



# **Blue Fish Grill Business Plan**

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# Executive Summary

**CONFIDENTIALITY STATEMENT:** Information contained in this business plan is strictly confidential and is being presented to specific persons with the understanding that those persons will maintain confidentiality and not disclose or distribute any part of this plan to third parties without the prior written permission of the author(s). Information includes any data, reports, schedules, or attachments that may be contained in or referred to in this document.

## ➤ Introduction/Statement of Purpose

The Blue Fish Grill will be a moderately priced 116 seat seafood restaurant offering family style service of popular Gulf Coast fare. Grilled and fried selections of shrimp, fish, oysters, chicken tenders and stuffed Blue crabs will be served on large family sized platters, conjuring memories of the popular Friday fish fries that once drew families together throughout the South.

Background music consisting of popular Cajun tunes, Jimmy Buffet hits and other folk music depicting life on the water will blend various pop cultures with traditional sounds of the Old South. The décor for Blue Fish Grill will feature wood accented construction blended with a nautical theme decor. Diner style tables will be surrounded by heavy wooden chairs and accompanied by leather covered booths.

Blue Fish Grill will be owned and operated by Blue Fish Grill, LLC. The creators and managing members of the company, Harry Stevens and Linda Jones, are seeking additional financing to supplement their contribution of \$400,000 to fund the concept. Mr. Stevens and Ms. Jones have a proven track record of successful business ventures.

The managing members have a collective 30+ years experience in the restaurant industry. Their combined efforts in the creation of Blue Fish Grill have served to yield a detailed plan that encompass the necessary elements required to succeed in today's competitive restaurant environment.

Intense market research and target market evaluation suggest that Blue Fish Grill is ideally situated to cater to an unfulfilled market segment. Moreover, years of operational and marketing

experience have been organized and documented to create a comprehensive blueprint for success. Proven marketing techniques and operational systems will allow management to be proactive rather than reactive to the conditions and obstacles associated with opening a new restaurant concept.

Having a sound operational plan allows management to focus on building sales rather than profit. The managing partners have an extremely high degree of confidence that the systems and controls incorporated in the business plan will yield a calculated return for a given sales volume.

Sales projections for Blue Fish Grill assume a modest 2400 customers per week resulting in weekly sales of just over \$37,000, or \$1,800,000 per year. This equates to around \$609 per sq. ft. in sales annually which positions Blue Fish Grill as a highly desirable concept for ownership in a table service market where \$300 to \$400 per sq. ft. is considered moderately profitable and therefore a good investment. Expectations are that Blue Fish Grill will yield a net cash flow of between 4.5% - 6.6% of sales, after debt payment, during the first five years of operation.

Total capitalization will amount to \$1,077,675, \$400,000 of which will be contributed from the members and the balance secured through a proposed bank loan.

In closing, we feel the business plan for Blue Fish Grill represents a realistic expectation of success for all parties involved. Moreover, we will be providing a benefit to the community by providing a great product and secure jobs to community residents.

## Company Description

Blue Fish Grill will be owned and operated by Blue Fish Grill, LLC, a limited liability company with the principal members being Harry Stevens and Linda Jones.

### ➤ Location

Blue Fish Grill will be located at 398 Water St. in Mobile Alabama. Blue Fish Grill, LLC. will maintain a corporate office at 2403 Burnett St. in Mobile, Alabama.

The facility is a pre-existing free-standing building of approximately 3000 square feet. We are proposing to enter into a 10 year lease with Downtown Investments, Ltd. which now owns the building.

### ➤ Capitalization

The proposed restaurant will cost an estimated \$1,077,675 to open. A detailed cost breakdown is provided in the Financial Projections section of this business plan. Funding for the venture will be provided by \$400,000 in contributions from the owners and \$677,675 in proceeds from bank financing. The proposed sources of funds are as follows:

Source of Funds	Amount
Harry Stevens	\$ 400,000
Bank Loan	\$ 677,675
<b>Total</b>	<b>\$ 1,077,675</b>

Please refer to the Operating Agreement found in the Appendices for further explanation of member equity and profit sharing.

# Business Concept

## ➤ Concept Description and Statement

Blue Fish Grill will be a moderately priced seafood restaurant featuring family style service of Gulf Coast specialties. Grilled and fried selections of shrimp, fish, oysters, chicken tenders and stuffed Blue crabs will be served on large family sized platters, conjuring memories of the popular Friday fish fries that once drew families together throughout the South.

Individual portions, as well as several other offerings will be available as well, broadening the appeal to all types of diners. Complimentary servings of our signature coleslaw, pickled green tomatoes and fresh baked French bread will accompany all meals. Meal prices are expected to range from \$8.00 to \$20.00 per person.


The dining experience is expected to last 1 to 1 ½ hours. Guests will be greeted by a salt water aquarium as they enter the restaurant. Background music consisting of popular Cajun tunes, Jimmy Buffet hits and other folk music depicting life on the water will blend various pop cultures with traditional sounds of the Old South. The décor for Blue Fish Grill will feature wood accented construction blended with a nautical theme decor. Diner style tables will be surrounded by heavy wooden chairs and accompanied by leather covered booths.

The restaurant will have approximately 116 seats in the dining room and another 7 seats at the bar. Additionally, Blue Fish Grill may offer other services such as catering and delivery in the future.

This location chosen is a free standing, 3,000 sq. ft. building. The restaurant will have a minimum of 50 parking spaces available to meet the demands of anticipated customer traffic.



Blue Fish Grill will be open 7 days a week. The restaurant anticipates serving continuously during the lunch and dinner meal periods. The expected hours of operation are as follows:

	<b>Lunch &amp; Dinner</b>	
	<b>Monday</b>	11:00am-10:00pm
	<b>Tuesday</b>	11:00am-10:00pm
	<b>Wednesday</b>	11:00am-10:00pm
	<b>Thursday</b>	11:00am-10:00pm
	<b>Friday</b>	11:00am-11:00pm
	<b>Saturday</b>	11:00am-11:00pm
	<b>Sunday</b>	11:00am-10:00pm

➤ Sample Menu

## MAIN CATCH

**Golden Fried Shrimp**  
**Fried Catfish**  
**Fried Oysters**  
**Stuffed Blue Crab**  
**Fried Fish Fillets**  
**Fried Chicken Tenders**  
**Grilled Shrimp**  
**Grilled Catfish**  
**Grilled Chicken Tenders**

## STARTERS

**Cold Boiled Shrimp**  
**Oysters on the Half**  
**Shell**  
**Seafood Gumbo**  
**Chicken and Sausage**  
**Gumbo**

## SIDES

**French Fries**  
**Dirty Rice**  
**Red Beans**  
**Green Beans**  
**Au Gratin Potatoes**  
**Tossed Salad**

## Blue Fish Feasts

### First Mate

(Serves 2-3)

Choice of (1) Starters, (2) Main Catch and (2) Sides

### Ship's Crew

(Serves 3-4)

Choice of (2) Starters, (3) Main Catch and (3) Sides

### Captain's Bounty

(Serves 5-6)

Choice of (3) Starters, (4) Main Catch and (4) Sides

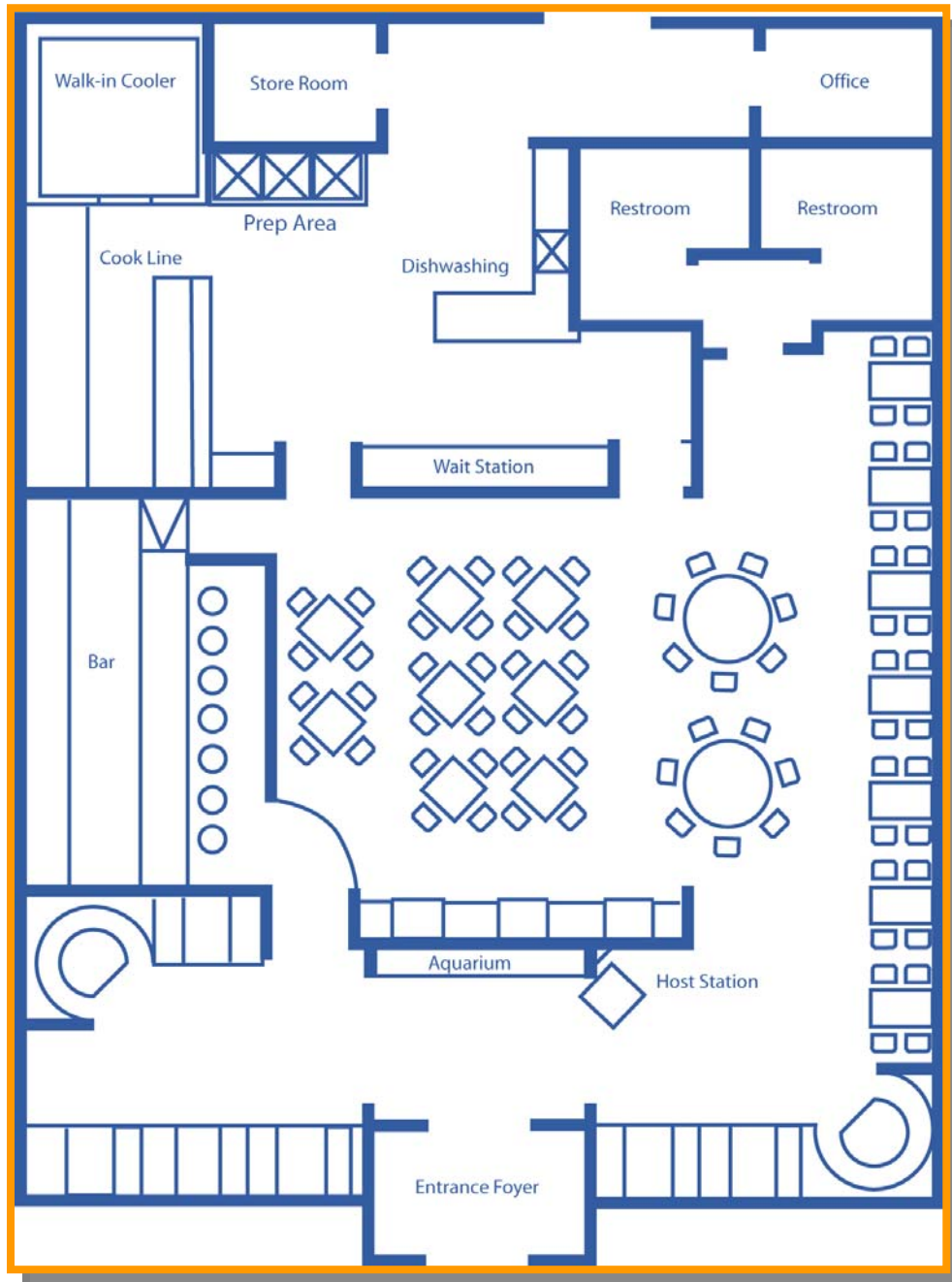
### Pirate's Plunder

(Serves 8-10)

Choice of (4) Starters, (5) Main Catch and (5) Sides

➤ Design/Layouts

The finished design of the restaurant will be subject to changes. The figure below depicts the preliminary design of the restaurant.



## Management Team

### ➤ Owner/Operator – Harry Stevens

Harry Stevens is a 30 year veteran of the restaurant service industry. He has recently retired from a successful career as a food service distributor to pursue his dream to open a Gulf Coast style seafood house which is the Blue Fish Grill.

His career has given him a unique perspective on independent restaurateurs, allowing him the opportunity to recognize the traits that make up both successful and unsuccessful restaurants. Having successfully developed a management team and staff that is the envy of his competitors, Mr. Stevens feels he can do the same with the Blue Fish Grill.

Mr. Stevens is no stranger to running a restaurant. Fresh out of college, he became a manager for Red Lobster in Mobile. He worked in that position for 3 years before entering the food service distribution field. During his time with Red Lobster, Mr. Stevens was responsible for increasing sales 40%, earning him Manager of the Year recognition in 1985.

Mr. Stevens is a graduate of the University of Alabama with a bachelors' degree in business. He is a lifelong resident of Mobile with heavy ties to the community through his various charity and political involvement.

### ➤ General Manager – Linda Jones

Linda Jones is a graduate of the Conrad Hilton School of Hotel and Restaurant Management. Upon graduation, Ms. Jones joined the management team for Outback Steakhouse where she worked for 2 years as an assistant manager. In 1999 she took the position of General Manager for McCardles, an independent steak and seafood restaurant in Dallas, Texas.

Ms. Jones excelled as General Manager, bringing the restaurant from a modest \$1,000,000 per year sales volume, making very little profit, to its current volume of \$1,500,000 in annual sales. Her desire to excel in the industry, coupled with her recognition as a successful operator has prompted her to take the next step as a partner in the Blue Fish Grill.

Ms. Jones has relocated to Mobile and is currently working with Mr. Stevens in the planning and development of the Blue Fish Grill.

## ➤ Kitchen Manager – Steven King

Steven King has worked his way through every position in the restaurant industry. Having been a busser, waiter, bartender and line cook, he eventually settled into kitchen management with Outback Steakhouse where he met Linda Jones.

In 2002, Mr. King left Outback to join Ms. Jones at McCardles where he helped to improve the foodservice and control costs. His training at Outback provided him the tools to improve the margins at McCardles by lowering food and labor costs. \

Mr. King is now ready to bring his skills to the Blue Fish Grill where, alongside Ms. Jones, they hope to create a highly popular and profitable dining establishment.

## ➤ Management Agreements

A Management Agreement will be executed between the company and the General Manager. The purpose of these agreements is to define the expectations of both parties, establish an incentive structure, and define the grounds under which the agreement may be terminated.

A sample agreement can be found in the Appendices section.

## ➤ Confidentiality Agreements

Blue Fish Grill will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our recipes, operating systems, policies and procedures. Having a confidentiality agreement in place is essential to protect the company's trade secrets, and show our employees that we take our business seriously.

A sample agreement can be found in the Appendices section.

# Market Analysis

## ➤ Industry Assessment

### **Positive Sales Increases Expected**

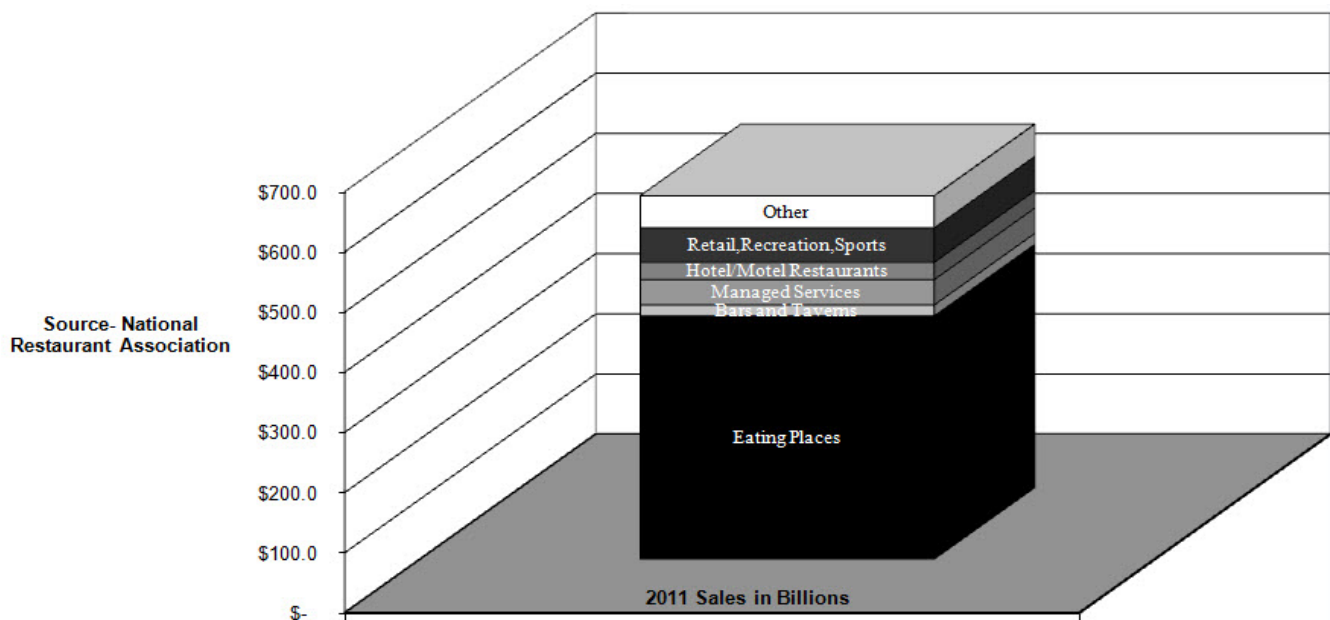
According to the National Restaurant Association, industry sales for 2014 are expected to rise above the \$620 billion dollars posted in 2013. That figure is a 1.5% increase over 2012 sales. Restaurant industry sales account for 4% of the GNP for the United States.

Positive economic indicators and hopeful increases in consumer's disposable income give rise to expectations that 2014 will be a slight but steady growth year for the industry. However, as the nation continues its recovery from the recession, the total number of locations did not grow and remained at 945,000 for 2013. However, recent economic indicators give hope to positive economic growth and expectations are that the number of restaurants in 2014 could reach to over 1 million locations by the year 2015. Likewise, 2014 could turn out to be a good year for the industry.

Eating places, defined as full-service, limited service, cafeterias, social caterers and snack bars by the NRA, contribute the bulk of industry food and drink sales. Of that segment, full-service restaurant sales for 2014 are projected to reach \$205 billion, an increase of 1.0% over 2013. Quick-service sales are set to top \$190 billion in 2014.

The following chart illustrates segment sales for 2014 as defined by the National Restaurant Association 2014 Industry Forecast. *[The above numbers have been estimated for illustration purposes. Consult current NRA publications or other sources for the latest numbers.]*

## Restaurant Industry Sales by Segment



□ Other	\$53.4
■ Retail, Vending, Recreation, Sports	\$57.2
■ Hotel/Motel Restaurants	\$28.7
□ Managed Services	\$42.1
□ Bars and Taverns	\$18.3
■ Eating Places	\$404.5

### Ethnic Diversity

Restaurants have long been considered among the most diverse workplaces with foreign-born employees making up roughly 25% of the workforce. This diversity ratio spills over into restaurant ownership as well, with one in four eating and drinking establishments being owned by African-Americans, Hispanic-Americans or Asian-Americans — a ratio that is higher than the national average. Furthermore, the number of minority-owned restaurants is growing faster than the industry as a whole.

### Leading Employer

The restaurant industry is the nation's largest private-sector employer with approximately 12.7 million workers in 2013 representing almost 9% of the total U.S. workforce. According to the National Restaurant Association, the industry has created, on average, approximately 250,000

jobs per year for the last ten years and is slated to add 2 million new jobs during the next ten years.

Nevertheless, the industry remains far behind other retail segments, posting \$61,000 in annual sales for every full time equivalent employee. Furthermore, and even though the labor shortage is not as severe as it was in the mid to late 1990s, a sizeable proportion of restaurant operators report that the lack of labor is causing problems.

In a National Restaurant Association Survey, forty-six percent of quickservice operators and roughly one-third of fullservice restaurants reported that they were seeing fewer applicants for hourly positions than they had two years before. Restaurant operators reported an even greater decline in the number of qualified job applicants. Sixty-eight percent of quickservice operators and nearly half of fullservice operators surveyed said that they were seeing fewer qualified job applicants than two years earlier. Many restaurateurs say it's taking longer to fill job vacancies than it did two years ago.

Operators, in their effort to combat labor shortages, are expected to dedicate more resources to employees training, offer health benefits, and take measures to step up recruiting.

### **Meeting Challenges**

In addition to labor concerns, operators report that rising wholesale costs, energy cost, healthcare insurance and liability insurance costs have negative impacts on their business. As a result, the National Restaurant Association has slated these issues as part of their public policy agenda. They have pledged to take an active role in affecting commodity prices and trade and support current legislation for healthcare reform. They also support an effective energy policy and are in favor of legal reform to reduce frivolous lawsuits against the industry.

### **Consumer Trends**

Approximately 48% of all food dollars spent by consumers is spent in eating and drinking establishments. That figure is up dramatically since 1955 in which only 25% of all consumers spending for food and drink went to restaurants. 43% of adults are of the opinion that eating away is as cost effective as cooking at home and cleaning up.

Expenditures on food away from home rise dramatically for households with income before taxes of \$30,000 or more. Household incomes of greater than \$75,000 have increased to 28%. Higher income households tend to spend more of their food dollar in meals away from home.



According to the National Restaurant Association's Restaurant Spending the typical American household spent \$2,634 on food away from home, a per capita expenditure of \$1054. Households in metropolitan areas tend to spend more than households in non-metropolitan areas. Households with income over \$70,000 spent an average of \$4,544, \$1,466 per capita on food away from home. Other trends noted in the report showed that adults between 35 and 54 spend more on food away from home as a result of their higher incomes. Of that group, households headed by 35-44-year-olds spent an average of \$3,234 for food away from home.

Flourishing economic growth, changing lifestyles and a diverse ethnic population have contributed to the variety of cuisine and restaurant concepts, making the U.S. a world leader in restaurant innovation. Ethnic cuisines have mingled with traditional restaurant fare resulting in varied menus at every industry segment.

The baby boomer population, the demographic segment that has the most significant impact in terms of marketing and menu mix, is getting older. By the year 2010, 19% of the population will be between the ages of 50 and 64. The changing dining habits of this group will greatly influence menus and restaurant concepts in the coming years.

Statistics show that the average adult purchased a meal 5.3 times per week in 2004. Public awareness of health issues continues to prompt operators to provide more health conscious menu items. Entrée salads saw the most significant increase across all industry segments. Low-carb items, healthful options for children, and locally produced foods and produce have become more prevalent.

Operators expect to see continued interest in ethnic foods, high flavor items such as bold and spicy foods, sandwiches and seafood.

Beverage trends were characterized by the continuing popularity of bottled water, specialty coffees and iced tea, and increasing wine sales at full service restaurants. 69% of quick service operators reported that bottled water sales had significant increases.

## Operation Trends

Greater use of technology and more reliance on staff training will be used to increase productivity and gain higher revenues. More than two-thirds of restaurant operators say they are more productive than they were two years ago. Nearly thirty percent of food-service operators say they are increasing their budget for technology spending.

Nearly two thirds of all restaurants now have websites including 9 out of 10 fine dining restaurants. In addition to posting information such as menu and location, an increasing number are expected to offer other services such as reservations, delivery and takeout ordering.

Menu prices for 2014 are not expected to increase substantially during 2014. 2012 and 2013 rose at a rate of 3.6%, slightly lower than the 4.4% growth seen in 2011, the strongest menu price increase since 1990. The 2012 increase was due in part because for the third consecutive year since 20011, restaurant operators battled soaring food costs. After rising 7.6 percent in 2010, wholesale food prices increased an even stronger 8 percent in 2009, the largest increase in nearly 3 decades.

Gift cards and gift certificates in restaurants continue to be the number one preference by consumers as compared to other retail industries. Gift card (and gift certificate) sales account for roughly 5% of annual restaurant sales. Expect a continued increase in the number of restaurants offering gift cards in 2014.

Banquet, catering, delivery and takeout continue to be on the rise in full service restaurants as operators take advantage of assets already in place. Half of family- and casual-dining operators and two thirds of fine-dining operators now offer catering. Nearly 40% of operators surveyed by the NRA say that takeout sales are a larger proportion of revenue than it was two years ago.

Menus will be strongly influenced by the health-conscious diners as well as the adventurous. The growing sophistication of American diner's palates as well as the ethnic diversity in the U.S. will **continue to challenge operators to roll out new menu items and ingredients.** *[The above numbers have been estimated for illustration purposes. Consult current NRA publications or other sources for the latest numbers.]*

## Information Sources

For more information about current trends and statistics, visit the National Restaurant Association website at [www.restaurant.org](http://www.restaurant.org).

2014 Restaurant Industry Forecast; National Restaurant Association  
National Restaurant Association's Restaurant Spending  
U.S. Department of Labor  
U.S. Census Bureau

## Target Market

We anticipate that Blue Fish Grill will appeal to a broad base of consumers. While we expect to be frequented by all types of diners in both the residential and business community, the concept should be particularly suited to specific demographic and market conditions. Blue Fish Grill is ideally suited to a market with a high tourist presence blended with surrounding family based residential and a moderate business environment capable of supplementing a significant lunch business.

The menu, service style and ambiance of Blue Fish Grill have been created to appeal to the growing tourist market in Mobile as well as residential. The value oriented pricing should especially attract medium income diners with a predominance of family households.

The market should be inhabited by a moderate population, providing a sufficient customer base of which to draw from. The immediate surrounding area should have a blend of single and multi-family housing.

Preferable demographic and market characteristics for Blue Fish Grill have been identified and summarized in the following table.

Market Characteristic	Preference
Population – City/Local	100,000+
Residential population – 1 mile radius	10,000+
Residential population – 3 mile radius	25,000+
Average age	30-35
Household size	<b>2.5 OR MORE</b>
Ethnic majority	N/A
Location traffic count – daily	20,000 daily
Household income	35,000+
Per capita income	15,000+
Primary diner trait	Traditional
Secondary diner trait	Adventurous; health-conscious
MAJOR INDUSTRY BASE	Tourism
Businesses – 1 mile radius	Multiple office buildings; numerous small businesses
Businesses – 3 mile radius	Same as above
Alcoholic Beverage Service	Liquor, beer and wine permitted

## ➤ Location Analysis

The location for Blue Fish Grill was selected because of the market similarities that exist between the proposed location and the target market for the concept. Mobile has a population of 198,915 according to the 2010 U.S. Census Report.

The residential population in the immediate area is comprised of a mixture of single family and multi-family housing. The median household income is \$38,656 for the Mobile area. The per capita income of over \$18,000 exceeds the targeted income base of \$15,000 by 20%.

Demographic & Business Characteristics	Mobile
Residential Population	Just under 200,000
Business Population	224,400
# of Households	78,480
Avg. household size	2.46
Median Age	34

Median family income	39,752
Per capita income	18,072
I-10 Traffic Count-daily	59,630
I-65 Traffic Count-daily	81,470

## ➤ Competitive Analysis

The proposed location for Blue Fish Grill is occupied by competitive restaurants which help to draw guest traffic to the area. The majority of existing restaurants is comprised predominantly of Mexican restaurants, fast food, and a few full service concepts.

Restaurants that might be considered direct competition for our target market customers are listed in the next table. It is important to note that the restaurants listed are not necessarily similar concepts to Blue Fish Grill. However, we feel that we are competing for a similar customer base.

Name	Theme	B; L; D	Check Average
Beach House Grill	Full service serving seafood and casual fare	[L,D]	\$10-\$18
Blue Gill	Full service serving seafood and casual fare	[L,D]	\$12-\$20
Original Oyster House	Full service serving seafood and casual fare	[L,D]	\$12-\$20
David's Catfish House	Full service serving seafood and casual fare	[B,L]	\$10-\$18
Carraba's Italian Grill	Full service serving Italian and casual fare - CHAIN	[L,D]	\$15-\$25
Red Lobster	Full service serving seafood and casual fare - CHAIN	[L,D]	\$15-\$20

Blue Fish Grill should be considered unique to its competition because of the uniqueness of the charcoal grilled product that's offered. Few other restaurant in the Mobile area feature family style seafood service.

# Marketing Strategy

## ➤ Overview

The success of Blue Fish Grill will be achieved by serving great food, providing friendly service and employing an aggressive marketing plan to build customer traffic. Today's market requires more than just good food and service to make a restaurant successful. At Blue Fish Grill we will constantly strive to enthusiastically win more customers by being proactive rather than reactive in our marketing efforts.

Management will endeavor to create and maintain a positive, appealing image for the restaurant. This image will be consistently portrayed throughout all marketing channels and sales promotions. The following exemplifies some of the tactics we will use to drive more sales.

## ➤ Customer Database

Blue Fish Grill will aggressively seek to build a database of our guests. Guests will have an opportunity to be included in the database so they can participate in our promotions such as birthday or anniversary cards and frequent diner program. The database will be gathered and maintained on a system yet to be decided.

Blue Fish Grill will respect our guest privacy by confidentially protecting personal information we collect. See Appendices for our customer Privacy Policy.

## ➤ Frequent Diner

The restaurant's marketing plan will include an active Frequent Diner program. The program will allow us to reward our guests for their continued patronage. The program shall have flexibility to allow us to be creative in our reward structure. Additionally, it should allow us to adapt to changing market trends.

We anticipate implementing a Frequent Diner program as a function of our POS (Point of Sale) system. Several of the major POS systems have this feature. Alternatively, there are several stand alone programs that the management team will review. The management team will thoroughly review each program to determine which system most effectively meets the requirements to make Blue Fish Grill successful.

## ➤ Email Campaign

We anticipate capitalizing on our customer database by instituting an effective email marketing strategy. We will give our customer the option to receive email communications from our restaurant. Customer's privacy will be protected and we will not email our customers without their permission.

Our email marketing strategy will include an awareness not to inundate our guests with email. Promotional content will be developed with the goal of enticement versus quantity.

The program should incorporate tools to measure effectiveness and customer satisfaction.

## ➤ Mailer campaign

Blue Fish Grill will further take advantage of our customer database by also implementing a consistent direct mail strategy. This strategy will include promotions such as sending a birthday card to our guests and informing them of catering promotions.

We will seek the use of a local mailing service program to assist us in the implementation of the campaign.

## ➤ Community/Charity Involvement

The general manager will be responsible for identifying community organizations such as churches, sports teams and other clubs located in the market. Blue Fish Grill will have an active role in the promotion of these organizations through participation, donations and sponsorship. Representatives of Blue Fish Grill will be available from time to time to take active leadership roles when feasible.

## ➤ Business Relationships

The concept of Blue Fish Grill lends itself to obtain favorable benefits from strategic business relationships. Our appeal as a moderately priced full service restaurant positions us as a likely destination for workers during lunch.

We also anticipate a significant carryout and catering business. The general manager will actively pursue business relationships that will be beneficial to Blue Fish Grill.

## ➤ 4 Walls Marketing

In house marketing will be heavily promoted at Blue Fish Grill. Management will constantly find methods to promote the restaurant to our guests on a daily basis.

Our staff will be trained and encouraged to promote suggestive selling techniques. Up-selling to our customers will be emphasized on a daily basis.

## ➤ Public Relations

The general manager will be entrusted with the task of generating positive PR for Blue Fish Grill. Likely solutions for advancing the restaurant's public image may include the hiring of a public relations consultant or firm as deemed necessary by the general manager. Possible publicity opportunities include the promotion of charitable events, press releases and columnist reviews.

Special attention will be given to connect our community and charity involvement with PR opportunities.

## ➤ Advertising

The restaurant will adopt a moderate advertising strategy. Outdoor signage for Blue Fish Grill will include a large, billboard style, roof mounted sign visible from I-10 and I-65.

Blue Fish Grill does not anticipate using traditional methods of advertising. Management prefers direct marketing over the use on traditional advertising.



# Operations

## ➤ Overview

Management will establish sound operating guidelines by which to conduct the day to day operations for Blue Fish Grill. Policies, systems and procedures will be adopted and documented using the combined resources of RestaurantOwner.com and the previous experiences of the management team. Our membership at RestaurantOwner.com provides the management team with valuable, up to date resources to assist in the startup and operation of Blue Fish Grill. The site contains hundreds of articles, downloadable tools and other resources packed with practical insights on marketing, customer service, restaurant startup, business management, menu promotion, staffing and much more. Management will have at their disposal the expertise of thousands of other operators through a member forum.

## ➤ Staffing

Blue Fish Grill is expected to employ from 40 to 50 employees. Management has adopted an effective interview process designed to staff the restaurant with highly qualified people for each position. Each applicant will be rated and evaluated according to a pre-defined set of standards adopted for each position. Background checks will be utilized for designated positions.

Recruiting efforts will center on referrals and the direct recruiting efforts of the general manager. Expected staffing levels for both full and part time positions for the restaurant are shown in the following table:

Position	Full Time #	Part Time #	Pay Range
General Manager	[1]		\$60,000/YR + EQUITY
Kitchen Manager	[1]		\$50,000/yr + bonus
Asst. Manager	[1]		\$35,000-\$40,000/yr
Line Cooks	[2]	[2]	\$7-\$10/hr
Prep Cooks	[3]	[2]	\$6-\$8/hr
Dishwashers	[3]	[2]	\$6-\$7/hr
Servers	[12]	[8]	\$2.18/hr
Bartenders	[3]	[3]	\$3.50-\$5.00/hr
Bussers	[3]	[3]	\$5-\$6/hr

## ➤ Training

A thorough training program will be adopted for every position in the restaurant. Highly qualified people filling those positions will be provided training materials and personal instruction. They will learn the Blue Fish Grill method of how to operate a successful restaurant.

Newly hired personnel will be instructed in customer service, safety, and health laws in addition to the job functions of their respective positions. Training manuals for each position will be edited to reflect the unique requirements of Blue Fish Grill.

## ➤ Daily Operations & Production

Blue Fish Grill will be opened 7 days a week for lunch and dinner necessitating multiple shifts. Schedules will be written by the general manager and posted every two weeks. The schedules will be written in a manner that allows management to increase or decrease hourly labor according to sales volume in order to maintain a consistent labor cost control.

The menu has been created in a manner to allow the preparation of many recipe ingredients to be done ahead of time. Proper labeling and rotation techniques, accompanied by ample storage facilities will ensure that high quality prepared product will be sufficiently available to meet the demands during peak business hours. Replenishment and ongoing preparation will continue during off peak business hours.

Management will be responsible for ordering, receiving and maintaining sufficient inventory to meet production demands. Ordering schedules will be staggered with perishable products being ordered multiple times per week to preserve freshness. Standard grocery and supply orders will be ordered less often, according to a predetermined schedule and storage capacity.

Management will adopt the use of operational checklists to verify that each work shift has been properly prepared for and to insure the operational standards are followed before, during and after work shifts.

The table service style of Blue Fish Grill is by design intended to complement the guests overall perception of the restaurant, creating a designed guest experience. The restaurant layout, including the dining room, kitchen and serving line, has been designed for efficiency and flexibility to accommodate the fluctuation in customer traffic and peak meal periods.

The production of our menu and servicing of the guest begins with the arrival of the guest. Guests will be greeted by a friendly host or hostess and then seated in their preference of either smoking or non-smoking section. Attractive menus, flatware and napkins will be placed upon seating.

Awaiting guests will be able to order refreshments in the bar (lounge). Once their table is ready, the guest will have the option to either pay their tab or have it transferred to their table via the POS system.

Once seated, the guests should be quickly acknowledged by a member of the service staff. Beverage orders will be requested and ordered through the POS system. A service bartender will receive the order via of a designated order printer. Once prepared, the server will deliver the drinks to the guests.

The primary server will then inform the guests of our suggested family style service and then suggest selections from our appetizer menu. Appetizer orders will be entered into the POS system and printed at the appropriate stations in the kitchen including the expeditor station.

The expeditor will ensure that the targeted production time of 3 to 5 minutes for appetizers is met for each order. Available servers will deliver the appetizers to the table and serve according to the designated guest positions. The primary server will then request salad and entrée orders. Again, all orders received will be entered into the POS system and orders will print out at the appropriate kitchen or bar station. The expeditor will ensure ticket times are kept within the 10 to 15 minute acceptable time parameters for entrée service, 3 minutes for salad service.

Available servers will deliver the food according to the designated guest position. Constant monitoring of the table by all staff will ensure that dirty dishes are cleared promptly and drinks refilled regularly.

The primary server, upon the clearing of all completed dishes, will request dessert or after dinner drink orders. Orders will be processed accordingly and within the acceptable time parameters. The server will monitor the table to determine the proper time to present the guest check. The customer will be given a few moments to review and prepare payment to the server. The server will make change or process credit cards as required and return the authorized card voucher to the guest.

Once the guest has left the table, the service staff will immediately clean the table and prepare it for the next seating.

The kitchen preparation line has been designed to be operated by a minimum staff of 2 line cooks and a maximum of 4 cooks. This design allows line staffing to be adjusted to the business volume.

Shift changes for all staff will entail cleanup, restocking and preparation. All monies will be settled at the end of each shift. The closing shift will involve designated closing duties that will leave the restaurant clean and fully prepared for the next day opening crew.

## ➤ Customer Service

Customer service at Blue Fish Grill will be given special emphasis throughout the operation. Customer surveys estimate that only 1 in 20 customers that have a problem in a restaurant will tell management about it. It will be our goal to provide a product in a manner that exemplifies highly responsive and proactive customer service.

Training programs will include specific material to teach our employees about service attitudes, customer perception and how to deal with guest complaints. Management will conduct periodic staff meetings intended to review policy, increase guest satisfaction and to keep a general line of communication between staff and management.

All guest complaints will be empathetically acknowledged by the staff and immediately referred to management. Programs will be in place to systematically deal with various types of guest complaints. More serious complaints will be documented and kept on file.

## ➤ Suppliers

Management will establish relationships with qualified suppliers (vendors) that can provide reasonably priced product, delivered according to the schedule that benefits the restaurant. Alternate suppliers will be identified for use if the regular supplier cannot deliver the products needed. The following table illustrates the suppliers we plan on doing business with:

Product	Main Supplier	Terms	Alternate Supplier
Grocery, supplies	Sysco Food Service	15 days	Ben E. Keith
Seafood	Coastline Seafood	7 days	Gulf Coast Purveyors
Beverage	Coca-Cola Bottling	COD	Restaurant Services, inc.
Alarm Monitoring	ADT	Net 30	N/A
Pest Control	Rollins	Net 30	Integrated Pest Control

## ➤ Management Controls

Management will practice sound management procedures in order to control costs, insure quality of product and provide friendly customer service. The following systems will be used by management:

**POS System:** Careful evaluation and dutiful research will be used in the selection of a POS (point of sale) system that best meets the needs of Blue Fish Grill. The POS system will be configured with requisition printing, a process which forces food and beverage items to be registered in the system before the items can be prepared. Requisition printing has proven to reduce costs by as much as 3-5%. The POS system will also be the control center to regulate the flow of service and item preparation. Built-in cash controls will help in tracking sales and receipts.

**Time & Attendance System:** The restaurant will use an automated time and attendance system. Management will evaluate systems that are integrated into the POS system as well as stand alone time clock systems. Hourly labor cost control and the ability to transfer information to our payroll processing will be key factors in system selection.

**Scheduling System:** Management will adopt a scheduling system that expedites the preparation of schedules, reflects anticipated labor budgets, and helps to regulate labor cost.

**Operations Checklists:** The restaurant will be managed with the use of various checklists. Consistent use of checklists will help to maintain quality control while ensuring that established procedures are followed. Checklists will be used by various personnel for customer service, purchasing, receiving and storage, preparation, cleaning, shift changes, opening and closings.

**Order Guide:** The restaurant will use an item specific order guide to track order history and maintain designated levels of product in inventory.

**Weekly Inventory:** Management will conduct a weekly inventory to determine valuation for use in the preparation of weekly profit and loss reports.

**Daily Inventory Tracking:** Daily inventory will be taken on specific items. Movement will be compared to sales data to ensure designated products have been properly accounted for.

**Cash Audits:** Management will conduct periodic cash audits for all cashier stations. Surprise shift audits are an effective tool to determine cashier/bartender under ringing.

**Video Surveillance:** Video surveillance will be in place to monitor activities and deter crime.

**Safety Reviews:** Periodic safety assessments will be performed to ensure that employees and guests are not exposed to dangerous or harmful conditions or actions.

**Liability Reviews:** Periodic assessments will also be done to evaluate the liability exposure of the restaurant. Alcohol awareness, employee relations and guest treatment will be scrutinized from time to time.

## Administrative Systems

**Daily Cash Control:** Sales and receipts recorded by the POS system will be compared to actual cash and credit card deposits on a daily basis. Acceptable over/short amounts will be limited to \$5.00 per day. Discrepancies greater than \$5.00 will prompt management to conduct an immediate audit to account for the difference. Monthly totals will be compared to actual P&L statements for accuracy.

Cash, debit card and credit card receipts will be deposited in a deposit account that is kept separate from the general operating account. Transfers to the general operating account will be made as necessary. Separation of the two accounts is intended to aid in account reconciliation and cash flow management.

**Weekly Prime Cost Report:** The manager will prepare a weekly report that shows the gross profit margin after cost of goods sold and labor cost has been deducted from the sales revenue. The prime cost for this type of restaurant is expected to range from 60% to 65%. Proper control of the prime cost is the single most effective measure of management's ability to operate the restaurant. Weekly monitoring allows for quick reaction to adverse cost ratios.

**Purchasing Records/Payables:** A part time bookkeeper will process and record invoices and credits daily. Reports detailing cash expenditures, payments by check, and accounts payable transactions will be readily available. Check disbursements will be prepared by the bookkeeper. Check signing authority for the general operating account will be given to the general manager.

**Accounting System/Service:** The General Partner will be responsible for the timely preparation of monthly financial statements, including monthly Profit & Loss and Balance sheet. To accomplish this task Blue Fish Grill will employ a bookkeeping service or CPA.

**Payroll Processing:** Payroll checks will be issued bi-weekly. The general manager will run reports from the time & attendance system, make necessary adjustments, and prepare for transfer to the payroll system. Payroll will be processed by a payroll processing service.

# Investment Analysis

## ➤ Source of Funds

Funding for the venture will be provided by contributions from the partners and proceeds from bank financing. The proposed sources of funds are as follows:

Source of Funds	Amount
Harry Stevens – Investment Member	\$ 400,000
Linda Jones – Operating Member	\$ -0-
Bank Loan	\$ 677,675
Total	<b>\$1,077,675</b>

The bank loan will be guaranteed by Blue Fish Grill, LLC, and by the Investment Member, Harry Stevens.

## ➤ Capital Contributions

The amount required from each of these investment roles, as shown in the Source of Funds section, is dependent upon the successful acquisition of funds from each of the listed sources. The funds will be used to fulfill the projected capital budget requirements as explained in the Financial Projections section. Adjustments to the amount of funds needed by each source may be necessary in the event of unforeseen circumstances. Allowances for that possibility have been addressed in the Operating Agreement.

- **Investment Member :** Investment member, Harry Stevens will contribute \$400,000 to the capitalization. He will also guarantee the bank loan.

The Investment Member will receive 90% of cash distributions until such time that 100% of the original investment has been recovered. Afterwards, his cash distribution percentage will be set at 80%.

- **Operating Member :** The Managing Operating Member, Linda Jones will be limited in similar fashion to 10% of the cash distributions until such time that the Investment Partner has received a 100% return on their original investment. Afterwards, the cash distribution percentage will be set at 20%.



## Return on Investment (ROI) Analysis

Investment Role	How many of each	Amount of Contribution	Anticipated Recovery Time on Original Investment	Cash Distribution Share Until Original Investment is Recovered	Cash Distribution Share After Original Investment is Recovered	Average Annual Rate of Return on Investment (Over 5 years)
Principal Operating Member	1	\$400,000	4.5 years	90%	80%	22.1%
Managing Operating Member	1	-0-	N/A	10%	20%	N/A

## Equity Analysis

Investment Role	How many of each	Amount of Contribution	Ownership %	Cash Distributions %
Principal Operating Member	1	\$400,000	90%	80%
Managing Operating Member	1	-0-	10%*	20%

These tables suggest the anticipated ROI and equity distributions. They are intended to be a summary only and do not reflect unanticipated occurrences. Please refer to the Operating Agreement for clarification of equity and cash distributions.

**\* The Managing Operating Partner will assume a 10% equity interest once the original capitalization has been repaid. Please note that the cash distribution percentage varies from the equity interest. The Operating Agreement contains applicable Buy/Sell terms in the event that one or more members opt to discontinue or sell their interest in the LLC.**

# Growth Plan/Exit Strategy

## ➤ Expansion Plans

Blue Fish Grill' appealing menu, comfortable atmosphere and reasonable prices will position the concept for broad customer appeal in a wide range of markets.

The operating member(s) will focus first and foremost on developing this concept to achieve a successful return on investment without the need for expansion. However, because of its broad appeal, the concept does lend itself to expansion opportunities. The comprehensive approach we've taken in the creation of the business philosophy, systems and controls will enhance our ability to deal with the expansion of the concept.

## ➤ Exit Option

The Operating Agreement allows for the Investment Member, Harry Stevens, at his discretion, to buy out the interest of Managing Operating Member, Linda Jones. Likewise, Ms. Jones, at her option, may exercise her right to sell her interest at her discretion. Maturity of equity, payment terms, and conditions are outlined in the Buy/Sell section of the Operating Agreement.

# Financial Projections

## ➤ Project Sources & Uses of Cash

<b>Blue Fish LLC</b>		
Projected Sources & Uses of Cash		
Development & Startup Period		
<b>SOURCES OF CASH:</b>		
Equity Contributions	\$ 400,000	
Loan Financing	677,675	
<b>TOTAL SOURCES OF CASH</b>		<b>\$ 1,077,675</b>
<b>USES OF CASH:</b>		
Land & Building	0	
Leasehold Improvements	400,000	
Bar / Kitchen Equipment	175,000	
Bar / Dining Room Furniture	75,000	
Professional Services	19,500	
Organizational & Development	34,475	
Interior Finishes & Equipment	66,500	
Exterior Finishes & Equipment	48,500	
Pre-Opening Expenses	108,700	
Working Capital & Contingency	150,000	
<b>TOTAL USES OF CASH</b>		<b>\$ 1,077,675</b>

➤ Capital Budget (Start-up Cost Projections)

<b>Blue Fish LLC</b>		
<b>Capital Budget</b>		
	<b>TOTAL COST</b>	<b>Detail</b>
<b>LAND &amp; BUILDING</b>	<b>0</b>	
Land		
Building - Construction / Contractor Fees		
<b>LEASEHOLD IMPROVEMENTS</b>	<b>400,000</b>	
Construction Contract		500,000
Landlord Contribution		(100,000)
<b>BAR / KITCHEN EQUIPMENT</b>	<b>175,000</b>	
<b>BAR / DINING ROOM FURNITURE</b>	<b>75,000</b>	
<b>PROFESSIONAL SERVICES</b>	<b>19,500</b>	
Architect & Engineering		7,500
Legal (lease & incorporation)		5,000
Project Consultant		2,500
Accounting & Tax		2,000
Name, Logo & Graphic Design		2,500
<b>ORGANIZATIONAL &amp; DEVELOPMENT</b>	<b>34,475</b>	
Deposits (utilities, sales tax, etc.)		3,000
Insurance Binder (property, casualty, liability)		4,225
Workers Comp. Binder		1,500
Liquor License		5,500
Building Permits		2,500
Other Licenses & Permits		1,500
Utility Deposits (gas, electric, water)		3,000
Change, Operating Banks & Petty Cash		1,000
Menus / Menu Boards		3,750
Lease Deposit		5,000
Travel, Research, Concept Development		3,500
<b>INTERIOR FINISHES &amp; EQUIPMENT</b>	<b>66,500</b>	
Kitchen Smallwares		12,000
Artwork & Specialty Décor		10,000
Security System		3,000
Music/Sound/Audio-Visual Systems		12,500
Cash Register / Point of Sale		20,000
Phone System		4,500
Office Equipment / Computer		2,500
Office Supplies		500
Interior Signs		1,500

# Blue Fish LLC

## Capital Budget

	TOTAL COST	Detail
<b>EXTERIOR FINISHES &amp; EQUIPMENT</b>	<b>48,500</b>	
Landscaping		12,000
Exterior Signs & Decorations		15,000
Resurfacing		15,000
Parking Bumpers		4,000
Parking Lot Striping		2,500
<b>PRE-OPENING EXPENSES</b>	<b>108,700</b>	
Construction Period Utilities		4,000
Construction Period Building Lease		7,500
Construction Period Interest		2,500
Uniforms		1,200
<b>Opening Inventories -</b>		
Food		10,000
Beer, Liquor & Wine		15,000
Paper & Other Supplies		5,000
<b>Marketing -</b>		
Advertising		7,500
Public Relations		10,000
Opening Parties		7,000
<b>Personnel -</b>		
Management & Chef		15,000
Hourly Employees		15,000
Payroll Taxes & Employee Benefits		3,000
Payroll Taxes		6,000
<b>WORKING CAPITAL &amp; CONTINGENCY</b>	<b>150,000</b>	
Working Capital		75,000
Contingency		75,000
<b>TOTAL PROJECT COST</b>	<b>\$ 1,077,675</b>	

➤ Sales Projection

Blue Fish LLC									
Sales Projection Worksheet - Typical Week									
Number of Seats		116							
		Table Turns	Covers	Daily Sales By Category				Total	% of Week
				Food	Liquor	Beer	Wine		
Monday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	0.8	93	773	42	60	125	1,000	
	Dinner	1.0	116	1,473	78	113	313	1,978	
	Day Totals			2,246	120	173	438	2,978	8.5%
Tuesday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.0	116	966	52	75	157	1,250	
	Dinner	1.2	139	1,768	94	136	376	2,373	
	Day Totals			2,734	146	211	532	3,623	10.3%
Wednesday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.0	116	966	52	75	157	1,250	
	Dinner	1.5	174	2,210	117	170	470	2,967	
	Day Totals			3,176	170	245	626	4,217	12.0%
Thursday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.0	116	966	52	75	157	1,250	
	Dinner	2.0	232	2,946	157	226	626	3,956	
	Day Totals			3,912	209	302	783	5,206	14.8%
Friday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.2	139	1,159	63	90	188	1,500	
	Dinner	2.5	290	3,683	196	283	783	4,945	
	Day Totals			4,842	258	373	971	6,444	18.4%
Saturday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.5	174	1,449	78	113	235	1,875	
	Dinner	2.5	290	3,683	196	283	783	4,945	
	Day Totals			5,132	274	396	1,018	6,819	19.4%
Sunday	Breakfast	0.0	0	0	0	0	0	0	
	Lunch	1.5	174	1,449	78	113	235	1,875	
	Dinner	2.0	232	2,946	157	226	626	3,956	
	Day Totals			4,395	235	339	861	5,830	16.6%
<b>WEEK TOTALS (restaurant only)</b>	<b>Totals in \$</b>			<b>26,435</b>	<b>1,412</b>	<b>2,040</b>	<b>5,230</b>	<b>35,117</b>	
	<b>Sales Mix %</b>			<b>75.3%</b>	<b>4.0%</b>	<b>5.8%</b>	<b>14.9%</b>	<b>100.0%</b>	
<b>Special Events (banquets, parties, catering)</b>	Ave. # of Banquets, Parties/Week			<b>1.5</b>					
	Ave. # of Guests			<b>75</b>					
	Per Person Average \$			<b>\$20.00</b>					
	Sales Mix %			<b>80%</b>	<b>10%</b>	<b>3%</b>	<b>7%</b>	<b>100%</b>	
	<b>Special Event Sales Per Week</b>			<b>1,800</b>	<b>225</b>	<b>68</b>	<b>158</b>	<b>2,250</b>	
<b>WEEK TOTALS - All Sales</b>	<b>Totals in \$</b>			<b>28,235</b>	<b>1,637</b>	<b>2,107</b>	<b>5,388</b>	<b>37,367</b>	
	<b>Sales Mix %</b>			<b>75.6%</b>	<b>4.4%</b>	<b>5.6%</b>	<b>14.4%</b>	<b>100.0%</b>	
<b>RECAP: Key Sales Numbers:</b>									
Annual Sales		\$1,826,098							
Average Monthly Sales		\$152,175							
Annual Sales Per Square Foot		\$609							
Annual Sales Per Seat		\$15,742							

# Hourly Labor Projection

## Blue Fish LLC Hourly Labor Projection Worksheet

		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday		WEEK	
		33	116	116	116	116	116	116	139	174	174	174	174	174	928	928	928
		\$1,000	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,500	\$1,875	\$1,875	\$1,875	\$1,875	\$1,875	\$1,875	\$9,989	\$9,989	\$9,989
		#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
		Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours	Hours
		Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate	Rate
<b>- EARLY -</b>																	
(breakfast & lunch)																	
Covers		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Total Restaurant Sales		8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
		8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
		10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18
		4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
		3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		347	347	347	347	347	347	347	347	347	347	347	347	347	347	347	347
		34.7%	27.7%	27.7%	27.7%	27.7%	27.7%	24.8%	28.8%	28.8%	24.8%	19.7%	19.7%	19.7%	25.0%	25.0%	25.0%
<b>- LATE -</b>																	
(dinner only)																	
Covers		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Total Restaurant Sales		8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
		8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
		10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18
		4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
		3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		489	536	668	684	668	684	767	814	767	814	617	617	4,575	4,575	4,575	
		24.7%	22.6%	22.2%	17.8%	15.5%	17.8%	15.5%	16.2%	15.5%	16.2%	15.6%	15.6%	18.2%	18.2%	18.2%	
<b>- DAY /WEEK TOTALS - RESTAURANT LABOR -</b>																	
Hourly Labor - \$		835	882	1,005	1,052	1,136	1,183	966	966	966	966	966	966	7,079	7,079	7,079	7,079

# Detailed Statement of Income & Cash Flow Year 1

## Blue Fish LLC Annual Operating Projection - Detail First Full Year of Operations

	MONTHLY AVE		ANNUAL	
<b>Sales:</b>				
Food	\$ 122,353	75.6%	\$ 1,468,232	75.6%
Liquor	7,094	4.4%	85,125	4.4%
Beer	9,131	5.6%	109,568	5.6%
Wine	23,348	14.4%	280,173	14.4%
<b>TOTAL SALES</b>	<b>161,925</b>	<b>100.0%</b>	<b>1,843,098</b>	<b>100.0%</b>
<b>Cost of Sales:</b>				
Food	39,153	32.0%	469,834	32.0%
Liquor	1,277	18.0%	15,322	18.0%
Beer	2,009	22.0%	24,105	22.0%
Wine	7,471	32.0%	89,655	32.0%
<b>TOTAL COST OF SALES</b>	<b>49,910</b>	<b>30.8%</b>	<b>598,917</b>	<b>30.8%</b>
<b>Gross Profit</b>	<b>112,015</b>	<b>69.2%</b>	<b>1,344,181</b>	<b>69.2%</b>
<b>Payroll:</b>				
Salaries & Wages -				
Management	12,500	7.7%	150,000	7.7%
Hourly Employees	32,026	19.8%	384,311	19.8%
<b>Total Salaries &amp; Wages</b>	<b>44,526</b>	<b>27.5%</b>	<b>534,311</b>	<b>27.5%</b>
Employee Benefits -				
Payroll Taxes - Mgt. Incentive	4,586	2.8%	55,034	2.8%
Worker's Comp.	2,672	1.6%	32,059	1.6%
Group Medical Insurance	1,750	1.1%	21,000	1.1%
Other	1,400	0.9%	16,800	0.9%
<b>Total Employee Benefits</b>	<b>10,408</b>	<b>6.4%</b>	<b>124,893</b>	<b>6.4%</b>
<b>TOTAL PAYROLL</b>	<b>54,934</b>	<b>33.9%</b>	<b>659,204</b>	<b>33.9%</b>
<b>PRIME COST</b>	<b>104,843</b>	<b>64.7%</b>	<b>1,258,121</b>	<b>64.7%</b>
<b>Other Controllable Expenses:</b>				
Direct Operating Expenses				
Auto Expense	300	0.2%	3,600	0.2%
Catering & Banquet Expenses	200	0.1%	2,400	0.1%
Cleaning Supplies	600	0.4%	7,200	0.4%
Contract Cleaning	750	0.5%	9,000	0.5%
Extermination	600	0.4%	7,200	0.4%
Flowers & Decorations	500	0.3%	6,000	0.3%
Kitchen Utensils	600	0.4%	7,200	0.4%
Laundry & Linen	750	0.5%	9,000	0.5%
Licenses & Permits	400	0.2%	4,800	0.2%
Menus & Wine Lists	300	0.2%	3,600	0.2%
Miscellaneous	500	0.3%	6,000	0.3%
Paper Supplies	1,835	1.1%	22,023	1.1%
Security System	250	0.2%	3,000	0.2%
Tableware & Smallwares	600	0.4%	7,200	0.4%
Uniforms	200	0.1%	2,400	0.1%
<b>Total Direct Operating Expenses</b>	<b>8,385</b>	<b>5.2%</b>	<b>100,623</b>	<b>5.2%</b>
Music & Entertainment -				
Musicians	0	0.0%	0	0.0%
Musak & Sound System	250	0.2%	3,000	0.2%
Other	0	0.0%	0	0.0%
<b>Total Music &amp; Entertainment</b>	<b>250</b>	<b>0.2%</b>	<b>3,000</b>	<b>0.2%</b>
Marketing -				
Selling & Promotions	2,000	1.2%	24,000	1.2%
Advertising	1,000	0.6%	12,000	0.6%
Printed Materials	0	0.0%	0	0.0%
Research	250	0.2%	3,000	0.2%
<b>Total Marketing</b>	<b>3,000</b>	<b>1.9%</b>	<b>36,000</b>	<b>1.9%</b>
Utilities -				
Electrical	2,500	1.5%	30,000	1.5%
Gas	800	0.5%	9,600	0.5%
Water	700	0.4%	8,400	0.4%
Trash Removal	250	0.2%	3,000	0.2%
<b>Total Utilities</b>	<b>4,250</b>	<b>2.6%</b>	<b>51,000</b>	<b>2.6%</b>



**Blue Fish LLC**  
**Annual Operating Projection - Detail**  
**First Full Year of Operations**

	MONTHLY AVE		ANNUAL	
<b>General &amp; Administrative -</b>				
Accounting Services	1,200	0.7%	14,400	0.7%
Bank Charges	50	0.0%	600	0.0%
Bank Deposit Services	500	0.3%	6,000	0.3%
Cash (Over) / Short	50	0.0%	600	0.0%
Credit Card Charges	3,158	2.0%	37,890	2.0%
Dues & Subscriptions	400	0.2%	4,800	0.2%
Miscellaneous	500	0.3%	6,000	0.3%
Office Supplies	200	0.1%	2,400	0.1%
Payroll Processing	200	0.1%	2,400	0.1%
Postage	250	0.2%	3,000	0.2%
Legal & Professional Fees	750	0.5%	9,000	0.5%
Protective Services	800	0.5%	9,600	0.5%
Telephone	600	0.4%	7,200	0.4%
Training Costs	550	0.3%	6,600	0.3%
<b>Total General &amp; Administrative</b>	<b>9,208</b>	<b>5.7%</b>	<b>110,490</b>	<b>5.7%</b>
<b>Repairs &amp; Maintenance -</b>				
Building Repairs & Maint.	500	0.3%	6,000	0.3%
Equipment Repairs & Maint.	700	0.4%	8,400	0.4%
Grounds, Landscaping & Parking Lot	600	0.4%	7,200	0.4%
<b>Total Repairs &amp; Maintenance</b>	<b>1,800</b>	<b>1.1%</b>	<b>21,600</b>	<b>1.1%</b>
<b>CONTROLLABLE PROFIT</b>	<b>30,189</b>	<b>18.6%</b>	<b>362,263</b>	<b>18.6%</b>
<b>Occupancy Costs &amp; Depreciation</b>				
<b>Occupancy Costs -</b>				
Rent & Common Area Maintenance	8,000	4.9%	96,000	4.9%
Percentage Rent	715	0.4%	8,586	0.4%
Common Area Maintenance (CAM)	500	0.3%	6,000	0.3%
Equipment Rental	1,000	0.6%	12,000	0.6%
Real Estate Taxes	2,000	1.2%	24,000	1.2%
Personal Property Taxes	500	0.3%	6,000	0.3%
Insurance on Building & Contents	1,500	0.9%	18,000	0.9%
Liquor Liability	600	0.4%	7,200	0.4%
<b>Total Occupancy Costs</b>	<b>14,815</b>	<b>9.1%</b>	<b>177,786</b>	<b>9.1%</b>
<b>Depreciation &amp; Amortization -</b>				
Building	0	0.0%	0	0.0%
Leasehold Improvements	1,154	0.7%	13,848	0.7%
Furniture & Equipment	3,625	2.2%	43,500	2.2%
Pre-Opening Costs	2,224	1.4%	26,690	1.4%
<b>Total Depreciation</b>	<b>7,003</b>	<b>4.3%</b>	<b>84,038</b>	<b>4.3%</b>
<b>TOTAL OCCUPANCY &amp; DEPREC.</b>	<b>21,819</b>	<b>13.5%</b>	<b>261,824</b>	<b>13.5%</b>
<b>Other (Income) Expense -</b>				
Vending & Telephone Commissions	(200)	(0.1%)	(2,400)	(0.1%)
Grease Sales	(100)	(0.1%)	(1,200)	(0.1%)
Misc Other Income	(100)	(0.1%)	(1,200)	(0.1%)
Interest	4,379	2.7%	52,547	2.7%
Misc Other Expense	200	0.1%	2,400	0.1%
<b>Total Other (Income) Expense</b>	<b>4,179</b>	<b>2.6%</b>	<b>50,147</b>	<b>2.6%</b>
<b>NET INCOME BEFORE INCOME TAXES</b>	<b>\$ 4,191</b>	<b>2.6%</b>	<b>\$ 50,291</b>	<b>2.6%</b>
<b>ADD BACK:</b>				
Depreciation & Amortization	7,003	4.3%	84,038	4.3%
<b>DEDUCT:</b>				
Loan Principal Payments	(3,843)	(28.5%)	(46,117)	(2.4%)
<b>CASH FLOW BEFORE INCOME TAXES</b>	<b>\$ 7,351</b>	<b>4.5%</b>	<b>\$ 88,212</b>	<b>4.5%</b>

➤ Summary Statements of Income & Cash Flow Years 1-5

Blue Fish LLC										
5 Year Operating Projections										
	Year 1		Year 2		Year 3		Year 4		Year 5	
<b>Sales:</b>										
Food	\$ 1,468,232	75.6%	\$ 1,526,062	75.6%	\$ 1,588,040	75.6%	\$ 1,651,062	75.6%	\$ 1,717,024	75.6%
Beverage	474,865	24.4%	493,860	24.4%	513,814	24.4%	534,159	24.4%	555,525	24.4%
<b>TOTAL SALES</b>	<b>1,943,098</b>	<b>100.0%</b>	<b>2,020,921</b>	<b>100.0%</b>	<b>2,101,854</b>	<b>100.0%</b>	<b>2,185,220</b>	<b>100.0%</b>	<b>2,273,149</b>	<b>100.0%</b>
<b>Cost of Sales:</b>										
Food	469,834	32.0%	488,628	32.0%	508,173	32.0%	528,500	32.0%	549,540	32.0%
Beverage	129,083	27.2%	134,330	27.2%	139,703	27.2%	145,291	27.2%	151,103	27.2%
<b>TOTAL COST OF SALES</b>	<b>598,917</b>	<b>30.8%</b>	<b>622,958</b>	<b>30.8%</b>	<b>647,876</b>	<b>30.8%</b>	<b>673,791</b>	<b>30.8%</b>	<b>700,743</b>	<b>30.8%</b>
<b>Gross Profit</b>	<b>1,344,181</b>	<b>69.2%</b>	<b>1,397,964</b>	<b>69.2%</b>	<b>1,453,778</b>	<b>69.2%</b>	<b>1,511,900</b>	<b>69.2%</b>	<b>1,572,407</b>	<b>69.2%</b>
<b>Payroll:</b>										
Salaries & Wages	534,311	27.5%	555,664	27.5%	577,911	27.5%	601,027	27.5%	625,069	27.5%
Employee Benefits	124,893	6.4%	129,888	6.4%	135,084	6.4%	140,487	6.4%	146,107	6.4%
<b>TOTAL PAYROLL</b>	<b>659,204</b>	<b>33.9%</b>	<b>685,572</b>	<b>33.9%</b>	<b>712,995</b>	<b>33.9%</b>	<b>741,515</b>	<b>33.9%</b>	<b>771,175</b>	<b>33.9%</b>
<b>PRIME COST</b>	<b>1,258,121</b>	<b>64.7%</b>	<b>1,308,530</b>	<b>64.8%</b>	<b>1,360,871</b>	<b>64.8%</b>	<b>1,415,306</b>	<b>64.8%</b>	<b>1,471,918</b>	<b>64.8%</b>
<b>Other Controllable Expenses:</b>										
Direct Operating Expenses	100,623	5.2%	103,642	5.1%	106,751	5.1%	109,954	5.0%	113,253	5.0%
Music & Entertainment	3,000	0.2%	3,000	0.2%	3,183	0.2%	3,278	0.1%	3,377	0.1%
Marketing	36,000	1.9%	37,060	1.8%	38,192	1.8%	39,338	1.8%	40,518	1.8%
Utilities	51,000	2.6%	52,530	2.6%	54,106	2.6%	55,729	2.5%	57,401	2.5%
General & Administrative Expenses	110,490	5.7%	113,805	5.6%	117,219	5.6%	120,736	5.5%	124,358	5.5%
Repairs & Maintenance	21,600	1.1%	22,248	1.1%	22,915	1.1%	23,603	1.1%	24,311	1.1%
<b>TOTAL OTHER CONTROLLABLE EXP.</b>	<b>322,714</b>	<b>16.6%</b>	<b>332,395</b>	<b>16.4%</b>	<b>342,367</b>	<b>16.3%</b>	<b>352,638</b>	<b>16.1%</b>	<b>363,217</b>	<b>16.0%</b>
<b>CONTROLLABLE PROFIT</b>	<b>362,263</b>	<b>18.6%</b>	<b>379,896</b>	<b>18.8%</b>	<b>398,416</b>	<b>19.0%</b>	<b>417,777</b>	<b>19.1%</b>	<b>438,014</b>	<b>19.3%</b>
<b>Occupancy Costs &amp; Depreciation</b>										
Occupancy Costs	177,766	9.1%	181,342	9.0%	184,968	8.9%	188,668	8.6%	192,441	8.5%
Depreciation & Amortization	84,038	4.3%	84,038	4.2%	84,038	4.0%	84,038	3.8%	84,038	3.7%
<b>Other (Income) Expenses</b>										
Other (Income)	(4,800)	(0.2%)	(4,944)	(0.2%)	(5,092)	(0.2%)	(5,246)	(0.2%)	(5,402)	(0.2%)
Interest Expense	52,547	2.7%	48,720	2.4%	44,574	2.1%	40,085	1.8%	35,222	1.5%
Other Expense	2,400	0.1%	2,472	0.1%	2,546	0.1%	2,623	0.1%	2,701	0.1%
<b>NET INCOME BEFORE INCOME TAXES</b>	<b>\$ 60,291</b>	<b>2.6%</b>	<b>\$ 68,269</b>	<b>3.4%</b>	<b>\$ 87,382</b>	<b>4.2%</b>	<b>\$ 107,609</b>	<b>4.9%</b>	<b>\$ 129,013</b>	<b>5.7%</b>
<b>ADD BACK:</b>										
Depreciation & Amortization	84,038	4.3%	84,038	4.2%	84,038	4.0%	84,038	3.8%	84,038	3.7%
<b>DEDUCT:</b>										
Loan Principal Payments	(46,117)	(2.4%)	(49,945)	(2.5%)	(54,091)	(2.6%)	(58,580)	(2.7%)	(63,442)	(2.8%)
<b>CASH FLOW BEFORE INCOME TAXES</b>	<b>\$ 88,212</b>	<b>4.5%</b>	<b>\$ 102,362</b>	<b>5.1%</b>	<b>\$ 117,329</b>	<b>5.6%</b>	<b>\$ 133,067</b>	<b>6.1%</b>	<b>\$ 149,609</b>	<b>6.6%</b>

## Return on Investment Projection

### Blue Fish LLC 5 Year Operating Projections

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>PROJECTED INVESTMENT RETURNS</b>					
Distributable Cash Flow Percent*	70%	80%	90%	90%	90%
Distributable Cash Flow	\$61,748	\$81,890	\$105,596	\$119,760	\$134,648
<b>Cash Distribution:</b>					
Investment Partner/Member (LLC)	\$55,574	\$73,701	\$95,037	\$107,784	\$110,528
Operating Partner/Member (LLC)	\$6,175	\$8,189	\$10,560	\$11,976	\$24,121
<b>Investment Partner/Member (LLC) Returns:</b>					
Net Investment After Cash Distributions - End of Year	\$344,426	\$270,726	\$175,689	\$67,905	\$0
Payback Period	4.5 yrs.				
Annual Return on Investment (before tax)	13.3%	18.4%	23.8%	26.9%	27.6%
Average Annual Return on Investment	22.1%				

\* It may be advantageous to retain a portion of the cash flow in the business for working capital, capital improvement reserves or for other reasons.

<b>INVESTMENT ASSUMPTIONS</b>	
Total Equity Investment	\$400,000
<b>Operating Partner/Member (LLC)</b>	
Equity Contribution	\$0
Cash Distribution Ratio Before Investor Payback*	10%
Cash Distribution Ratio After Investor Payback	20%
<b>Investment Partner/Member (LLC)</b>	
Equity Contribution	\$400,000
Cash Distribution Ratio Before Investor Payback	90%
Cash Distribution Ratio After Investor Payback	80%

\* Investor "Payback" is the point at which the investor recoups 100% of their Equity Contribution.

<b>OPERATING ASSUMPTIONS - Years 2 - 5</b>					
<b>Sales - % Increase Over Prior Year</b>					
Food	4.0%	4.0%	4.0%	4.0%	4.0%
Beverage	4.0%	4.0%	4.0%	4.0%	4.0%
<b>Cost of Sales - Cost as a % of Sales</b>					
Food	32.0%	32.0%	32.0%	32.0%	32.0%
Beverage	27.2%	27.2%	27.2%	27.2%	27.2%
<b>Salaries &amp; Wages - % Increase over Prior Year</b>					
Salaries & Wages	4.0%	4.0%	4.0%	4.0%	4.0%
Employee Benefits	4.0%	4.0%	4.0%	4.0%	4.0%
<b>Other Expenses - % Increase over Prior Year</b>					
Direct Operating Expenses	3.0%	3.0%	3.0%	3.0%	3.0%
Music & Entertainment	3.0%	3.0%	3.0%	3.0%	3.0%
Marketing	3.0%	3.0%	3.0%	3.0%	3.0%
Utilities	3.0%	3.0%	3.0%	3.0%	3.0%
General & Administrative Expenses	3.0%	3.0%	3.0%	3.0%	3.0%
Repairs & Maintenance	3.0%	3.0%	3.0%	3.0%	3.0%
Occupancy Costs	2.0%	2.0%	2.0%	2.0%	2.0%
Depreciation & Amortization (assumed to be constant in years 1-5)					
Other (Income)	3.0%	3.0%	3.0%	3.0%	3.0%
Interest Expense (from annual interest expense on loan amortization schedule on "Assumptions" page)	3.0%	3.0%	3.0%	3.0%	3.0%
Other Expense	3.0%	3.0%	3.0%	3.0%	3.0%
Loan Principal Payments (from annual total principal payments on loan amortization schedule on "Assumptions" page)					

➤ Break-Even Cash Flow Projection

## Blue Fish LLC CASH FLOW Break-Even Worksheet

Fixed Costs		Annual	Monthly
Total Management Salaries		\$ 150,000	\$ 12,500
Minimum Hourly Labor	70%	\$ 269,018	\$ 22,418
Employee Benefits		\$ 106,100	\$ 8,842
Direct Operating Expenses		\$ 78,600	\$ 6,550
Music & Entertainment -		\$ 3,000	\$ 250
Marketing -		\$ 39,000	\$ 3,250
Utilities -		\$ 51,000	\$ 4,250
General & Administrative -		\$ 72,600	\$ 6,050
Repairs & Maintenance		\$ 21,600	\$ 1,800
Occupancy Costs:		\$ 169,200	\$ 14,100
Interest		\$ 52,547	\$ 4,379
Misc Other Expense		\$ 2,400	\$ 200
Loan Principal Payments		\$ 46,117	\$ 3,843
		\$ 1,061,183	\$ 88,432

Variable Costs	% of Sales	\$
Cost of Sales	30.8%	\$ 46,048
Hourly Labor	5.9%	\$ 8,864
Employee Benefits	1.0%	\$ 1,445
Credit Card Expense	2.0%	\$ 2,913
Paper Supplies	1.1%	\$ 1,693
	40.8%	\$ 60,964

	Annual	Monthly
Percentage Rent	\$ -	\$ -

	Annual	Monthly	Weekly
Break-even Sales	\$ 1,792,746	\$ 149,395	\$ 34,476

	Annual	Monthly	Weekly
Sales Break-Down:			
Food	\$ 1,354,625	\$ 112,885	\$ 26,050
Liquor	\$ 78,538	\$ 6,545	\$ 1,510
Beer	\$ 101,090	\$ 8,424	\$ 1,944
Wine	\$ 258,494	\$ 21,541	\$ 4,971
Total	\$ 1,792,746	\$ 149,395	\$ 34,476

# Appendices

## ➤ Census Bureau Demographics

**Table DP-1. Profile of General Demographic Characteristics:**

Geographic area: Mobile city, Alabama

[For information on confidentiality protection, nonsampling error, and definitions, see text]

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b> .....	<b>198,915</b>	<b>100.0</b>	<b>HISPANIC OR LATINO AND RACE</b>		
<b>SEX AND AGE</b>			<b>Total population</b> .....	<b>198,915</b>	<b>100.0</b>
Male.....	93,015	46.8	Hispanic or Latino (of any race).....	2,828	1.4
Female.....	105,900	53.2	Mexican.....	944	0.5
Under 5 years.....	14,480	7.3	Puerto Rican.....	307	0.2
5 to 9 years.....	15,100	7.6	Cuban.....	262	0.1
10 to 14 years.....	14,495	7.3	Other Hispanic or Latino.....	1,315	0.7
15 to 19 years.....	14,754	7.4	Not Hispanic or Latino.....	196,087	98.6
20 to 24 years.....	15,387	7.7	White alone.....	98,965	49.8
25 to 34 years.....	27,076	13.6	<b>RELATIONSHIP</b>		
35 to 44 years.....	28,613	14.4	<b>Total population</b> .....	<b>198,915</b>	<b>100.0</b>
45 to 54 years.....	26,207	12.7	In households.....	192,735	96.9
55 to 59 years.....	8,830	4.4	Householder.....	78,480	39.5
60 to 64 years.....	7,700	3.9	Spouse.....	32,253	16.2
65 to 74 years.....	13,778	6.9	Child.....	60,330	30.3
75 to 84 years.....	9,968	5.0	Own child under 18 years.....	44,948	22.6
85 years and over.....	3,527	1.8	Other relatives.....	13,603	6.8
Median age (years).....	34.3	(X)	Under 18 years.....	6,668	3.4
18 years and over.....	146,144	73.5	Nonrelatives.....	8,089	4.1
Male.....	66,236	33.3	Unmarried partner.....	3,108	1.6
Female.....	79,908	40.2	In group quarters.....	6,180	3.1
21 years and over.....	136,956	68.9	Institutionalized population.....	2,727	1.4
82 years and over.....	31,758	16.0	Noninstitutionalized population.....	3,453	1.7
65 years and over.....	27,273	13.7	<b>HOUSEHOLD BY TYPE</b>		
Male.....	10,232	5.1	<b>Total households</b> .....	<b>78,480</b>	<b>100.0</b>
Female.....	17,041	8.6	Family households (families).....	50,784	64.7
<b>RACE</b>			With own children under 18 years.....	24,247	30.9
One race.....	198,926	99.0	Married-couple family.....	32,253	41.1
White.....	100,251	50.4	With own children under 18 years.....	13,758	17.5
Black or African American.....	92,068	46.3	Female householder, no husband present.....	15,655	19.9
American Indian and Alaska Native.....	487	0.2	With own children under 18 years.....	9,323	11.9
Asian.....	3,022	1.5	Nonfamily households.....	27,718	35.3
Asian Indian.....	562	0.3	Householder living alone.....	23,718	30.2
Chinese.....	439	0.2	Householder 65 years and over.....	8,247	10.5
Filipino.....	168	0.1	Households with individuals under 18 years.....	27,740	35.3
Japanese.....	90	-	Households with individuals 65 years and over.....	19,679	25.1
Korean.....	142	0.1	Average household size.....	2.48	(X)
Vietnamese.....	1,185	0.6	Average family size.....	3.09	(X)
Other Asian <sup>1</sup> .....	436	0.2	<b>HOUSING OCCUPANCY</b>		
Native Hawaiian and Other Pacific Islander.....	52	-	<b>Total housing units</b> .....	<b>86,187</b>	<b>100.0</b>
Native Hawaiian.....	17	-	Occupied housing units.....	78,480	91.1
Guamanian or Chamorro.....	13	-	Vacant housing units.....	7,707	8.9
Samoa.....	6	-	For seasonal, recreational, or occasional use.....	444	0.5
Other Pacific Islander <sup>2</sup> .....	18	-	Homeowner vacancy rate (percent).....	1.7	(X)
Some other race.....	1,046	0.5	Rental vacancy rate (percent).....	9.1	(X)
Two or more races.....	1,989	1.0	<b>HOUSING TENURE</b>		
<b>Race alone or in combination with one or more other races:<sup>3</sup></b>			<b>Occupied housing units</b> .....	<b>78,480</b>	<b>100.0</b>
White.....	101,736	51.1	Owner-occupied housing units.....	46,529	59.3
Black or African American.....	92,888	46.7	Renter-occupied housing units.....	31,951	40.7
American Indian and Alaska Native.....	1,198	0.6	Average household size of owner-occupied units.....	2.55	(X)
Asian.....	3,472	1.7	Average household size of renter-occupied units.....	2.32	(X)
Native Hawaiian and Other Pacific Islander.....	158	0.1			
Some other race.....	1,648	0.8			

- Represents zero or rounds to zero. (X) Not applicable.

<sup>1</sup> Other Asian alone, or two or more Asian categories.

<sup>2</sup> Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

<sup>3</sup> In combination with one or more of the other races listed. The six numbers may add to more than the total population and the six percentages may add to more than 100 percent because individuals may report more than one race.

Source: U.S. Census Bureau, Census





## Traffic Count Report

Traffic Count Information: <http://aldotgis.dot.state.al.us/trafficvolume/viewer.htm>  
I65 & I10 intersection

<b>Station</b>	901
<b>County</b>	49
<b>City</b>	67
<b>State Route</b>	65
<b>Mile Post</b>	2.75
<b>AADT 1993</b>	73040
<b>AADT 1994</b>	75690
<b>AADT 1995</b>	78340
<b>AADT 1996</b>	78210
<b>AADT 1997</b>	81050
<b>AADT 1998</b>	84160
<b>AADT 1999</b>	83110
<b>AADT 2000</b>	81880
<b>AADT 2001</b>	81900
<b>AADT 2002</b>	81450
<b>AADT 2003</b>	81470
<b>K</b>	10
<b>D</b>	55
<b>TDHV</b>	7
<b>TADT</b>	9
<b>Heavy</b>	62
<b>Functional Class</b>	11
<b>Description</b>	N/A

➤ Map for Proposed Location

