

SaladGo Gourmet Food Truck Services

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SaladGo Gourmet Food Truck

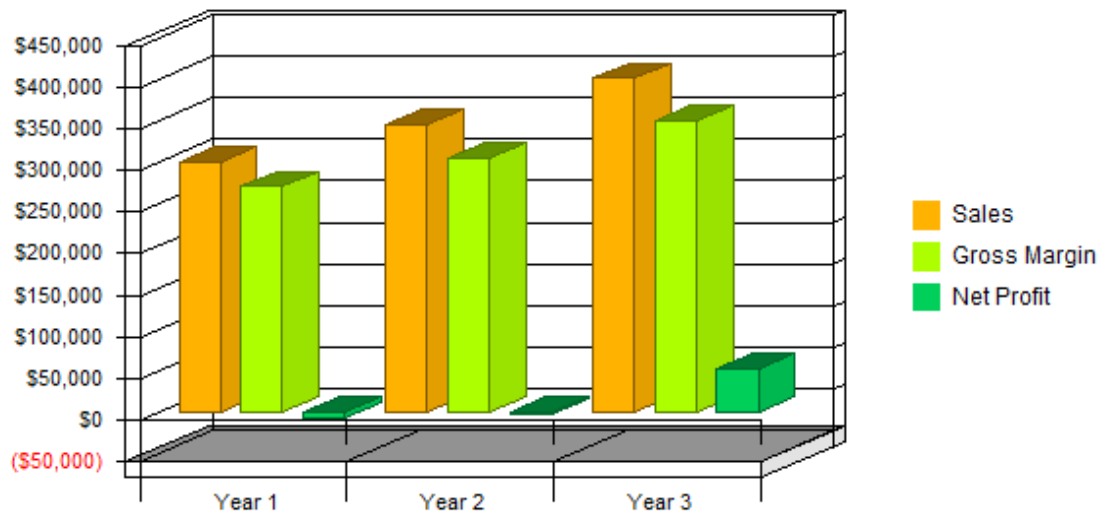
1.0 Executive Summary

By focusing on SaladGo Gourmet Food Truck Services' proposed strengths, its key customers, and the underlying values they need, SaladGo Gourmet Food Truck Services will increase sales to more than \$400,000 in three years, while also maintaining the gross margin on sales, with a focus on cash management and working capital.

This business plan leads the way. It renews our vision and strategic focus: adding value to our target market segments, and reinforcing our ties with residents, workers and community group members in our local market. It also provides the step-by-step plan for improving our sales, gross margin, and profitability.

This plan includes this summary, chapters on the company, products and services, market focus, action plans and forecasts, management team, and the financial plan.

Highlights



1.1 Objectives

The objectives for SaladGo Gourmet Food Truck Services are outlined below:

1. To purchase, staff, and manage a Gourmet Food Truck company whose goal is to service lunch clientele in California's Pacific Gateway region.
2. Sales increase to slightly over \$300,000 the first twelve months of operation and by end of second year \$350,000 and an additional \$50,000 the third year.
3. To increase the number of clients serviced by at least 10% per year through superior performance and word-of-mouth referrals.
4. Become an established community mobile food delivery by end of first year.

SaladGo Gourmet Food Truck

1.2 Mission

SaladGo Gourmet Food Truck Services' Mission Statement

To ensure that each guest receives prompt, professional, friendly and courteous service. To maintain a clean, brand recognizable and well maintained truck for all guests and staff. To provide at a fair price - nutritional, well-prepared meals - using only quality fresh ingredients. To ensure that all guests and staff are treated with the respect and dignity they deserve. To say welcome and thank you to each guest for the opportunity to serve them. By maintaining these objectives SaladGo Gourmet Food Truck Services shall be assured of a fair profit that will allow us to contribute to the community of Compton and beyond.

1.3 Keys to Success

The keys to success for SaladGo Gourmet Food Truck services are:

1. **Location:** Providing an easily accessible and well publicized mobile location for customers.
2. **Environment:** Providing an environment that is extremely clean giving professional service.
3. **Convenience:** Offering clients a special range of fresh products all day, and competitive business hours.
4. **Reputation:** Reputation of SaladGo Gourmet Food Truck staff as providing superior personal service.
5. **Effective advertising:** Advertising in the GateWay cities' region.

2.0 Company Summary

SaladGo Gourmet Food Truck Services is a quick-service mobile street restaurant offering a healthy, quick option to the area of Compton California. The menu offers made-to-order and SaladGo meat and meatless entrées dedicated to fresh healthy ingredients with low calories and high value.

Our Motto: "The Best Way to Go All Natural On the Go"

The timing is right for this venture. Patiently searching for the last few years for a similar highly recognized existing business in a prime location, was unsuccessful. We therefore decided to purchase a food vending truck and expand services from the city of Compton California to within three years opening a fast-casual dining restaurant within the City limits.

SaladGo Gourmet Food Truck

2.1 Company Ownership

The SaladGo Corporation is a privately held corporation owned by Krystyl Wright, MSW. A percentage of the equity will be sold to participatory investors.

2.2 Start-up Summary

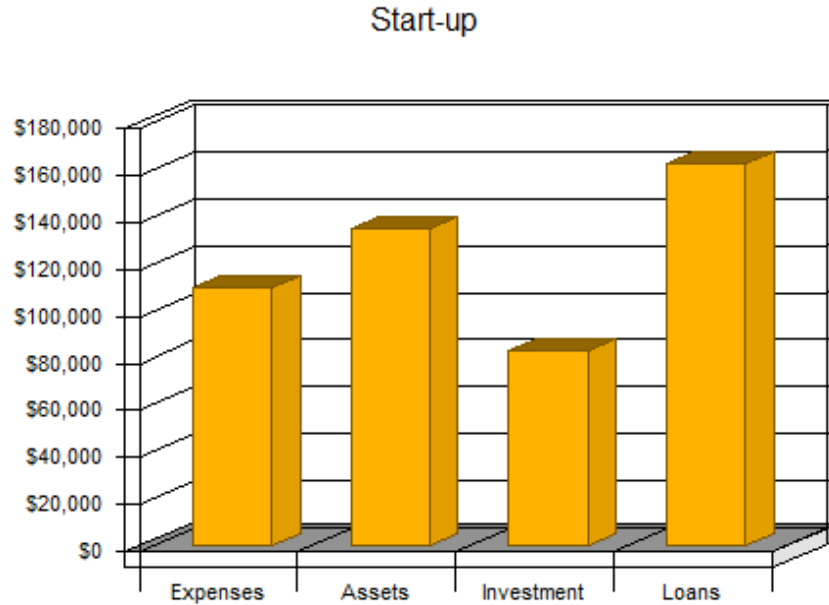
During the start-up phase of this project, the following major events will occur, some of them simultaneously:

- Get Licensed and all required permits to operate in Compton and surrounding cities
- Get a mobile food truck and equip it with restaurant equipment
- Find a Niche marketing aspect for **SaladGo Gourmet Food Truck Services**
- Get Financing and obtain \$100,000 investment
- Detail the operating marketing plan and finalize operating procedures
- Identify food preparation commissary shared kitchen
- Get insured
- Find parking, both for sales and overnight parking
- Hire 2-3 person crew
- Get connected by presenting to council, chambers, churches, businesses, etc.
- Utilize Social Media to establish strong branding
- Order inventory
- Intensify marketing campaign
- Open for business

Table: Start-up

Start-up	
Requirements	
Start-up Expenses	
Truck	\$75,000
Stationery etc.	\$500
Insurance	\$4,000
Truck Storage Space Rental	\$3,200
Computer	\$2,500
Legal, Trademark	\$5,000
P.O. Box Address	\$800
Licenses	\$3,000
Permits	\$3,000
Fuel	\$3,200
Kitchen Supplies	\$4,000
Truck Decoration	\$4,500
Vehicle Registration	\$400
GPS	\$75
Other	\$500
Total Start-up Expenses	\$109,675
Start-up Assets	
Cash Required	\$25,000
Other Current Assets	\$10,000
Long-term Assets	\$100,000
Total Assets	\$135,000
Total Requirements	\$244,675

SaladGo Gourmet Food Truck



3.0 Products and Services

SaladGo Gourmet Food Truck Services will offer a limited variety of fresh entrées that include a mixture of lettuce, chopped tomatoes, assorted raw sliced vegetables (such as cucumbers, carrots, celery and green or red bell peppers), fresh cut fruit slices, dried bread croutons, bacon bits, shredded cheese, and various types of common and custom salad dressing. A distinctively number of entrées include cooked cold meats (e.g., chicken, ham, or tuna fish), cooked beans (e.g., chick peas or kidney beans), deviled eggs, macaroni, cold pasta salads, corn chips, bread rolls, and the carious soups' of the day.

Consumers are given the opportunity to buy different salad portions that are priced according to a small-, medium- and large-size. The major design of SaladGo Gourmet Food Truck Services is to handle walk-up customers, where staff members are trained and encouraged to note customer suggestions and requests to spark future menu innovation, primarily to retain repeat consumers, and to increase revenue. This is a highly important activity for SaladGo Gourmet Food Truck Services since it is targeting a changing region of ethnic groups accustomed to their respective desire for fresh food preparation and favored ingredients.

Likewise, with the human race's lifespan strengthening each year, baby boomers and seniors will be a target market to the effect of prepared healthy meals. Baby boomers' and seniors' usage rate of restaurants is now heavier than younger generations thanks to the fast food revolution that grew exponentially throughout of the second half of the 20th Century. One example is how a growing number of consumers prefer gluten-free foods where SaladGo's menu will highlight entrées that benefit more healthful meal options.

Above all, SaladGo Gourmet Food Truck Services is taking on the ultimate business enterprise as the outcome of our service delivery can have ill-effects on human life if not taken with the highest level of care and respect. Food safety is a scientific discipline describing handling, preparation, and storage of food in ways that prevent food borne illness. Food borne illness will undoubtedly place the businesses longevity in serious peril if not prevented at all times.

SaladGo Gourmet Food Truck Services will establish a number of mandatory routines to follow by every staff member to avoid potentially severe health hazards. Safety is both the employee and customer is a constant reminder for daily operations. SaladGo Gourmet Food Truck Services' standard practice includes all food safety considerations from the origins of food, food labeling, food hygiene, food additives and even

SaladGo Gourmet Food Truck

pesticide residues. SaladGo Gourmet Food Truck Services will fully adhere to existing policies on biotechnology and food guidelines for the management of governmental import and export inspection and certification systems for foods.

SaladGo Gourmet Food Truck Services has to stay extremely strict in this area with no room to adjust as safe delivery and preparation of the food for the consumer is paramount. The SaladGo Gourmet Food Truck Services daily food cannot transmit disease and it will stay vigilant to avoid the possibilities to be a space for bacterial growth that can cause food poisoning.

4.0 Market Analysis Summary

SaladGo Gourmet Food Truck Services' business plan takes on a geographic area that is recovering from significant business erosion from over the past forty years. The city of Compton's revitalization is looking good with a stable city population of 93,493 people. The shifts and diversity impacts on SaladGo Gourmet Food Truck Services' overall menu will not take on a significant problems since the ingredients are globally common. SaladGo Gourmet Food Truck Services' management is critically mindful of the influence of the growing Hispanic population and will offer the Latin popularity of fruits, juice drinks and more flavorful spices and seasonings.

More critical in demographic changes are focused in how people use mobile devices that continue to grow as an important tool for consumers, who expect most of their needs to be met with the devices. SaladGo Gourmet Food Truck Services will seek out methods to accommodate customers who suggest their desire to use mobile devices for ordering and paying for meals. SaladGo Gourmet Food Truck Services wants to take advantage of the possible free advertising that results more and more from customers self-reporting on their meal experiences.

4.1 Market Segmentation

The North American Industry Classification System (NAICS Codes) used for mobile food services is 72233. Demand for food trucks and street vendors has soared in the past ten years and revenue will continue to grow steadily during the next five years. With consumer spending back on track, firms will incorporate unique and healthy food options to entice customers. Though competition from other restaurants and food establishments will remain strong, gourmet food trucks can provide quality and personal service to gain revenue.

- About 96.4% of mobile food service industry revenue is derived from the sale of food and drinks to customers who eat it on-the go. This overwhelming majority is a result of vendors not typically providing tables and chairs for customers' use.
- Due to the strict health regulations regarding cleanliness of vehicles, food preparation and storage, operators are usually linked to wholesale supermarkets or similar establishments that can provide food and beverages in accordance with these requirements.
- The biggest buyers of foods from mobile vendors are young adults and parents with children at home. Those aged 25 to 34 are the largest consumers of snacks from mobile vendors, spending an average of \$44 a month.
- The industry is heavily concentrated in urban areas, and is thriving in cities such as L.A, Portland, New York, Austin and San Francisco.
- Many of these cities have several web sites dedicated to tracking mobile food trucks.

SaladGo Gourmet Food Truck Services understand the importance of demographics, consumer tastes, and personal income is at the hub of our product demands. SaladGo's profitability is derived as a food truck provider, which means the better efficiency in operations the greater return will can anticipate in achieving high volume sales.

SaladGo Gourmet Food Truck

Unlike full service brick and mortar restaurants that rely on high-margin items and effective marketing to reach optimum profits, SaladGo Gourmet Food Truck Services will rely on high transactions to increase profits from providing fresh food served to customers who make personal orders and pay at a counter before dining.

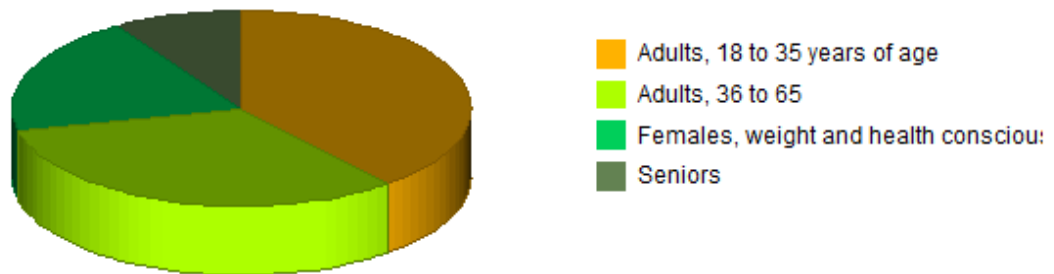
The largest disadvantage that SaladGo has compared to large companies falls in the areas of volume purchasing, financing, and broad-based marketing. This is where SaladGo Gourmet Food Truck Services staff members are explained and trained on the importance to compete by offering superior fresh food and courteous service.

The National Restaurant Association shares current trends in consumer behaviors and their current interests are in what they eat and where their food comes from. This is a perfect fit for SaladGo Gourmet Food Truck Services to share and reflect in our menu the provenance of various food and beverage items, unique aspects of how they are prepared and presented, as well as the dietary profiles of those meals.

Table: Market Analysis

Market Analysis		Year 1	Year 2	Year 3	Year 4	Year 5	CAGR
Potential Customers	Growth						
Adults, 18 to 35 years of age	11%	30,000	33,300	36,963	41,029	45,542	11.00%
Adults, 36 to 65	15%	25,000	28,750	33,063	38,022	43,725	15.00%
Females, weight and health conscious	25%	15,000	18,750	23,438	29,298	36,623	25.00%
Seniors	8%	7,000	7,560	8,165	8,818	9,523	8.00%
Total	15.16%	77,000	88,360	101,629	117,167	135,413	15.16%

Market Analysis (Pie)



SaladGo Gourmet Food Truck

4.2 Target Market Segment Strategy

Developing a local marketing strategy will be something not commonly used in the City of Compton due to how most newer companies are big box companies that lean on national marketing campaigns to drive customers. SaladGo Gourmet Food Truck Services will change that paradigm of being a product- and price-focused sales organization, to that of becoming a customer- and market-focused organization.

Every employee will share responsibility for customer satisfaction. We will accomplish this through the encouraging every staff member to want to own and operate their own SaladGo Gourmet Food Truck Services, with special attention to employee business learning and personal growth. Our market segmentation strategy is straightforward, and addresses all components of the Compton and surrounding communities.

4.3 Service Business Analysis

According to Los Angeles-based industry-research firm IBISWorld, the street-food business -- including mobile food trucks and non mechanized carts -- is a \$1 billion industry that has seen an 8.4% growth rate from 2007 to 2012. It is very entrepreneurial: 78% of operators have four or fewer employees.

Gourmet Food Truck kitchens average 18' in length and are furnished with client-specific equipment for moderate to high volume fare. The gourmet catering truck — a full service stand-up rolling kitchen. Usually this type of catering truck is manned by 2-3 people. One may work the crowd outside collecting money and passing orders to those inside who are doing the cooking and packaging. This is where salads and other specialty items are prepared to order on the spot.

4.3.1 Competition and Buying Patterns

The gourmet food truck services industry is highly competitive with respect to price, value and promotions, service, location, and food quality. SaladGo Gourmet Food Truck Services will have to compete for customer traffic by aggressively marketing to local residential consumers over national chain quick service restaurants in the area (McDonalds, TGIF, Taco Bell, Burger King, IHOP, etc).

SaladGo Gourmet Food Truck Services could easily be unable to gain market share if it does not focus on value to the proportions and nutrition derived from each of its entrées. For example, McDonald's offering of salads is a direction competition, however, the nutritional value does not compare with the SaladGo Gourmet Food Truck Services items, meaning aggressive marketing will differentiate the value of SaladGo products.

SaladGo Gourmet Food Truck Services is in the potatoes for french fries; tomatoes, lettuce, onions, artichoke hearts, beets, broccoli, cucumbers, edamame, jicama, mushrooms, pasta, red peppers, sprouts, zucchini and big sexy avocados are part of the various items in salads that are built on romaine, field greens, and spinach and the super food kale.

Schools, Churches, Homeowners Associations, Chambers, Catering companies, and Sports organizations will all benefit from supporting and patronizing SaladGo Gourmet Food Truck Services.

SaladGo Gourmet Food Truck

5.0 Web Plan Summary

SaladGo Gourmet Food Truck Services' website is an opportunity to constantly offer current information on menu offerings, public service health announcements and complimentary/coupon specials.

5.1 Website Marketing Strategy

Our website will be promoted on all relevant restaurant referral web sites. To make best use of our site building budget SaladGo Gourmet Food Truck Services will seek the advice and web building templates offered by Dining Image, owned and operated by Studioality. Studioality is the current restaurant industry web sites builder leader, working with some of the country's most successful chefs and restaurateurs. Their web site address is <http://www.diningimage.com/>.

5.2 Development Requirements

The SaladGo Gourmet Food Truck Services website will be initially developed with few technical resources, where the domain address SaladGo.com is already purchased through an address hosting provider, Register.com services. The maintenance of the site will be done by a trusted staff member versed in web site services. As the website rolls out future development such as newsletters and other related gourmet food truck service related issues will be added with trackable download and the newsletter capabilities.

6.0 Strategy and Implementation Summary

SaladGo Gourmet Food Truck Services has clearly defined the target market of healthy diners and have differentiated ourselves by offering a unique solution to our customers information needs. Our sales and marketing strategy will be a combination of targeted mass regional marketing techniques, as well as a focused direct sales team approach. Reasonable sales targets have been established with an implementation plan designed to ensure the goals set forth below are achieved.

6.1 SWOT Analysis

The following SWOT analysis captures the key strengths and weaknesses within the company, and describes the opportunities and threats facing SaladGo Gourmet Food Truck Services.

6.1.1 Strengths

The following SWOT analysis captures the key strengths and weaknesses within the company, and describes the opportunities and threats facing SaladGo Gourmet Food Truck Services.

- **Knowledgeable and friendly staff.** Our executive management is dedicated to make SaladGo Gourmet Food Truck Services the best in recruiting and staffing people with a passion for delivering quality meals to all customers. The goal of training each staff member is to create a strong knowledgeable based of produce and equally eager to share that knowledge with customers in pleasing manner.
- **Signature Flavors.** SaladGo Gourmet Food Truck Services will have an advantage in the area of dressing-up flavors where no competitor can make the rapid changes in product delivery, thereby

SaladGo Gourmet Food Truck

- being able to keep seasonal freshness with local herbs and spices in dressing development.
- ***Innovative and Strong Branding.*** Part of the SaladGo Gourmet Food Truck Services experience includes receiving take-out dining materials not usually found with Pizza, Sandwich and Burger gourmet food truck services. SaladGo Gourmet Food Truck Services' customers enjoy informative displays, fast service, and high-quality ingredients.
- ***Up-scale ambiance.*** Even though SaladGo Gourmet Food Truck Services does not have control over its surrounding city scape, when you walk up to a SaladGo Gourmet Food Truck you will feel product freshness. The tires, side walls, windows, counter tops and utensils will have consistent cleanliness. Where possible, SaladGo Gourmet Food Truck Services will place temporary dining tables, lighting and art that expresses fresh fruits and vegetables helps to set the digesting mood.
- ***Clear vision of the market need.*** SaladGo Gourmet Food Truck Services management knows what it takes to build an upscale mobile dining experience. We know the customers, we know the community of Compton, and we know how to build the service that will bring the two together.

6.1.2 Weaknesses

- SaladGo Gourmet Food Truck Services is entering a rapidly growing competitive operation with comparably increasing regulations over parking rules and health regulations.
- SaladGo Gourmet Food Truck Services will need to focus on how to best differentiate its services and product delivery from both local mobile food truck services and the traditional quick-service restaurants (QSR), such as McDonalds, Subway, Taco Bell, Baja Fresh, Jack-in-the-Box, etc.
- SaladGo Gourmet Food Truck Services will be challenged as a start-up to quickly distinguish between food freshness vs. speed of service, food variety and menu offerings vs. value pricing, and unique, positive experience vs. utilitarian everything.
- SaladGo Gourmet Food Truck Services is a start-up that will have considerable lack of expertise from executive management and some staff members, limited resources from time in the business to garner partners and suppliers, lack of access to skills or technology, and less than prime business locations.

6.1.3 Opportunities

As the gourmet food truck industry rises, perspective clientele are raising their dining profile on more healthy menu and meal selections. Fast food has been completely associated with poor meal selection, whereas SaladGo Gourmet Food Truck Services is raising the mobile dining experience that is making it poised to take advantage of being the number one food truck serving up meals just as quickly as traditional fast-food chains while using healthy, fresh locally grown ingredients to create wholesome meals.

More and more customers who dine out are preferring to seek out healthy options over that of eating fatty processed foods. SaladGo Gourmet Food Truck Services has a large opportunity to define what healthy fast-food eating means for the City of Compton and surrounding area consumer. Additionally, it is hard to foresee the economy to slip back into another economic slump that would impede the growth of the fast-casual segment. The average cost for a lunch at a fast-casual restaurant ranges from \$10 to \$15, which is a value SaladGo Gourmet Food Truck Services will work at beating with an average price of \$7- \$12 in order to prevent the preception of having people struggle to eat within their food budget.

SaladGo Gourmet Food Truck

6.1.4 Threats

Traditional fast-food chains have extremely strong well established distribution systems and globally recognized brands. This means that their management will not sit idle by while SaladGo Gourmet Food Truck Services attempt at taking market share in the Compton area. Competing fast food operations will seek out marketing and menu changes to go from unhealthy meals to more healthy salads, wraps and snacks at a fraction of the projected price offerings of SaladGo Gourmet Food Truck Services' menu items. This is a potential threat that can dampen SaladGo Gourmet Food Truck Services' momentum by eliminating newly acquired customers who can easily fall back into their favorite long time fast food eatery.

6.2 Competitive Edge

The competitive edge for SaladGo Gourmet Food Truck Services for the mobile dining industry is divided into two market segments, families and individuals. The families in Compton have a variety of approaches where parents eat one way and their offspring are accommodated with something more contemporary. The majority of lunch time business at SaladGo Gourmet Food Truck Services will come from the individual segment. We project a much higher family segment growth in the second year, where individual when evenings and weekends are an offering.

SaladGo Gourmet Food Truck Services is planning to operate more within the business and event niche of the mobile dining services industry, thereby competing against fast food and traditional sit down restaurants. SaladGo Gourmet Food Truck Services' competitive edge is a combination of its unique friendly knowledgeable staff services that is translated to sound customer interaction. SaladGo Gourmet Food Truck Services will have an edge in building relationships of trust and satisfaction with its customers that will result in these customers depending on receiving services ranging from gourmet and organic to all natural and locally sourced, prepared fresh daily, and conveniently delivered complete with casual-dining standards.

6.3 Marketing Strategy

Since individuals are the main target customer during the first year of business, SaladGo Gourmet Food Truck Services will use a marketing strategy to be part of the snap decisions about where to eat that often occurs among individual diners. SaladGo Gourmet Food Truck Services is uniquely positioned to serve the needs of these consumers that are constantly on-the-go by employing direct digital marketing strategies, such as e-mail, Web, and mobile channels using an e-mail address, a Web browser cookie, and mobile phone numbers.

SaladGo Gourmet Food Truck Services will examine the flow of traffic and provide the best customer attraction related to flex-casual service concepts, such as offering quick service for the lunch crowd and looking to meet a Saturday and Sunday event clientele in the second year of operation.

In order to build a long-term business SaladGo Gourmet Food Truck Services will have healthful and creative kids' meals to make an impression on their viability to want SaladGo Gourmet Food Truck Services meals when they become an adult. McDonalds raised a nation with catering to children and today their emphasis is on the adults who have been loyal for roughly fifty years.

SaladGo Gourmet Food Truck Services will continually add health messages that resonate with the community members. There are ten dialysis centers actively operating within a five-mile radius from Compton City Hall. This indicates just how prevalent health is to the community residents, which offers a wide latitude on marketing strategies to improve health through eating fresh fruits and vegetables. A sexy example of unique marketing strategy is to inform consumers on the top foods that help boost the libido (Black Raspberries, Broccoli, Cloves, Figs, Watermelon, Eggs, Ginseng, Saffron, Iceberg lettuce, and Ginger), which is a huge strategy to drive customers.

6.4 Sales Strategy

The gourmet food truck requiring taking food quality to a higher level. SaladGo Gourmet Food Truck Services will hire and encourage its employees to operate as ambitious young chefs who offer cuisine not typically found in food trucks, such as specialty salads. In addition, SaladGo Gourmet Food Truck Services will inform our clientele as to where we will be parked through our web sites and social media sites like Twitter.

6.4.1 Sales Forecast

The chart and table below show SaladGo Gourmet Food Truck Services' projected Sales Forecast. Annual projections for three years are shown here, with first year monthly figures in the appendix.

SaladGo Gourmet Food Truck

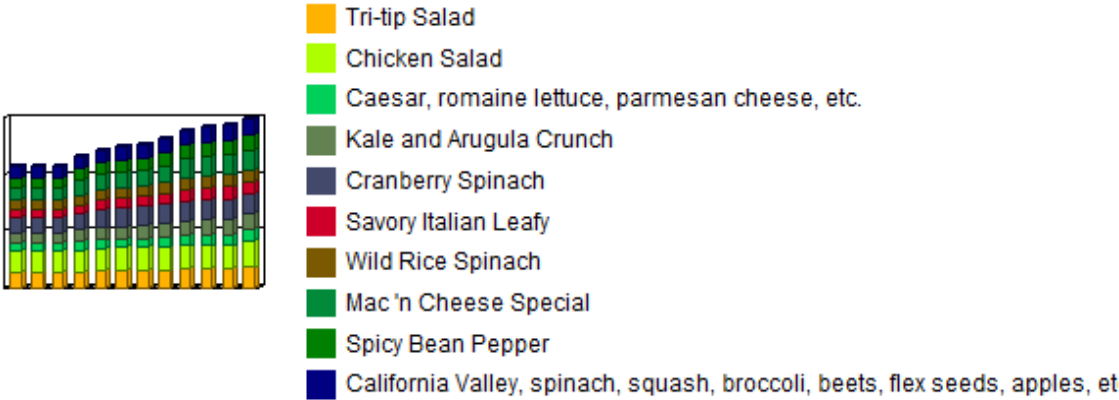
Table: Sales Forecast

Sales Forecast			
	Year 1	Year 2	Year 3
Unit Sales			
Tri-tip Salad	3,025	3,500	4,000
Chicken Salad	4,125	4,500	5,000
Caesar, romaine lettuce, parmesan cheese, etc.	2,800	3,000	4,000
Kale and Arugula Crunch	3,900	4,500	5,500
Cranberry Spinach	5,450	6,000	6,500
Savory Italian Leafy	3,000	3,500	4,000
Wild Rice Spinach	3,150	3,800	4,500
Mac 'n Cheese Special	4,900	5,700	6,700
Spicy Bean Pepper	3,750	4,500	5,000
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	4,100	5,000	6,000
Total Unit Sales	38,200	44,000	51,200
Unit Prices			
Tri-tip Salad	\$11.75	\$11.75	\$11.75
Chicken Salad	\$11.75	\$11.75	\$11.75
Caesar, romaine lettuce, parmesan cheese, etc.	\$7.00	\$7.00	\$7.00
Kale and Arugula Crunch	\$7.00	\$7.00	\$7.00
Cranberry Spinach	\$7.00	\$7.00	\$7.00
Savory Italian Leafy	\$7.00	\$7.00	\$7.00
Wild Rice Spinach	\$7.00	\$7.00	\$7.00
Mac 'n Cheese Special	\$7.00	\$7.00	\$7.00
Spicy Bean Pepper	\$7.00	\$7.00	\$7.00
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	\$7.00	\$7.00	\$7.00
Sales			
Tri-tip Salad	\$35,544	\$41,125	\$47,000
Chicken Salad	\$48,469	\$52,875	\$58,750
Caesar, romaine lettuce, parmesan cheese, etc.	\$19,600	\$21,000	\$28,000
Kale and Arugula Crunch	\$27,300	\$31,500	\$38,500
Cranberry Spinach	\$38,150	\$42,000	\$45,500
Savory Italian Leafy	\$21,000	\$24,500	\$28,000
Wild Rice Spinach	\$22,050	\$26,600	\$31,500
Mac 'n Cheese Special	\$34,300	\$39,900	\$46,900
Spicy Bean Pepper	\$26,250	\$31,500	\$35,000
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	\$28,700	\$35,000	\$42,000
Total Sales	\$301,363	\$346,000	\$401,150
Direct Unit Costs			
Tri-tip Salad	\$0.03	\$0.03	\$0.03
Chicken Salad	\$0.03	\$0.03	\$0.03
Caesar, romaine lettuce, parmesan cheese, etc.	\$0.02	\$0.02	\$0.02
Kale and Arugula Crunch	\$0.00	\$0.00	\$0.00
Cranberry Spinach	\$0.00	\$0.00	\$0.00
Savory Italian Leafy	\$0.00	\$0.00	\$0.00
Wild Rice Spinach	\$0.00	\$0.00	\$0.00
Mac 'n Cheese Special	\$0.00	\$0.00	\$0.00
Spicy Bean Pepper	\$0.00	\$0.00	\$0.00
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	\$0.02	\$0.02	\$0.02
Direct Cost of Sales			
Tri-tip Salad	\$89	\$103	\$118
Chicken Salad	\$121	\$132	\$147
Caesar, romaine lettuce, parmesan cheese, etc.	\$49	\$53	\$70
Kale and Arugula Crunch	\$0	\$0	\$0
Cranberry Spinach	\$0	\$0	\$0
Savory Italian Leafy	\$0	\$0	\$0
Wild Rice Spinach	\$0	\$0	\$0

SaladGo Gourmet Food Truck

Mac 'n Cheese Special	\$0	\$0	\$0
Spicy Bean Pepper	\$0	\$0	\$0
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	\$72	\$88	\$105
Subtotal Direct Cost of Sales	\$331	\$375	\$439

Sales Monthly



Sales by Year



SaladGo Gourmet Food Truck

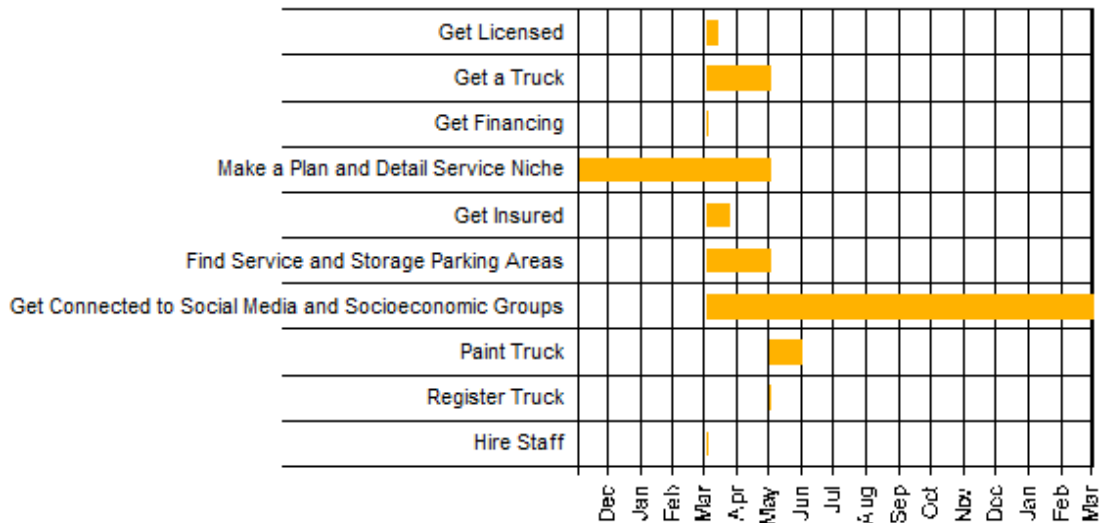
6.5 Milestones

The following table lists important program milestones, with dates and managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

Table: Milestones

Milestone	Start Date	End Date	Budget	Manager	Department
Get Licensed	3/4/2016	3/14/2016	\$4,000	KW	Owner
Get a Truck	3/4/2016	5/3/2016	\$75,000	KW	Owner
Get Financing	3/4/2016	3/4/2016	\$25,000	KW	Owner
Make a Plan and Detail Service Niche	11/3/2015	5/2/2016	\$500	KW	Owner
Get Insured	3/4/2016	3/24/2016	\$5,000	KW	Owner
Find Service and Storage Parking Areas	3/4/2016	5/2/2016	\$5,000	KW	Owner
Get Connected to Social Media and Socioeconomic Groups	3/4/2016	3/3/2017	\$2,500	KW	Owner
Paint Truck	5/3/2016	6/2/2016	\$7,000	KW	Owner
Register Truck	5/3/2016	5/3/2016	\$500	KW	Owner
Hire Staff	3/4/2016	3/4/2016	\$25,000	KW	Owner
Totals			\$149,500		

Milestones



SaladGo Gourmet Food Truck

7.0 Management Summary

SaladGo Gourmet Food Truck Services offers fast-casual/quick heathy meals with a limited service and menu items when compared to a full service restaurant. SaladGo Gourmet Food Truck Services has no plans to carry liquor sales, and will not offer table service to start off. Even with a narrow menu, SaladGo Gourmet Food Truck Services will take advantage of catering to an extremely price sensitive consumer-base to keep them expecting top level service with delivering accurate orders in a clean environment.

The employee "turnover culture" found within the overall hospitality industry is higher than most other retail operations. In fact most restaurants accept turnover as part of the workplace culture despite the high cost of turnover. SaladGo Gourmet Food Truck Services will work to reduce the common frustration restaurant workers experience that contribute to their need to change jobs, including attracting customers year-round to reduce seasonality of the operation, have management share big growth ideas to limit a prevalence of being a small operation, keep a pleasant physical working condition, establish the best flexible and convenient working hours for staff members, and strive to encourage career opportunities for front-line jobs at a comparative wage level.

7.1 Personnel Plan

There are currently less than three employees of SaladGo Gourmet Food Truck Services. The growth of the company will be determined by how accurately and efficiently the company is able to implement the facets of this business plan.

Each member of the SaladGo Gourmet Food Truck Services team is highly valued; everyone is expected to have opinions, as it is a team that will make this company excel. It is the mission of the company to employ people who are committed to a high standard of excellence, who thrive on a team atmosphere, and who have outstanding customer service skills. This workplace idealism is represented by **Krystyl Wright** the founder and owner, and will continue to be the guideline by which new team members are hired.

Table: Personnel

Personnel Plan	Year 1	Year 2	Year 3
Owner	\$12,000	\$15,000	\$18,000
Driver - Preparations	\$30,000	\$38,000	\$43,000
Line Cook	\$30,276	\$39,000	\$44,000
Order Takers - Preparations	\$20,004	\$25,000	\$30,000
Total People	3	4	6
Total Payroll	\$92,280	\$117,000	\$135,000

8.0 Financial Plan

The following sub topics help present the financial plan for SaladGo Gourmet Food Truck Services.

SaladGo Gourmet Food Truck

8.1 Start-up Funding

SaladGo Gourmet Food Truck Services start-up costs are detailed above, in the Start-up Table. The following table shows how these start-up costs will be funded by owner and investor capital.

Table: Start-up Funding

<u>Start-up Funding</u>	
Start-up Expenses to Fund	\$109,675
Start-up Assets to Fund	\$135,000
Total Funding Required	\$244,675
<u>Assets</u>	
Non-cash Assets from Start-up	\$110,000
Cash Requirements from Start-up	\$25,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$25,000
Total Assets	\$135,000
<u>Liabilities and Capital</u>	
<u>Liabilities</u>	
Current Borrowing	\$75,000
Long-term Liabilities	\$75,000
Accounts Payable (Outstanding Bills)	\$10,000
Other Current Liabilities (interest-free)	\$2,000
Total Liabilities	\$162,000
<u>Capital</u>	
<u>Planned Investment</u>	
Owner	\$0
Investor	\$0
Additional Investment Requirement	\$82,675
Total Planned Investment	\$82,675
Loss at Start-up (Start-up Expenses)	(\$109,675)
Total Capital	(\$27,000)
<u>Total Capital and Liabilities</u>	
	\$135,000
<u>Total Funding</u>	
	\$244,675

8.2 Important Assumptions

The table below presents the assumptions used in the financial calculations of this business plan.

SaladGo Gourmet Food Truck

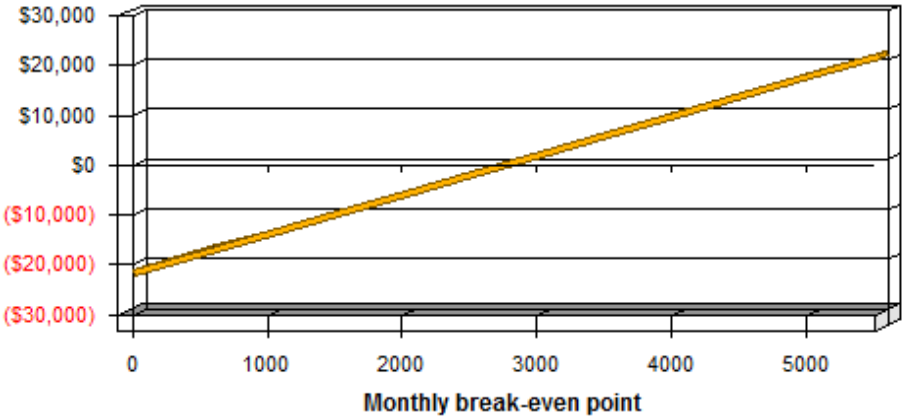
8.3 Break-even Analysis

For our break-even analysis, we assume running costs of approximately \$22,000 per month, which includes our full payroll, rent, and permits, supplies and an estimation of other running costs.

Table: Break-even Analysis

Break-even Analysis	
Monthly Units Break-even	2,772
Monthly Revenue Break-even	\$21,868
Assumptions:	
Average Per-Unit Revenue	\$7.89
Average Per-Unit Variable Cost	\$0.01
Estimated Monthly Fixed Cost	\$21,844

Break-even Analysis



Break-even point = where line intersects with 0

8.4 Projected Profit and Loss

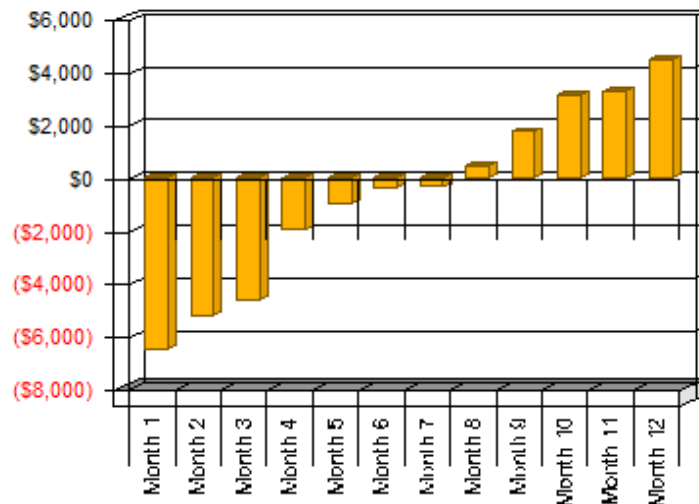
Month-by-month assumptions for profit and loss are included in the appendix.

SaladGo Gourmet Food Truck

Table: Profit and Loss

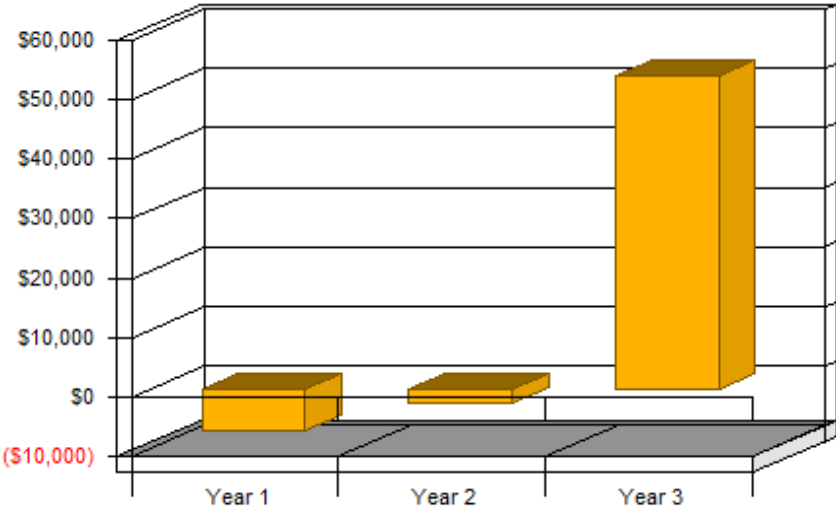
Pro Forma Profit and Loss			
	Year 1	Year 2	Year 3
Sales	\$301,363	\$346,000	\$401,150
Direct Costs of Goods	\$331	\$375	\$439
Other Costs of Goods	\$30,000	\$40,000	\$50,000
Cost of Goods Sold	\$30,331	\$40,375	\$50,439
Gross Margin	\$271,032	\$305,625	\$350,711
Gross Margin %	89.94%	88.33%	87.43%
Expenses			
Payroll	\$92,280	\$117,000	\$135,000
Marketing/Promotion	\$21,000	\$18,000	\$15,000
Depreciation	\$3,600	\$3,600	\$3,600
Retrofit Truck	\$36,000	\$36,000	\$2,500
Menu Development	\$3,500	\$3,500	\$3,500
Insurance	\$6,000	\$6,000	\$6,000
Payroll Taxes	\$13,842	\$17,550	\$20,250
Truck Maintenance	\$4,800	\$5,000	\$6,000
Permits and Licenses	\$5,300	\$6,000	\$6,000
Truck Fuel	\$18,000	\$18,000	\$20,000
Kitchen Preparation/Storage	\$24,000	\$24,000	\$24,000
Rental	\$6,000	\$6,000	\$6,000
Parking	\$6,000	\$6,000	\$6,000
Promotions	\$6,000	\$6,000	\$6,000
Take-out Containers and Related Supplies	\$18,200	\$20,000	\$20,000
Other	\$3,600	\$3,600	\$3,600
Total Operating Expenses	\$262,122	\$290,250	\$277,450
Profit Before Interest and Taxes	\$8,910	\$15,375	\$73,261
EBITDA	\$12,510	\$18,975	\$76,861
Interest Expense	\$15,780	\$17,640	\$20,540
Taxes Incurred	\$0	\$0	\$0
Net Profit	(\$6,870)	(\$2,265)	\$52,721
Net Profit/Sales	-2.28%	-0.65%	13.14%

Profit Monthly

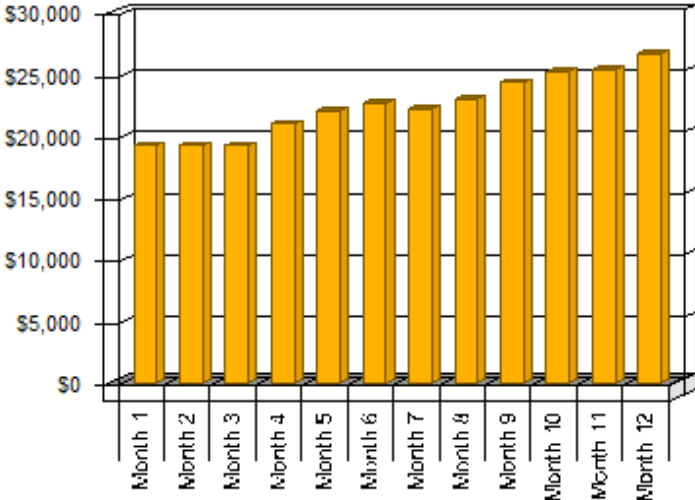


SaladGo Gourmet Food Truck

Profit Yearly

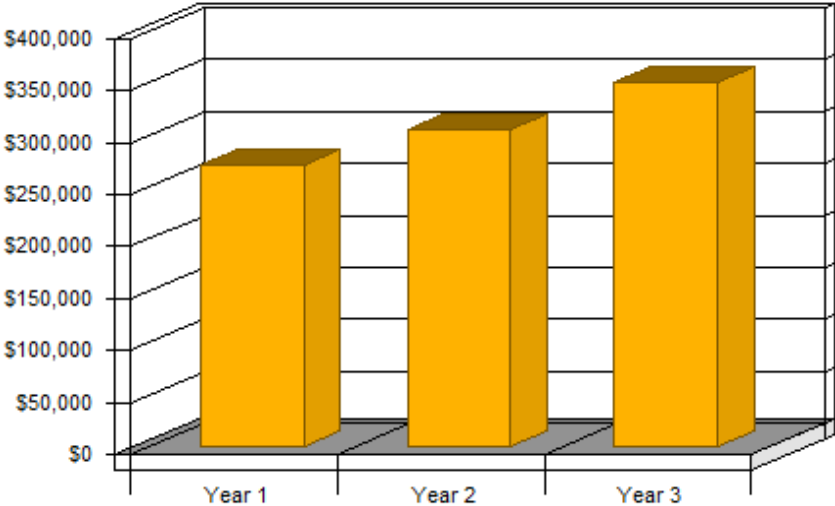


Gross Margin Monthly



SaladGo Gourmet Food Truck

Gross Margin Yearly



8.5 Projected Cash Flow

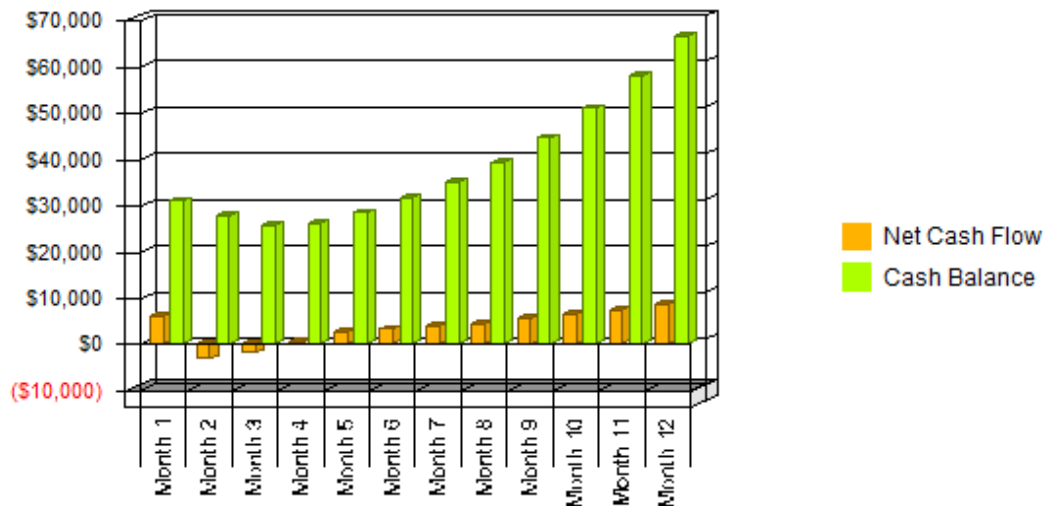
The following chart and table show the project cash flow for SaladGo Gourmet Food Truck Services.

SaladGo Gourmet Food Truck

Table: Cash Flow

Pro Forma Cash Flow	Year 1	Year 2	Year 3
Cash Received			
Cash from Operations			
Cash Sales	\$301,363	\$346,000	\$401,150
Subtotal Cash from Operations	\$301,363	\$346,000	\$401,150
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$27,123	\$31,140	\$36,104
New Current Borrowing	\$20,400	\$30,000	\$40,000
New Other Liabilities (interest-free)	\$12,000	\$12,000	\$12,000
New Long-term Liabilities	\$2,400	\$2,400	\$2,400
Sales of Other Current Assets	\$2,400	\$5,000	\$5,000
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$4,800	\$2,000	\$2,500
Subtotal Cash Received	\$370,485	\$428,540	\$499,154
Expenditures			
Expenditures from Operations			
Cash Spending	\$92,280	\$117,000	\$135,000
Bill Payments	\$205,672	\$225,633	\$211,295
Subtotal Spent on Operations	\$297,952	\$342,633	\$346,295
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$12,000	\$12,000	\$12,000
Principal Repayment of Current Borrowing	\$4,800	\$4,800	\$4,800
Other Liabilities Principal Repayment	\$6,000	\$6,000	\$6,000
Long-term Liabilities Principal Repayment	\$3,600	\$3,600	\$3,600
Purchase Other Current Assets	\$2,400	\$2,500	\$2,500
Purchase Long-term Assets	\$2,400	\$2,500	\$2,500
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$329,152	\$374,033	\$377,695
Net Cash Flow	\$41,333	\$54,507	\$121,458
Cash Balance	\$66,333	\$120,840	\$242,298

Cash



SaladGo Gourmet Food Truck

8.6 Projected Balance Sheet

Estimated balance sheets for the first years are provided below.

Table: Balance Sheet

Pro Forma Balance Sheet	Year 1	Year 2	Year 3
Assets			
Current Assets			
Cash	\$66,333	\$120,840	\$242,298
Other Current Assets	\$10,000	\$7,500	\$5,000
Total Current Assets	\$76,333	\$128,340	\$247,298
Long-term Assets			
Long-term Assets	\$102,400	\$104,900	\$107,400
Accumulated Depreciation	\$3,600	\$7,200	\$10,800
Total Long-term Assets	\$98,800	\$97,700	\$96,600
Total Assets	\$175,133	\$226,040	\$343,898
Liabilities and Capital			
Current Liabilities			
Accounts Payable	\$16,681	\$18,712	\$17,246
Current Borrowing	\$90,600	\$115,800	\$151,000
Other Current Liabilities	\$23,123	\$48,263	\$78,366
Subtotal Current Liabilities	\$130,403	\$182,775	\$246,612
Long-term Liabilities	\$73,800	\$72,600	\$71,400
Total Liabilities	\$204,203	\$255,375	\$318,012
Paid-in Capital	\$87,475	\$89,475	\$91,975
Retained Earnings	(\$109,675)	(\$116,545)	(\$118,810)
Earnings	(\$6,870)	(\$2,265)	\$52,721
Total Capital	(\$29,070)	(\$29,335)	\$25,885
Total Liabilities and Capital	\$175,133	\$226,040	\$343,898
Net Worth	(\$29,070)	(\$29,335)	\$25,885

8.7 Business Ratios

The following table shows our main business ratios, and is compared to national averages.

SaladGo Gourmet Food Truck

Table: Ratios

Ratio Analysis	Year 1	Year 2	Year 3	Industry Profile
Sales Growth	0.00%	14.81%	15.94%	2.43%
Percent of Total Assets				
Other Current Assets	5.71%	3.32%	1.45%	27.96%
Total Current Assets	43.59%	56.78%	71.91%	81.73%
Long-term Assets	56.41%	43.22%	28.09%	18.27%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	74.46%	80.86%	71.71%	33.50%
Long-term Liabilities	42.14%	32.12%	20.76%	12.92%
Total Liabilities	116.60%	112.98%	92.47%	46.42%
Net Worth	-16.60%	-12.98%	7.53%	53.58%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	89.94%	88.33%	87.43%	33.65%
Selling, General & Administrative Expenses	92.22%	88.99%	74.28%	16.61%
Advertising Expenses	6.97%	5.20%	3.74%	2.63%
Profit Before Interest and Taxes	2.96%	4.44%	18.26%	1.67%
Main Ratios				
Current	0.59	0.70	1.00	2.07
Quick	0.59	0.70	1.00	0.85
Total Debt to Total Assets	116.60%	112.98%	92.47%	54.15%
Pre-tax Return on Net Worth	23.63%	7.72%	203.67%	4.98%
Pre-tax Return on Assets	-3.92%	-1.00%	15.33%	10.86%
Additional Ratios				
	Year 1	Year 2	Year 3	
Net Profit Margin	-2.28%	-0.65%	13.14%	n.a
Return on Equity	0.00%	0.00%	203.67%	n.a
Activity Ratios				
Accounts Payable Turnover	12.73	12.17	12.17	n.a
Payment Days	28	28	31	n.a
Total Asset Turnover	1.72	1.53	1.17	n.a
Debt Ratios				
Debt to Net Worth	0.00	0.00	12.29	n.a
Current Liab. to Liab.	0.64	0.72	0.78	n.a
Liquidity Ratios				
Net Working Capital	(\$54,070)	(\$54,435)	\$685	n.a
Interest Coverage	0.56	0.87	3.57	n.a
Additional Ratios				
Assets to Sales	0.58	0.65	0.86	n.a
Current Debt/Total Assets	74%	81%	72%	n.a
Acid Test	0.59	0.70	1.00	n.a
Sales/Net Worth	0.00	0.00	15.50	n.a
Dividend Payout	0.00	0.00	0.00	n.a

Appendix

Table: Sales Forecast

Sales Forecast		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Tri-tip Salad	10%	225	225	225	225	250	250	250	250	275	275	275	300
Chicken Salad	10%	325	325	325	325	325	350	350	350	350	350	350	400
Caesar, romaine lettuce, parmesan cheese, etc.	10%	200	200	200	225	225	225	225	250	250	250	275	275
Kale and Arugula Crunch	10%	250	250	250	300	300	300	350	350	350	400	400	400
Cranberry Spinach	10%	400	400	400	400	450	450	450	500	500	500	500	500
Savory Italian Leafy	10%	200	200	200	200	250	250	250	250	300	300	300	300
Wild Rice Spinach	10%	225	225	225	250	250	250	275	275	300	300	300	300
Mac 'n Cheese Special	10%	300	300	300	400	400	400	400	400	500	500	500	500
Spicy Bean Pepper	10%	250	250	250	300	300	300	300	350	350	350	350	400
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	10%	300	300	300	300	300	350	350	350	350	400	400	400
Total Unit Sales		2,675	2,675	2,675	2,925	3,050	3,125	3,200	3,325	3,500	3,625	3,650	3,775
Unit Prices													
Tri-tip Salad		\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75
Chicken Salad		\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75	\$11.75
Caesar, romaine lettuce, parmesan cheese, etc.		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Kale and Arugula Crunch		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Cranberry Spinach		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Savory Italian Leafy		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Wild Rice Spinach		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Mac 'n Cheese Special		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Spicy Bean Pepper		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.		\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00
Sales													
Tri-tip Salad		\$2,644	\$2,644	\$2,644	\$2,644	\$2,938	\$2,938	\$2,938	\$2,938	\$3,231	\$3,231	\$3,231	\$3,525
Chicken Salad		\$3,819	\$3,819	\$3,819	\$3,819	\$3,819	\$4,113	\$4,113	\$4,113	\$4,113	\$4,113	\$4,113	\$4,700
Caesar, romaine lettuce, parmesan cheese, etc.		\$1,400	\$1,400	\$1,400	\$1,575	\$1,575	\$1,575	\$1,575	\$1,750	\$1,750	\$1,750	\$1,925	\$1,925
Kale and Arugula Crunch		\$1,750	\$1,750	\$1,750	\$2,100	\$2,100	\$2,100	\$2,450	\$2,450	\$2,450	\$2,800	\$2,800	\$2,800
Cranberry Spinach		\$2,800	\$2,800	\$2,800	\$2,800	\$3,150	\$3,150	\$3,150	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Savory Italian Leafy		\$1,400	\$1,400	\$1,400	\$1,400	\$1,750	\$1,750	\$1,750	\$1,750	\$2,100	\$2,100	\$2,100	\$2,100
Wild Rice Spinach		\$1,575	\$1,575	\$1,575	\$1,750	\$1,750	\$1,750	\$1,925	\$1,925	\$1,925	\$2,100	\$2,100	\$2,100
Mac 'n Cheese Special		\$2,100	\$2,100	\$2,100	\$2,800	\$2,800	\$2,800	\$2,800	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
Spicy Bean Pepper		\$1,750	\$1,750	\$1,750	\$2,100	\$2,100	\$2,100	\$2,100	\$2,450	\$2,450	\$2,450	\$2,450	\$2,800
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.		\$2,100	\$2,100	\$2,100	\$2,100	\$2,100	\$2,450	\$2,450	\$2,450	\$2,450	\$2,800	\$2,800	\$2,800
Total Sales		\$21,338	\$21,338	\$21,338	\$23,088	\$24,081	\$24,725	\$25,250	\$26,125	\$27,469	\$28,344	\$28,519	\$29,750
Direct Unit Costs													
Tri-tip Salad	0.25%	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03
Chicken Salad	0.25%	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03	\$0.03
Caesar, romaine lettuce, parmesan cheese, etc.	0.25%	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Kale and Arugula Crunch	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cranberry Spinach	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Savory Italian Leafy	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Wild Rice Spinach	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Mac 'n Cheese Special	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Spicy Bean Pepper	0.00%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	0.25%	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Direct Cost of Sales													
Tri-tip Salad		\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$7	\$8	\$8	\$8	\$9

Appendix

Chicken Salad	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$12
Caesar, romaine lettuce, parmesan cheese, etc.	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$5	\$5
Kale and Arugula Crunch	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cranberry Spinach	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Savory Italian Leafy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Wild Rice Spinach	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mac 'n Cheese Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Spicy Bean Pepper	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
California Valley, spinach, squash, broccoli, beets, flex seeds, apples, etc.	\$5	\$5	\$5	\$5	\$5	\$6	\$6	\$6	\$6	\$7	\$7	\$7
Subtotal Direct Cost of Sales	\$25	\$25	\$25	\$25	\$26	\$28	\$28	\$28	\$29	\$30	\$30	\$32

Appendix

Table: Personnel

Personnel Plan		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Owner	0%	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Driver - Preparations	0%	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Line Cook	0%	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523	\$2,523
Order Takers - Preparations	0%	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667
Total People		2	2	3	3	3	3	3	3	3	3	3	3
Total Payroll		\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690

Appendix

Table: Profit and Loss

Pro Forma Profit and Loss												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales	\$21,338	\$21,338	\$21,338	\$23,088	\$24,081	\$24,725	\$25,250	\$26,125	\$27,469	\$28,344	\$28,519	\$29,750
Direct Costs of Goods	\$25	\$25	\$25	\$25	\$26	\$28	\$28	\$28	\$29	\$30	\$30	\$32
Other Costs of Goods	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Cost of Goods Sold	\$2,025	\$2,025	\$2,025	\$2,025	\$2,026	\$2,028	\$3,028	\$3,028	\$3,029	\$3,030	\$3,030	\$3,032
Gross Margin	\$19,313	\$19,313	\$19,313	\$21,062	\$22,055	\$22,697	\$22,222	\$23,097	\$24,440	\$25,314	\$25,489	\$26,718
Gross Margin %	90.51%	90.51%	90.51%	91.23%	91.59%	91.80%	88.01%	88.41%	88.97%	89.31%	89.37%	89.81%
Expenses												
Payroll	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690
Marketing/Promotion	\$2,500	\$2,500	\$2,500	\$2,000	\$2,000	\$2,000	\$1,500	\$1,500	\$1,500	\$1,000	\$1,000	\$1,000
Depreciation	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Retrofit Truck	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Menu Development	\$500	\$400	\$300	\$200	\$200	\$200	\$200	\$300	\$300	\$300	\$300	\$300
Insurance	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Payroll Taxes	15% \$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154	\$1,154
Truck Maintenance	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Permits and Licenses	\$2,000	\$1,000	\$500	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Truck Fuel	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Kitchen Preparation/Storage Rental	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Parking	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Promotions	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Take-out Containers and Related Supplies	\$1,700	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Other	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Total Operating Expenses	\$24,544	\$23,244	\$22,644	\$21,744	\$21,744	\$21,744	\$21,244	\$21,344	\$21,344	\$20,844	\$20,844	\$20,844
Profit Before Interest and Taxes	(\$5,231)	(\$3,931)	(\$3,331)	(\$681)	\$312	\$954	\$979	\$1,753	\$3,096	\$4,471	\$4,645	\$5,874
EBITDA	(\$4,931)	(\$3,631)	(\$3,031)	(\$381)	\$612	\$1,254	\$1,279	\$2,053	\$3,396	\$4,771	\$4,945	\$6,174
Interest Expense	\$1,260	\$1,270	\$1,280	\$1,290	\$1,300	\$1,310	\$1,320	\$1,330	\$1,340	\$1,350	\$1,360	\$1,370
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit	(\$6,491)	(\$5,201)	(\$4,611)	(\$1,971)	(\$988)	(\$356)	(\$341)	\$423	\$1,756	\$3,121	\$3,285	\$4,504
Net Profit/Sales	-30.42%	-24.37%	-21.61%	-8.54%	-4.10%	-1.44%	-1.35%	1.62%	6.39%	11.01%	11.52%	15.14%

Appendix

Table: Cash Flow

Pro Forma Cash Flow	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received												
Cash from Operations												
Cash Sales	\$21,338	\$21,338	\$21,338	\$23,088	\$24,081	\$24,725	\$25,250	\$26,125	\$27,469	\$28,344	\$28,519	\$29,750
Subtotal Cash from Operations	\$21,338	\$21,338	\$21,338	\$23,088	\$24,081	\$24,725	\$25,250	\$26,125	\$27,469	\$28,344	\$28,519	\$29,750
Additional Cash Received												
Sales Tax, VAT, HST/GST Received	9.00%	\$1,920	\$1,920	\$1,920	\$2,078	\$2,167	\$2,225	\$2,273	\$2,351	\$2,472	\$2,551	\$2,567
New Current Borrowing		\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700	\$1,700
New Other Liabilities (interest-free)		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
New Long-term Liabilities		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Sales of Other Current Assets		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Sales of Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received		\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Subtotal Cash Received		\$26,758	\$26,758	\$26,758	\$28,665	\$29,749	\$30,450	\$31,023	\$31,976	\$33,441	\$34,395	\$35,928
Expenditures												
Expenditures from Operations												
Cash Spending		\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690	\$7,690
Bill Payments		\$10,661	\$19,795	\$18,529	\$17,929	\$17,069	\$17,080	\$17,108	\$17,605	\$17,712	\$17,706	\$17,234
Subtotal Spent on Operations		\$18,351	\$27,485	\$26,219	\$25,619	\$24,759	\$24,770	\$24,798	\$25,295	\$25,402	\$25,396	\$24,924
Additional Cash Spent												
Sales Tax, VAT, HST/GST Paid Out		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Principal Repayment of Current Borrowing		\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Other Liabilities Principal Repayment		\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Long-term Liabilities Principal Repayment		\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
Purchase Other Current Assets		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Purchase Long-term Assets		\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Dividends		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent		\$20,951	\$30,085	\$28,819	\$28,219	\$27,359	\$27,370	\$27,398	\$27,895	\$28,002	\$27,996	\$27,524
Net Cash Flow		\$5,807	(\$3,328)	(\$2,061)	\$447	\$2,389	\$3,080	\$3,624	\$4,081	\$5,439	\$6,399	\$7,062
Cash Balance		\$30,807	\$27,479	\$25,418	\$25,865	\$28,254	\$31,334	\$34,959	\$39,040	\$44,479	\$50,878	\$57,940

Appendix

Table: Balance Sheet

Pro Forma Balance Sheet													
Assets	Starting Balances	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Assets													
Cash	\$25,000	\$30,807	\$27,479	\$25,418	\$25,865	\$28,254	\$31,334	\$34,959	\$39,040	\$44,479	\$50,878	\$57,940	\$66,333
Other Current Assets	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Current Assets	\$35,000	\$40,807	\$37,479	\$35,418	\$35,865	\$38,254	\$41,334	\$44,959	\$49,040	\$54,479	\$60,878	\$67,940	\$76,333
Long-term Assets													
Long-term Assets	\$100,000	\$100,200	\$100,400	\$100,600	\$100,800	\$101,000	\$101,200	\$101,400	\$101,600	\$101,800	\$102,000	\$102,200	\$102,400
Accumulated Depreciation	\$0	\$300	\$600	\$900	\$1,200	\$1,500	\$1,800	\$2,100	\$2,400	\$2,700	\$3,000	\$3,300	\$3,600
Total Long-term Assets	\$100,000	\$99,900	\$99,800	\$99,700	\$99,600	\$99,500	\$99,400	\$99,300	\$99,200	\$99,100	\$99,000	\$98,900	\$98,800
Total Assets	\$135,000	\$140,707	\$137,279	\$135,118	\$135,465	\$137,754	\$140,734	\$144,259	\$148,240	\$153,579	\$159,878	\$166,840	\$175,133
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$10,000	\$19,177	\$17,930	\$17,360	\$16,500	\$16,510	\$16,521	\$17,014	\$17,121	\$17,132	\$16,659	\$16,669	\$16,681
Current Borrowing	\$75,000	\$76,300	\$77,600	\$78,900	\$80,200	\$81,500	\$82,800	\$84,100	\$85,400	\$86,700	\$88,000	\$89,300	\$90,600
Other Current Liabilities	\$2,000	\$3,420	\$4,841	\$6,261	\$7,839	\$9,506	\$11,232	\$13,004	\$14,855	\$16,828	\$18,878	\$20,945	\$23,123
Subtotal Current Liabilities	\$87,000	\$98,898	\$100,371	\$102,521	\$104,539	\$107,517	\$110,553	\$114,119	\$117,377	\$120,659	\$123,537	\$126,914	\$130,403
Long-term Liabilities	\$75,000	\$74,900	\$74,800	\$74,700	\$74,600	\$74,500	\$74,400	\$74,300	\$74,200	\$74,100	\$74,000	\$73,900	\$73,800
Total Liabilities	\$162,000	\$173,798	\$175,171	\$177,221	\$179,139	\$182,017	\$184,953	\$188,419	\$191,577	\$194,759	\$197,537	\$200,814	\$204,203
Paid-in Capital	\$82,675	\$83,075	\$83,475	\$83,875	\$84,275	\$84,675	\$85,075	\$85,475	\$85,875	\$86,275	\$86,675	\$87,075	\$87,475
Retained Earnings	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)	(\$109,675)
Earnings	\$0	(\$6,491)	(\$11,692)	(\$16,303)	(\$18,274)	(\$19,262)	(\$19,619)	(\$19,960)	(\$19,536)	(\$17,780)	(\$14,659)	(\$11,374)	(\$6,870)
Total Capital	(\$27,000)	(\$33,091)	(\$37,892)	(\$42,103)	(\$43,674)	(\$44,262)	(\$44,219)	(\$44,160)	(\$43,336)	(\$41,180)	(\$37,659)	(\$33,974)	(\$29,070)
Total Liabilities and Capital	\$135,000	\$140,707	\$137,279	\$135,118	\$135,465	\$137,754	\$140,734	\$144,259	\$148,240	\$153,579	\$159,878	\$166,840	\$175,133
Net Worth	(\$27,000)	(\$33,091)	(\$37,892)	(\$42,103)	(\$43,674)	(\$44,262)	(\$44,219)	(\$44,160)	(\$43,336)	(\$41,180)	(\$37,659)	(\$33,974)	(\$29,070)