assist them in being advocates for those with disabilities, as well as various other topics pertaining to learning about laws and opportunities for those with disabilities</li> <li>• Develop a newly negotiated lease agreement with Roger Ogden</li> </ul>
15 Year Plan	
<ul style="list-style-type: none"> <li>• Replace Operations Manager, Dawn Rottinghaus, as she will be retiring and relinquishing her managerial duties</li> <li>• Open another location in Topeka, Kansas with the same mission and concept</li> <li>• Have a net profit of 50% over year 1</li> <li>• Establish a nationally recognized brand through our craft products on our e-commerce site</li> </ul>	

## OPERATIONS AND MANAGEMENT

### Business Facilities Described

**Brewing Opportunities** will be located in a 15,000 square foot portion of a building consisting of a walk-in cooler/freezer, storage area for supplies, custodial storage closet, commercial kitchen, serving and dining area with Wi-Fi, public and employee restrooms, display gallery, craft storage room, and office space for all business activities. **Brewing Opportunities** will be equipped with modernized equipment. It will be open 7 days a week from 6:00 am to 4:00 pm. Breakfast sandwiches and pastries will be sold from 6:00 am to 10:00 am and delicatessen soups, sandwiches, and pastries will be sold from 10:00 am until 4:00 pm. The Gallery display will be available during this time as well, but the e-commerce site will function 24/7. Holiday closings will include Easter, Thanksgiving, Christmas and New Year's Day. The owners will do their best to accommodate their employees with their religious holidays.

### Display Case Gallery

A 6' height x 2' deep x 34' width display case with 5 rows of shelving will display the craft items of the individuals from organizations that work with the mentally and physically disabled. This will be located along the west wall. Above the display case will be paintings as well. These craft items will be on display to be sold to customers on location and through our e-commerce site.



### Dining Area

The 8500 sq. ft. dining area will seat 124 with 23 square (3' x 3') tables with 4 chairs at each and 8 booths. Each booth will have electrical and charging areas, while the tables will have mounted charging stations and there will be high-speed wi-fi access.

### Quiet Room

The 896 sq. ft. "Quiet Room" will be used for customers looking for a quiet workspace or for groups to reserve for meetings. This room will be equipped with four booths, a 12- and 6-seat table, an L-couch, wall outlets, phone charging stations and high-speed Wi-Fi. This area can seat approximately 36 and can be reserved with advanced notice for parties and meetings.



### Storage Room

The 1000 sq. ft. storage room will be where non-perishable food items and supplies will be stored. With a door leading directly into the commercial kitchen, items can be obtained efficiently. There will be multiple rows of shelving.

### Office Space

The 800 sq. ft. office space will be where the managers carry out their daily duties and responsibilities. The office will be equipped with desks, table space, two computers, one phone, a laser printer/copier, filing cabinets, a photo corner to take photos of the crafts for the e-commerce site and plenty of organizational tools. Managers will be able to efficiently carry out management responsibilities.

### Custodial Rooms

Two custodial rooms combine for 300 sq. ft. One is for immediate access for spills and accidents, while the larger room stores excess cleaning supplies and the washer and dryer. Employees will be responsible for laundering uniforms and linens. All stored cleaning supplies will be located here as well.

### Craft Storage & Assembly Room

This 600 sq. ft. room will store crafts as they come in and will be where employees package e-commerce crafts to be shipped. All shipping supplies will be located in this room as well.

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## Commercial Kitchen

The 1248 sq. ft. cooking and baking facility will be utilized by our bakers/chefs and lunch/breakfast cooks and will be equipped with a commercial stove with grill, convection oven, metal table and storage.

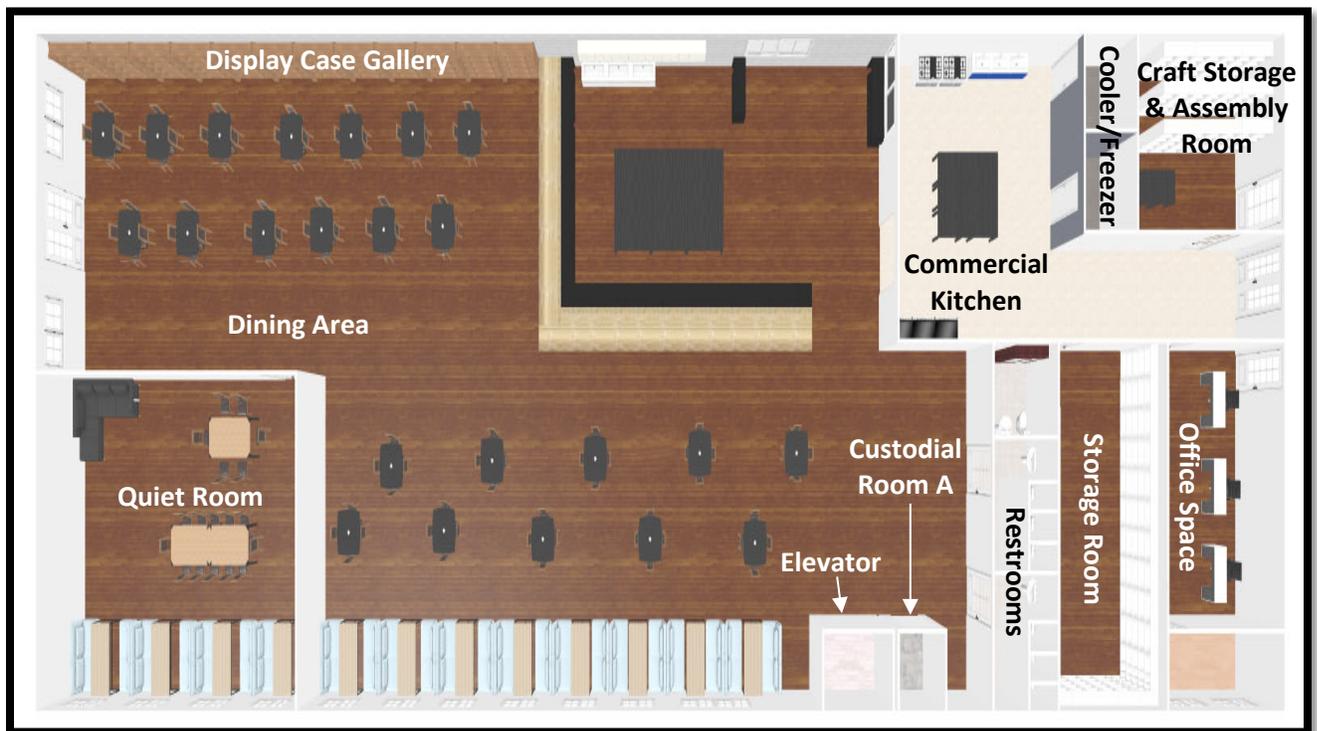
## Walk-in Cooler/Freezer

The 12' x 16' walk-in cooler/freezer in the kitchen will house fresh foods at precise temperatures. There will be easy access from the kitchen for all necessary food supplies. With an electronic monitoring system in place and multiple rows of racks, no fresh products will be held beyond shelf life.



## Restrooms

These 700 sq. ft. public restrooms will be divided into male and female sections following all ADA guidelines. All restrooms will have one large mirror, be eco-friendly with automatic strong flow hand dryers, automatic water controls for the two sinks and four toilets, with one being handicap accessible. There will also be an employee handicap accessible restroom located in the back of the facility.



## Management Personnel Identified

The management personnel of **Brewing Opportunities** are governed by the owners Lauren O’Dea and Kaylie Reese, with the assistance of Dawn Rottinghaus, through distinct leadership roles within the company. The managers are responsible for providing a strong code of ethics, a safe and professional working environment, the hiring and screening of all employees and developing artistry programs for those who are intellectually or physically disabled. They will also be responsible for providing positive nurturing and mentoring for each employee to allow success and a positive experience, but they must provide management intervention when needed. Current and future managers must have experience in the business and communication industry. To maintain and improve the efficiency of the business, the managers will have specific duties for which they are responsible, receive specialized training, and have understanding of FDA regulations, FERPA and ADA guidelines and mandates.

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<u>Operations Manager Duties</u>	<u>Business Manager Duties</u>	<u>Marketing &amp; Communications Manager Duties</u>	<u>Finance Manager Duties</u>
<ul style="list-style-type: none"> <li>• Manage personnel</li> <li>• Oversee Human Resources Department</li> <li>• Develop and oversee the supervision, hiring, training, cross training and developing of employees</li> <li>• Work with Career Coaches to develop personnel</li> <li>• Maintain inventory control</li> <li>• Manage technology</li> <li>• Maintain efficient product shipping</li> <li>• Create weekly work chart for employees</li> <li>• Implement company policies, standards and rules for employees and customers</li> <li>• Maintain knowledge of new ADA standards, laws and regulations</li> <li>• Develop external relationships with appropriate contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and order food, supplies, equipment purchases and repairs</li> <li>• Oversee general operations</li> <li>• Handle cash management</li> <li>• Develop and implement policies and procedures to ensure cash flows, increased revenues and lower operating costs</li> <li>• Oversee food preparation, portion sizes and presentation of food</li> <li>• Comply with health and food safety standards</li> <li>• Address complaints and compliments</li> <li>• Create monthly work schedules</li> <li>• Establish company policies, standards and rules for personnel performance and customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as public relations to the media and customers</li> <li>• Coordinate and develop marketing campaigns</li> <li>• Create brand marketing and identity</li> <li>• Oversee print, oral and digital communications</li> <li>• Oversee and maintain company website and social media platforms</li> <li>• Create and oversee the marketing budget</li> <li>• Maintain effective internal communications</li> <li>• Analyze competitors</li> </ul>	<ul style="list-style-type: none"> <li>• Create, analyze and report financial &amp; accounting reports—monthly, quarterly and yearly</li> <li>• Prepare tax reporting mandates and utilize tax incentives</li> <li>• Prepare and monitor yearly and monthly budget plans</li> <li>• Conduct reviews and evaluations for cost-reduction opportunities</li> <li>• Formulate strategic and long-term business plans</li> <li>• Keep abreast of changes in financial regulations and legislation</li> <li>• Maintain payroll</li> </ul>

## Workforce Described (Current and Projected)

The management of **Brewing Opportunities** will ensure the organization has the necessary human capital needed to fulfill positions effectively. The company is committed to making an environment where employees are able to grow and learn as they are integrated into the community, while still meeting clientele needs. The owners will also hire trustworthy managers to allow owners to concentrate on helping the business prosper through training, mentoring, creating development opportunities, staying abreast of current industry standards and organizing promotional activities.

Unlawful discrimination against employees or applicants for employment on basis of an individual’s race, religion, sex, national origin, age, disability, marital status or any other status protected by the law will not be tolerated at **Brewing Opportunities**. We are committed to equal opportunity employment.



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<b>Counter Assistants/Baristas</b>	<b>Drive Thru Assistants</b>	<b>Assistant Manager</b>
<b>Current—4; Projected—8</b>	<b>Current—2; Projected—4</b>	<b>Current—1; Projected—6</b>
<ul style="list-style-type: none"> <li>• Greet all customers as they arrive in a friendly manner</li> <li>• Take drink and food orders</li> <li>• Prepare all drinks and pastry orders</li> <li>• Repeats all orders for accuracy</li> <li>• Relay breakfast and meal orders to the cook(s)</li> <li>• Assist in bussing tables</li> <li>• Assist with assigned custodial duties</li> <li>• Leave the customer with a friendly goodbye</li> <li>• Replenish bakery display case</li> <li>• Replenishes coffee bean and specialty coffee supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Greet all customers as they arrive in a friendly manner</li> <li>• Take drink and food orders</li> <li>• Prepare all drinks and pastry orders for the drive thru window</li> <li>• Repeats all orders for accuracy</li> <li>• Relay breakfast and meal orders to the cook(s)</li> <li>• Package all food items ordered</li> <li>• Handle all drive thru money transactions</li> <li>• Leave the customer with a friendly goodbye</li> <li>• Assist with assigned custodial duties</li> <li>• Take phone orders</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee the supervision, training, and developing of employees</li> <li>• Work with Career Coaches</li> <li>• Maintain inventory control</li> <li>• Manage technology</li> <li>• Implement employee work chart</li> <li>• Implement company policies, standards and rules for employees and customers</li> <li>• Oversee inventory of food and supplies for reordering</li> <li>• Oversee general operations</li> <li>• Handle cash management</li> <li>• Oversee food preparation</li> <li>• Comply with health and food safety standards</li> <li>• Address complaints/compliments</li> </ul>
<b>Baker/Chef</b>	<b>Breakfast/Lunch Cooks</b>	<b>Cashiers</b>
<b>Current—2; Projected—4</b>	<b>Current—4; Projected—8</b>	<b>Current—4; Projected—8</b>
<ul style="list-style-type: none"> <li>• Follow all FDA food safety guidelines and OSHA guidelines</li> <li>• Prepare, proof and bake all breads and bakery items for the day</li> <li>• Operate all kitchen equipment</li> <li>• Maintain a clean and safe work environment</li> <li>• Clean all kitchen equipment</li> <li>• Track food supplies to place orders</li> <li>• Lay out soup and “Special of the day” ingredients</li> <li>• Prepare “Soups of the Day”</li> <li>• Reports all equipment malfunctions</li> <li>• Assist with assigned custodial duties</li> </ul>	<ul style="list-style-type: none"> <li>• Follow all FDA food safety guidelines and OSHA guidelines</li> <li>• Utilizes communication skills to fill order requests and food prep</li> <li>• Memorize how to prepare all breakfast and lunch items</li> <li>• Follow portion control and quality control standards</li> <li>• Operate all kitchen equipment</li> <li>• Maintain a clean and safe work area</li> <li>• Clean all kitchen equipment</li> <li>• Track food supplies and place orders</li> <li>• Report all equipment malfunctions</li> <li>• Assist with assigned custodial duties</li> </ul>	<ul style="list-style-type: none"> <li>• Greet all customers as they arrive in a friendly manner</li> <li>• Leave the customer with a friendly goodbye and upon completion of transaction</li> <li>• Handle all counter money transactions</li> <li>• Assist in bussing tables</li> <li>• Assist with assigned custodial duties</li> <li>• Stock all paper product supplies in the counter area</li> <li>• Answer incoming phone calls</li> <li>• Take phone orders</li> </ul>
<b>Bus Waiters/Dish Washers</b>	<b>Package Assembler</b>	
<b>Current—4; Projected—8</b>	<b>Current—1; Projected—2</b>	
<ul style="list-style-type: none"> <li>• Assist in refilling sufficient supplies such as napkins, silverware, wraps, packaging products, etc.</li> <li>• Assist Cashiers and Counter Assistants/Baristas in serving food and beverages to customers</li> <li>• Wipe tables and chairs using cleaners to ensure food marks and spills are removed</li> <li>• Clear tables once customers have left and carry dishes to the kitchen to be cleaned</li> <li>• Clean and sanitize all dishes to meet Food Safety and Inspection Service standards</li> <li>• Put all washed dishes in their rightful places</li> <li>• Report all equipment malfunctions</li> <li>• Assist with assigned custodial duties</li> <li>• Report sanitation or janitorial issues to manager</li> <li>• Assist Cooks when needed</li> </ul>	<ul style="list-style-type: none"> <li>• Tag, inventory, organize and store all incoming crafts</li> <li>• Maintain display case for craft items</li> <li>• Package all craft item orders</li> <li>• Confirm all completed orders with the manager</li> <li>• Take packages that need to be shipped to the UPS or FedEx store after confirmation from manager</li> <li>• Maintain inventory of all shipping supplies for crafts</li> <li>• Assist wherever needed</li> <li>• Assist with assigned custodial duties</li> </ul>	

## TARGET MARKET

### Target Market Defined

With over 31,000 independent coffee shops in the United States, many coffee shops strive to find the niche that makes them stand out. **Brewing Opportunities** has done this by merging a coffee shop business plan with a community enrichment program that provides career opportunities for those with intellectual and physical disabilities. Not only are customers able to purchase excellent food and coffee at an affordable price, but they are also helping to promote independence for a group of individuals that face 70% unemployment. With this concept, **Brewing Opportunities** will focus on five target markets.

1. *The busy college student (millennial), non-traditional student, faculty or staff member from the University of Kansas who needs a quick caffeine fix or would like to relax while studying, working on a group project, grading papers, etc. Age ranges are from 18-50, both men and women.*
2. *Educated, urban and affluent (income \$35,000+) white-collar professionals that may be on the go or need a place to meet others. Age ranges are from 24-45, both men and women.*
3. *Persons who are compassionate or have a desire to make a difference in the lives of mentally or physically handicapped individuals. Although both men and women ranging from the age of 18-60 will be targeted, more emphasis will be placed on women.*
4. *Visiting family and friends who support their college student(s) or university programs and tourists who like to enjoy Lawrence. Age ranges are from 12-65, both men and women.*
5. *Finally, we will develop our market niche for the eclectic individual by handcrafting products that will serve as personal and unique decorations, art or gifts. Age ranges are from 18-45 and typically women, since 75% of woman are crafters and the “go to” gift purchasers.*

**Size:** Lawrence is currently the sixth most populated city in Kansas, with almost 100,000 people. With the city’s population, business and industry continuing to expand, our two main target bases will continue to grow. The coffee industry is a \$30-\$32 billion a year industry that is increasing at an average rate 20% per year, and specialty coffee comprising 10% of the market. With over 150 million Americans choosing to drink specialty coffees, the demand is there for independent coffee shops as they generate \$12 billion in annual sales. Starbucks Corporation and Dunkin’ Brands Inc. dominate over 50% of the industry; however, “Mom & Pop” coffee shops are increasing and generating competition. **Brewing Opportunities** looks to take the best business practices from the larger coffee house chains, but yet incorporate a family friendly atmosphere that caters to our target markets, yet leaves customers with not only a bistro that provides excellent food and service, but also leaves the customer with a “feel good” attitude. We will develop a marketing plan that will focus on catering our efforts to Lawrence, KU and surrounding communities.



**Growth Potential:** **Brewing Opportunities’** growth potential will come from the expected growth of Lawrence and the attendance projections of the University of Kansas. Although the Board of Regents reports that the University of Kansas’ full-time student numbers are dropping, KU reports growth in the overall number of students attending. This works well for **Brewing Opportunities**, because it allows expansion into the target market for the students who are on the go or who need a study spot or relaxation area between classes. Due to Downtown Lawrence Inc.’s dedication to preserving the historic downtown area and to the excitement for KU sporting programs, foot traffic in the Lawrence downtown area will continue to be high, especially from those individuals we are targeting. With a strong marketing campaign and visual awareness, we expect to grow the traffic and the sales of our e-commerce site by 10% at **Brewing Opportunities** to better serve the artists who are displaying and selling their unique and handcrafted wares through our store.

# Brewing Opportunities



**Needs:** With over 100 stores, shops and community outlets located within two miles of **Brewing Opportunities**, there is a need for a business that offers Wi-Fi, quiet study opportunities, specialized coffee and simplified meals that are reasonably priced in the downtown Lawrence area. Although there will be competition from corporate and “mom and pop” coffee houses, none are located in the downtown area and none have the concept of hiring a large percentage of employees who are mentally or physically challenged. **Brewing Opportunities** will not only offer a reasonably priced menu, but will also sell handmade crafts created by individuals with disabilities. Coffee houses are also a necessity for college students and individuals from 22 on up. With a hectic school schedule, students seek to complete their work in between classes without having to go far from campus. While employees of the downtown businesses seek an afternoon caffeine energy boost and a quick bite for lunch. And individuals/families visiting college students, attending KU sporting events or just enjoying the ambience of the downtown Lawrence area will appreciate the opportunity to sit and relax while grabbing a meal or refreshing drink as well.

## Risks and Potential Adverse Results Identified, Analyzed and Planned For

In order to gain a true grasp of the future of **Brewing Opportunities**, the owners performed a SWOT and PESTLE analysis for their company. The SWOT analysis allowed business owners to evaluate their position in the marketplace by examining their own strengths and weaknesses, while also shedding light on outside opportunities and threats within the industry. This information will help the owners better prepare for risks should they arise. In order to better prepare strategic planning for **Brewing Opportunities**, a PESTLE analysis was also performed to look at potential changes in our business environment. This analysis helped to determine how factors such as Political, Economic, Social, Technological, Legal and Environmental could affect the performance and activities of our business’ long-term goals.

SWOT ANALYSIS
<b>STRENGTH—Maintain, Build and Leverage</b>
<ul style="list-style-type: none"> <li>• Major highway access to Topeka, Ottawa, Kansas City and Northern communities</li> <li>• Location is near various shipping accesses (UPS, FedEx &amp; USPS) for e-commerce shipping</li> <li>• Combined working experience and knowledge of the owners, as well as networking connections</li> <li>• Employee/customer business concept is unique to this area</li> <li>• University of Kansas is less than 2 miles away and large demographics for the target market we are seeking</li> <li>• Offer an appealing selection of pastries and unique house blends of coffee</li> <li>• Marketing and Advertising strategies/campaign</li> <li>• Over 100 stores, shops and community outlets within a 2 miles radius, with heavy pedestrian traffic</li> <li>• Access to a large community of organizations that work with the handicapped and disabled</li> </ul>
<b>WEAKNESSES—Remedy or Exit</b>
<ul style="list-style-type: none"> <li>• Lack of name recognition of <b>Brewing Opportunities</b></li> <li>• We lease our facility; therefore, Robert Ogden may decide to not renew our lease agreement after 5 years</li> <li>• Training and cross-training employees will be more challenging</li> <li>• Will need to obtain more knowledge of federal rules, regulations and tax benefits for hiring our employees</li> </ul>
<b>OPPORTUNITIES—Prioritize and Optimize</b>
<ul style="list-style-type: none"> <li>• Rapidly growing industry and coffee culture, with potential to develop a large customer loyalty base</li> <li>• Can gain a competitive edge by marketing our business concept of hiring special needs adults as employees</li> <li>• Local businesses are excited to assist with our business venture concept in a variety of ways</li> <li>• Selling crafts created by mentally and physically handicapped individuals is a new concept for Eastern Kansas</li> <li>• Large opportunities for expansion for our e-commerce craft products</li> <li>• Due to the employability concept of our business, we will be able to reach older customers (55+) with recognition</li> </ul>
<b>THREATS—Counter</b>
<ul style="list-style-type: none"> <li>• Changes in tariffs and regulations for foreign coffee bean shipments</li> <li>• The 15 private- and 19 corporate-owned coffee shops in Lawrence will have a loyalty advantage with clientele</li> <li>• FDA and ADA changes and mandates</li> <li>• People can now make specialty coffees in their own home and choose not go out and buy from a coffee shop</li> </ul>



PESTLE ANALYSIS	
Political	Economic
<ul style="list-style-type: none"> <li>• Comply with changing FDA Standards</li> <li>• Knowledgeable of changing taxation and federal and state rules and regulations</li> <li>• Be informed of legislation, foreign influences and trade relationships between coffee bean producing countries and the US</li> </ul>	<ul style="list-style-type: none"> <li>• Combating government inflationary tactics</li> <li>• A recession and/or inflation will reduce customer discretionary income and their desire to spend</li> <li>• Owners must have enough capital to continue operation during economic hard times</li> <li>• Fluctuating unemployment changes</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>• Develop a business practice that hires a demographic of highly unemployed individuals</li> <li>• Donate remaining foods to the local shelter</li> <li>• Develop caffeine free products to reduce physiological effects on customers</li> <li>• Increase health consciousness</li> </ul>	<ul style="list-style-type: none"> <li>• Up-to-date business software and equipment will be needed to increase efficiency</li> <li>• Employees will need to be trained on new equipment</li> <li>• New technological changes to wireless charging and developing high speed internet connections</li> <li>• Rising availability of specialty coffee machines for home</li> </ul>
Legal	Environmental
<ul style="list-style-type: none"> <li>• Comply with EOE Laws and a “NO TOLLERANCE” policy towards Sexual Harassment</li> <li>• Comply with ADA laws and standards</li> <li>• Post warnings for food issues—heat, nut allergies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Use of biodegradable supplies and paper products</li> <li>• Environmentally friendly water fixtures and plumbing, and energy efficient lighting</li> <li>• Recycle waste materials</li> </ul>

## FINANCIAL INSTITUTION INFORMATION

### Name and Type of Financial Institution for Loan Needs

The owners of **Brewing Opportunities** decided to obtain a Small Business Administration 504 loan with an interest rate of 3.75%. It would be a 5-year loan with a yearly payment of \$8,398.16. The loan would come from Mid America Bank, but the owners would receive input and guidance from the SBA District Office in Kansas City, Missouri that has a full service branch and serves Douglas County in Kansas. Here the owners can receive training, education, advice and entrepreneurial expertise pertaining to their business. The owners would retain 100% ownership in the business.

### Discuss Loan Request

With the owners of **Brewing Opportunities** having been successful in the workforce for several years, they have accumulated a portion of the capital for this endeavor (\$20,000). However, the owners are in need of an additional \$10,000, which will be provided by Zach Pearson. As a venture capitalists, he will be involved with the major decisions and will receive 33.33% of the profits when cash flow is strong. The owners will have the option to buy him out after five years. With a net profit of over \$1,000.00 at the end of the first year, the owners will be able to cover all debts, but will only begin profit distribution when feasible. With yearly growth of the e-commerce site and the business, the potential money retained from net profits will provide liquidity for any expansions, but it should not occur before the fifth year.

### Purpose of Loan and Amount Requested

The purpose of this request is to finance the startup costs with a request of \$41,600 for **Brewing Opportunities**, which needs food and beverages, equipment, renovations, supplies and furniture as detailed in the following chart. An amortization schedule for the five-year loan follows as well.

# Brewing Opportunities



Start Up Cost	Price
Kitchen Equipment	\$ 25,000.00
Food & Beverage Supplies	3,000
Office Supplies	1,600
Office Equipment	5,000
Renovations	20,000
Restaurant Furniture	12,000
Operating Cash	5,000
<b>FUNDS REQUIRED</b>	<b>71,600</b>

Loan Amount	\$ 41,600.00
Annual Interest Rate	3.750%
Loan Period in Years	5
Start Date of Loan	1/1/2019
Yearly Payment	\$ 8,398.16
Number of Payments	5

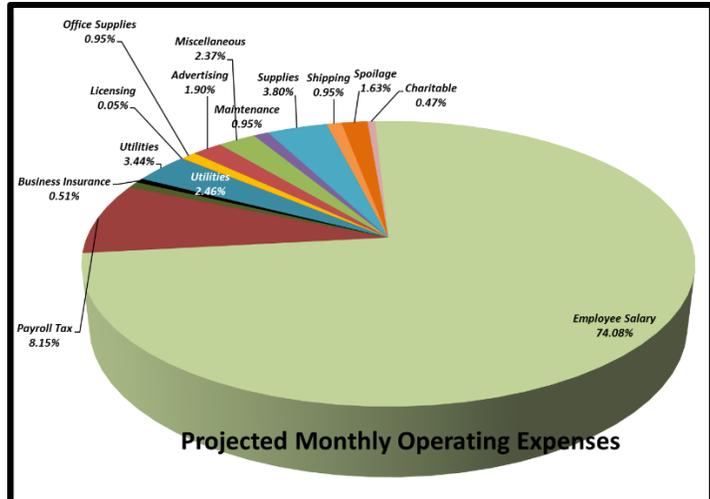
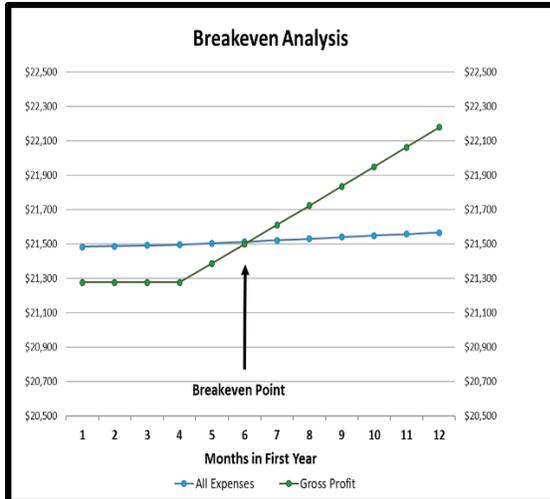
Year	Payment Date	Beginning Balance	Payment	Principal	Interest	Ending Balance
1	2/1/2019	41,600.00	8,398.16	8,268.16	130.00	33,331.84
2	3/1/2019	33,331.84	8,398.16	8,294.00	104.16	25,037.84
3	4/1/2019	25,037.84	8,398.16	8,319.92	78.24	16,717.92
4	5/1/2019	16,717.92	8,398.16	8,345.92	52.24	8,372.00
5	6/1/2019	8,372.00	8,398.16	8,372.00	26.16	(0.00)

## Itemized Planned Expenditures

Due to the lease agreement with Robert Ogden, projected sales of our food and beverages, and the projected profits from our craft sales, we have created a monthly income statement for the first year of operations that was based off extensive marketing research. It can be seen below. With an aggressive marketing campaign and reasonable pricing, **Brewing Opportunities** will begin the seventh month profitable after all expenses have been paid, including the monthly loan payment. With this in mind, the business will utilize profits for workshops, celebrations, and gifts for its employees. These extras will be used to entice strong work ethic, improve motivation and assist employees with living skills, financial planning and career development. After the yearly loan repayment, **Brewing Opportunities** should gain a larger profit beginning with the second year.

1 Year Projected Monthly Income Statement												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Revenue:</b>												
Bakery Sales	4,051.00	4,051.00	4,051.00	4,051.00	4,071.26	4,091.61	4,112.07	4,132.63	4,153.29	4,174.06	4,194.93	4,215.90
Beverage Sales	7,525.00	7,525.00	7,525.00	7,525.00	7,562.63	7,600.44	7,638.44	7,676.63	7,715.02	7,753.59	7,792.36	7,831.32
Breakfast Sales	7,962.00	7,962.00	7,962.00	7,962.00	8,001.81	8,041.82	8,082.03	8,122.44	8,163.05	8,203.87	8,244.89	8,286.11
Deli Sales	12,795.00	12,795.00	12,795.00	12,795.00	12,858.98	12,923.27	12,987.89	13,052.83	13,118.09	13,183.68	13,249.60	13,315.85
Craft Sales	400.00	400.00	400.00	400.00	408.00	416.16	424.48	432.97	441.63	450.46	459.47	468.66
<b>Total Revenue</b>	<b>32,733.00</b>	<b>32,733.00</b>	<b>32,733.00</b>	<b>32,733.00</b>	<b>32,902.67</b>	<b>33,073.30</b>	<b>33,244.91</b>	<b>33,417.50</b>	<b>33,591.08</b>	<b>33,765.66</b>	<b>33,941.25</b>	<b>34,117.84</b>
Cost of Goods Sold	11,456.55	11,456.55	11,456.55	11,456.55	11,515.93	11,575.65	11,635.72	11,696.12	11,756.88	11,817.98	11,879.44	11,941.25
<b>Gross Profit</b>	<b>\$ 21,276.45</b>	<b>\$ 21,276.45</b>	<b>\$ 21,276.45</b>	<b>\$ 21,276.45</b>	<b>\$ 21,386.73</b>	<b>\$ 21,497.64</b>	<b>\$ 21,609.19</b>	<b>\$ 21,721.37</b>	<b>\$ 21,834.20</b>	<b>\$ 21,947.68</b>	<b>\$ 22,061.81</b>	<b>\$ 22,176.60</b>
<b>Expenses:</b>												
Employee Salary Expense	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00	15,598.00
Payroll Tax Expense	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78	1,715.78
Lease Expense	-	-	-	-	-	-	-	-	-	-	-	-
Workers Compensation Expense	155.98	155.98	155.98	155.98	155.98	155.98	155.98	155.98	155.98	155.98	155.98	155.98
Business Insurance Expense	106.38	106.38	106.38	106.38	106.93	107.49	108.05	108.61	109.17	109.74	110.31	110.88
Utilities Expense	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00	725.00
Licensing Expense	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Office Supplies Expense	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
Advertising Expense	400.00	404.00	408.04	412.12	416.24	420.40	424.61	428.85	433.14	437.47	441.85	446.27
Miscellaneous Expense	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Maintenance Expense	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
Supplies Expense	800.00	800.00	800.00	800.00	800.00	800.00	800.00	800.00	800.00	800.00	800.00	800.00
Shipping Expense	200.00	200.00	200.00	200.00	202.00	204.02	206.06	208.12	210.20	212.30	214.43	216.57
Spoilage Expense	343.70	343.70	343.70	343.70	345.48	347.27	349.07	350.88	352.71	354.54	356.38	358.24
Charitable Expense	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<b>Total Expenses</b>	<b>21,054.84</b>	<b>21,058.84</b>	<b>21,062.88</b>	<b>21,066.96</b>	<b>21,075.41</b>	<b>21,083.94</b>	<b>21,092.55</b>	<b>21,101.23</b>	<b>21,109.98</b>	<b>21,118.82</b>	<b>21,127.73</b>	<b>21,136.72</b>
<b>Net Income (Loss) Before Operations</b>	<b>\$ 221.61</b>	<b>\$ 217.61</b>	<b>\$ 213.57</b>	<b>\$ 209.49</b>	<b>\$ 311.32</b>	<b>\$ 413.70</b>	<b>\$ 516.64</b>	<b>\$ 620.15</b>	<b>\$ 724.22</b>	<b>\$ 828.86</b>	<b>\$ 934.08</b>	<b>\$ 1,039.88</b>
<b>Operating Expenses</b>												
Interest	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)	(6.51)
Depreciation	(421.10)	(421.18)	(421.26)	(421.34)	(421.51)	(421.68)	(421.85)	(422.02)	(422.20)	(422.38)	(422.55)	(422.73)
<b>Net Income (Loss) After Operations</b>	<b>\$ (206.00)</b>	<b>\$ (210.08)</b>	<b>\$ (214.20)</b>	<b>\$ (218.36)</b>	<b>\$ (116.70)</b>	<b>\$ (14.49)</b>	<b>\$ 88.28</b>	<b>\$ 191.61</b>	<b>\$ 295.51</b>	<b>\$ 399.98</b>	<b>\$ 505.02</b>	<b>\$ 610.64</b>

# Brewing Opportunities



## Projections for Future Financial Stability

The projected five-year financial statement below indicates the company will be funded to service its employees, customers, and creditors. Profits will be distributed to the owners and investor beginning with the second year, as long as there is an increase in profits. Profits after five years will also allow for expansion.

5 Year Projected Income Statement					
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue:</b>					
Bakery Sales	49,349.75	54,284.73	59,713.20	65,684.52	72,252.97
Beverage Sales	91,670.42	100,837.46	110,921.21	122,013.33	134,214.66
Breakfast Sales	96,994.01	106,693.41	117,362.75	129,099.03	142,008.93
Deli Sales	155,870.17	171,457.19	188,602.91	207,463.20	228,209.52
Craft Sales	5,101.85	5,612.04	6,173.24	6,790.56	7,469.62
<b>Total Revenue</b>	<b>398,986.20</b>	<b>438,884.82</b>	<b>482,773.30</b>	<b>531,050.63</b>	<b>584,155.70</b>
Cost of Goods Sold	139,645.17	144,831.99	149,659.72	154,004.68	157,722.04
<b>Gross Profit</b>	<b>259,341.03</b>	<b>294,052.83</b>	<b>333,113.58</b>	<b>377,045.95</b>	<b>426,433.66</b>
<b>Expenses:</b>					
Employee Expense	187,176.00	191,855.40	196,651.79	201,568.08	206,607.28
Payroll Tax Expense	20,589.36	21,104.09	21,631.70	22,172.49	22,726.80
Lease Expense	-	-	-	-	-
Workers Compensation Expense	1,871.76	1,918.55	1,966.52	2,015.68	2,066.07
Business Insurance Expense	1,296.71	1,470.26	1,665.57	1,885.23	2,132.17
Utilities Expense	8,700.00	8,787.00	8,874.87	8,963.62	9,053.25
Licensing Expense	120.00	120.00	120.00	120.00	120.00
Office Supplies Expense	2,400.00	2,424.00	2,448.24	2,472.72	2,497.45
Advertising Expense	5,073.00	5,073.00	5,073.00	5,073.00	5,073.00
Miscellaneous Expense	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
Maintenance Expense	2,400.00	2,424.00	2,448.24	2,472.72	2,497.45
Supplies Expense	9,600.00	9,696.00	9,792.96	9,890.89	9,989.80
Shipping Expense	2,473.71	2,498.45	2,523.43	2,548.67	2,574.15
Spoilage Expense	4,189.36	4,315.04	4,444.49	4,577.83	4,715.16
Profit Reinvestment Expense	-	1,000.00	1,500.00	2,000.00	2,500.00
Charitable Expense	1,200.00	1,320.00	1,452.00	1,597.20	1,756.92
<b>Total Expenses</b>	<b>253,089.90</b>	<b>260,005.80</b>	<b>266,592.80</b>	<b>273,358.12</b>	<b>280,309.51</b>
<b>Net Income (Loss) Before Operations</b>	<b>6,251.13</b>	<b>34,047.03</b>	<b>66,520.78</b>	<b>103,687.82</b>	<b>146,124.15</b>
<b>Operating Expenses</b>					
Interest	(78.12)	(78.12)	(78.12)	(78.12)	(78.12)
Depreciation	(5,061.80)	(2,600.06)	(2,665.93)	(2,733.58)	(2,803.10)
<b>Net Income (Loss) After Operations</b>	<b>1,111.21</b>	<b>31,368.85</b>	<b>63,776.73</b>	<b>100,876.12</b>	<b>143,242.93</b>



5 Year Projected Cash Flow Statement						
	Pre-Start Up Estimate	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Beginning Cash</b>	\$ -	\$ 5,000.00	\$ 7,914.77	\$ 36,163.70	\$ 96,952.24	\$ 194,975.49
<b>Cash Receipts</b>						
Capital Investment	30,000.00	-	-	-	-	-
Loan	41,600.00	-	-	-	-	-
Sales	-	398,986.20	438,884.82	482,773.30	531,050.63	584,155.70
Non Cash Items (Depreciation)	-	5,061.80	2,600.06	2,665.93	2,733.58	2,803.10
<b>Total Cash Available</b>	<b>71,600.00</b>	<b>409,048.00</b>	<b>449,399.65</b>	<b>521,602.93</b>	<b>630,736.45</b>	<b>781,934.28</b>
<b>Cash Paid Out</b>						
Start Up Cost	66,600.00	-	-	-	-	-
Combined Expenses	-	253,089.90	260,005.80	266,592.80	273,358.12	280,309.51
Loan Payment	-	8,398.16	8,398.16	8,398.16	8,398.16	8,398.16
Cost of Goods	-	139,645.17	144,831.99	149,659.72	154,004.68	157,722.04
<b>Total Cash Paid Out</b>	<b>66,600.00</b>	<b>401,133.23</b>	<b>413,235.95</b>	<b>424,650.68</b>	<b>435,760.97</b>	<b>446,429.71</b>
<b>Ending Cash</b>	<b>\$ 5,000.00</b>	<b>\$ 7,914.77</b>	<b>\$ 36,163.70</b>	<b>\$ 96,952.24</b>	<b>\$ 194,975.49</b>	<b>\$ 335,504.57</b>

## Supporting Documentation

### Work Cited

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