

INTRODUCTION

In October 2013, when we were closing UnCorked Glens Falls, eighty-two households expressed their interest in our plans to return. We remain humbled and gratified by the community's demonstration of support and good will toward us.

We have spent the fall and winter designing a menu and kitchen, then gathered comments from friends in the restaurant business. We built in improvements they suggested, and then sized up the equipment, food and labor necessary to operate the new restaurant correctly. We are now happy to share our plan with you.

After eight years of operating our store on Glen Street, we remain convinced that the smaller wine store and larger restaurant/bar will fill an unmet need. We have also learned that we must not proceed with only the confidence of a single, or a few, investors.

Will you look over our business plan and share your comments? There are key areas where we will especially benefit from your personal opinion.

- Have we overlooked a major expense or strategic threat?
- Are our Menu items appetizing?
- Do our estimates of customer patronage, and average cover, seem realistic?
- Is our Financing Plan reasonable?

Will you help us build a new wine store and restaurant in the Wood Theater ?

We remain grateful that your household and so many others expressed interest in our future.

Your replies will determine whether we pursue this plan.

BackStage
RESTAURANT

Cheers,

Margot and Rich Cirino
UnCorkedGlensFalls@gmail.com
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UnCorked
Glens Falls



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OUR PLAN

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OUR MISSION

BackStage Restaurant will provide Downtown Glens Falls residents and visitors a place to gather and enjoy delicious food, refreshing beverage and each other's company.

UnCorked Glens Falls wine store's mission remains as it was, "To help you discover your new favorite wine."

OUR VISION

At UnCorked and BackStage we will:

- Put hospitality and the guest's experience first;
- Maintain attractive premises and storefronts;
- Provide a setting where guests can speak to and hear each other while enjoying their visit;
- Provide sound advice on food and beverage selection;
- Ask fair prices;
- Pay fair wages;
- Support local agriculture;
- Operate in an environmentally sustainable manner; and
- Enhance the Wood Theater's appeal.



Cheers,



THE UNMET NEEDS

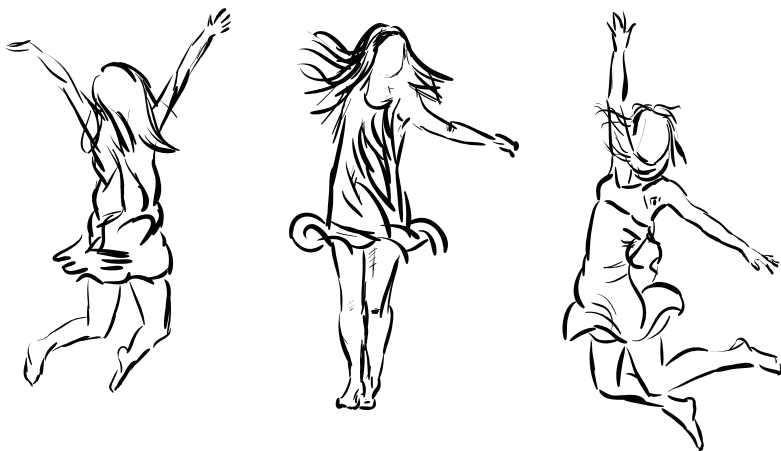
Almost every week, from the time we moved our wine store to Glen Street, a visitor to Glens Falls would approach our tasting counter and ask to purchase a glass of wine. Having only an off-premises license, we could offer only complimentary tastes. The newcomers were looking for a quiet wine bar, not a sports bar, and not a nightclub. They were also planning a medium to short visit for their refreshment. Glens Falls had nothing to offer.

The Wood Theater hosts over 100 performances per year. The Theater's small concession stand has limited capability and capacity. It cannot engage in noisy or aromatic food preparation during a performance, and it cannot comfortably serve the simplest refreshments to a full house in the time span of an intermission. The new restaurant will boost the building's capacity sufficiently to serve a full house at intermission.

The UnCorked Glens Falls wine store served thousands of households every year. Since our closure in October 2013, no other wine store has opened within miles of our location.

We have kept our telephone number, 518-743-WINE (9463), and it still receives several calls per week from shoppers looking for wine in Glens Falls.

We expect our regular customers to return, and for many others to join them as visitation to Downtown increases, and Downtown residential development continues.



BackStage RESTAURANT



FRESH & FRAGRANT



SMALL PLATES AND STARTERS

LOCAL CHEESE PLATE OR BAKED BRIE PAIRED WITH:

Maple-balsamic reduction | Local honey

BRUSCHETTA WITH CHOICE OF:

Fresh tomato, basil and mozzarella | Roasted eggplant tapenade | Sun-dried tomato and hummus
White bean, garlic, parmesan pâté | Warm goat cheese with balsamic reduction drizzle

FLAT-BREAD, GOAT CHEESE AND ROASTED OLIVE PLATE

QUINOA SALAD

ARANCINI WITH MOZZARELLA AND BABY SPINACH STUFFING

SOUP:

Minestrone | French onion | New England clam chowder | Fish chowder | Du jour

TORTILLA CHIPS WITH TWO OF:

Picante sauce | Eggplant tapenade
Guacamolé | Hummus and crisp, diced vegetables

SMALL OR ENTRÉE SIZE PLATES

Antipasto plate of baby greens, crunchy vegetables, fresh mozzarella, cured
sun-dried tomatoes, pepperoncini, salami, prosciutto

**BRATWURST WITH DIJON CREAM AND PICKLED RED CABBAGE
GARNISH ON A GRILLED PRETZEL ROLL**

SHEPHERD'S PIE

QUICHE DU JOUR

BEEF OR VEGETARIAN BURGER ON A GRILLED PEASANT BUN WITH ANY THREE OF:

Caramelized onions | Fresh onions | Baby greens | Fresh spinach
Shaved parmesan cheese | Crumbled bleu cheese | Swiss cheese
Cheddar cheese | Bacon | Sautéed mushrooms | Cured, sun-dried tomatoes
Fresh tomatoes | Roasted red peppers | Truffle mayonnaise

Local, grass-fed Beef add \$_.00, Local Lamb add \$_.00

GRILLED MEAT AND VEGETABLE SKEWERS

**FREE RANGE CHICKEN SALAD, SPRING GREENS AND AVOCADO
IN A WHOLE WHEAT, SUNDRIED TOMATO OR SPINACH WRAP**

BackStage RESTAURANT



FRESH & FRAGRANT



SMALL OR ENTRÉE SIZE PLATES

CHICKEN WINGS WITH:

Mild, medium, hot cayenne pepper | Smoked paprika molasses | Sage and sea salt | Naked

SWEET SAUSAGE WITH ONIONS AND PEPPERS ON A PRETZEL ROLL

FISH FRY WITH A GOLDEN PANKO CRUST ON A GRILLED NEW ENGLAND ROLL

BURRITTO OF REFRIED BEANS, FRESH CHEESE, BABY GREENS, AVOCADO

PASTA WITH:

Alfredo sauce | Vodka sauce | Marinara sauce | EVOO and fresh garlic

Mussels, garlic and white wine | Butter

(Anna's gluten-free pasta add \$_.00)

SIDES OR SAMPLER COMBINATIONS

Cole slaw | Baby greens | Tortilla chips | Guacamolé

Black beans and rice | Refried beans | Seasoned bar nuts and crunchies

Sautéed kale and white beans | Polenta parmesan croutons | Sweet corn

BAKED SWEET POTATO

WASHINGTON COUNTY POTATOES:

Baked | Spice-rubbed roasted | Frites | Mashed

Roasted garlic mashed | Bacon, mashed | Parmesan, mashed | Bacon, roasted garlic mashed

Bacon, parmesan, mashed | Bacon, roasted garlic, parmesan mashed

SWEETS

CHEESECAKE WITH FRUIT OR CHOCOLATE DRIZZLE

FRESH FRUIT PLATE (tree fruits, melons and berries in season)

HICKS ORCHARD CIDER GELATO

MUFFINS

GRILLED BEAR CLAW

ICE CREAM WITH FRUIT OR CHOCOLATE DRIZZLE

DEEP FRIED ICE CREAM WITH FRUIT OR CHOCOLATE DRIZZLE

BARBARA'S CINNAMON BUNS

CARAMEL AND SEA SALT POPCORN BALLS

BEVERAGES

Soft drinks | Hot & Iced teas

Coffee, Espresso & Cappuccino

Sparkling water | Beer (6 to 8 draft taps and dozens of bottled choices)

Wine (our specialty)

Liquor & Mixed drinks

THE BACKSTAGE MENU CONCEPT

Our dining menu features appetizers, light entrées and desserts. Our fare will be of far higher quality than quick serve, but still require much less time to serve than steakhouse or high cuisine fare. Guests will be welcome to eat at the bar, enjoy table service or grab a quick snack at intermission. At any one time, our menu will offer a subset of what you saw listed above. We composed an extensive list to give you a good impression of our style and concept. We will start with a streamlined version of this menu, then gauge customer demand and intent before expanding the number of simultaneous offerings.

With few exceptions, we will offer seasonal fare only within our local growing season. For efficiency, most ingredients in our kitchen's inventory will appear among several different menu items. Our specific offerings will vary with the availability of quality produce, the seasons, and the preferences our customers express. Many menu items will be suitable to guests following vegetarian or vegan diets.

We place a high priority on minimizing guests' wait for service, while still serving excellent quality food and beverage. We expect many of our early evening guests will be attending an event. Accordingly, our menu items must require fewer than fifteen (<15) minutes from the time they are "fired" to the time they have been plated. Most items will require fewer than eight (<8) minutes.

Theater intermissions will bring surges of customers. To deliver a quick service level at these peak times, we will offer three to five light menu items for purchase and pick up directly from the wait station. Our floor plan allows intermission customers to visit the wait station without encroaching upon our seated guests.

BackStage Restaurant & Bar will also be open well into the evening, so our guests may enjoy light fare and drinks after events. We will have a full bar, and given our thirteen years of wine industry experience, the BackStage wine selection will be superb, unique and a great value.

OPERATIONAL PLAN

BackStage Restaurant will initially operate as a supper and late-night venue, serving guests from Wednesday through Sunday. Most Wood Theater events are on these five days. Thursday through Saturday are the strongest days of the week for evening dining. On Sunday, there are many fewer choices for dining. BackStage Restaurant will offer Downtown guests an additional, Sunday dining choice.

At the beginning, we will be conservative with our schedule. It is better to establish our operations solidly before expanding our hours. As soon as we can, we will strengthen our staffing and serve guests on Mondays, Tuesdays and at lunchtime.

The key assumptions in our operational plan are the Average Bar Cover of \$14, Average Dining Cover of \$22, and the number of guests who will visit during each day of our business week. (1 cover = 1 guest served).

We believe that the figures below are a reasonable estimate of patronage. Please examine them. Do they seem realistic to you?

	Wednesday	Thursday	Friday	Saturday	Sunday
Bar Hours	4pm – 10pm	4pm – 10pm	3pm – 1am	3pm – 1am	3pm – 9pm
Guests Served	36 (19)	60 (31)	150 (78)	150 (78)	30 (16)
Restaurant Hours	5pm – 9pm	5pm – 9pm	5pm – 10pm	5pm – 10pm	4pm – 8pm
Guests Served	36 (19)	56 (29)	95 (48)	95 (48)	45 (23)

Bold numbers are normal operation. Numbers in (parentheses) are at breakeven. The hours and patronage numbers above are excerpts from our Restaurant Labor spreadsheet, on pages 18 and 19. The Restaurant Labor spreadsheet provides detailed, hourly estimates of patronage, staffing requirements, labor cost and revenues.

WHY WE CHOOSE THE WOOD THEATER

The Wood Theater has several attributes that make it the best venue for our project.

- It will be the only Downtown restaurant with a doorway into the Theater lobby.
- We know the building inside and out. There will be no structural surprises for us at construction time.
- We have a good relationship with the Wood Theater organization.
- The front awning provides great shelter for outdoor dining.
- The 48-foot expanse of glass on Glen Street provides the brightest, most inviting frontage in Downtown.
- We are on a busy crosswalk that connects to two public, parking lots.
- We were there for eight years, and people are expecting to see us return.

Our closing times will occasionally be later, to align with events at the Theater and Downtown. We plan to have some cabaret nights in coordination with productions at the Theater. On a magical night, after a show, a cast member will be at our piano, playing or singing, and guests will continue their evening at BackStage, enjoying music, drinks and desserts – not noticing that it’s way, way past bedtime. *We can close our eyes and hear the music, voices, laughter, ice tumbling into glasses, silverware clinking on dessert plates – can you?*

Our physical connection to the Wood Theater will provide a unique selling point. However, it cannot provide the bulk of our business. Each performance has its own demographic. A Sunday afternoon family movie and an evening performance by a Rod Stewart tribute band each offer very different sales prospects for the restaurant and bar. We have studied 107 events at the Wood from November 2012 through October 2013. We characterized them as Senior, Adult or Adult with small children. Some events had intermissions. The events were a mix of evening and matinee performances. We created a model to estimate the relative sales potential from each category of performance.

We estimate that our physical connection to the Theater will bring about 8,200 guests into BackStage Restaurant over the span of a year. Our financial breakeven point is 20,000 guests per year and our goal is to serve 38,000 guests per year. Like every other restaurant and bar in Glens Falls, BackStage must attract the bulk of its business through the front door.

THE FLOOR PLAN

Before settling our floor plan, we spent weeks:

- Examining our space in the Wood Theater, its surrounding structure and utilities;
- Laying out a visually appealing bar and dining area;
- Designing an efficient kitchen with guidance from five experienced chefs;
- Sizing up and sourcing the equipment and fixtures.

We have shared drafts of our floor plan with The New York State Liquor Authority, Glens Falls Code Enforcement and Glens Falls Fire Department. We have incorporated their suggestions into our design. (FYI, the NYS Health Department supplied design standards, but declined to do a preliminary plan review.)

We plan to maximize the number of guests who make two purchases in one visit. The NYS Liquor Authority requires that there be no openings for the passage of people or objects between the store and the restaurant/bar. Accordingly, we have divided the premises directly behind the Theater's 1956 vintage front doorway. Guests will bear right for the restaurant or left for the store. The partition dividing the dining area from the store will be a half wall, topped with glass. This permits store shoppers to see the appetizing dining area and bar, and for BackStage Restaurant guests to see the attractive UnCorked wine and spirit store.

The new UnCorked shop and BackStage Restaurant/Bar will retain the visual appeal of our original business. Our natural finish wooden shelves will surround the upscale, freestanding J.K. Adams racks on the UnCorked sales floor.

In the BackStage Restaurant, we will spread apart the original fourteen-foot checkout and wine tasting counters, and then bridge them at the Glen Street ends to form a horseshoe bar. The horseshoe maximizes eye contact among guests and between guests and staff. This will facilitate social interaction among guests, and communication with staff. Sociability lengthens visits. Longer visits and staff interaction generate additional purchases. High-top tables will surround the bar, and all will be readily visible from our expanse of windows along Glen Street.

Our open floor plan will make kitchen operations semi-visible to guests. The activity at the plating area and glimpses of the hot line will generate interest. A small, raised stage – the new home of our beloved public piano – will be at the rear of BackStage Restaurant. The (back) stage will have room for three musicians. On evenings without entertainment, there will be two two-top dining tables on stage. Our unique selling point will be the six-foot-wide doorway from the Wood Theater lobby. Its glass doors will entice Theater patrons with a view of our dining area, kitchen, and, aptly named, back stage. If you would like to review a large print of our floor plan, send us an e-mail or call. We are happy to present and discuss the details.

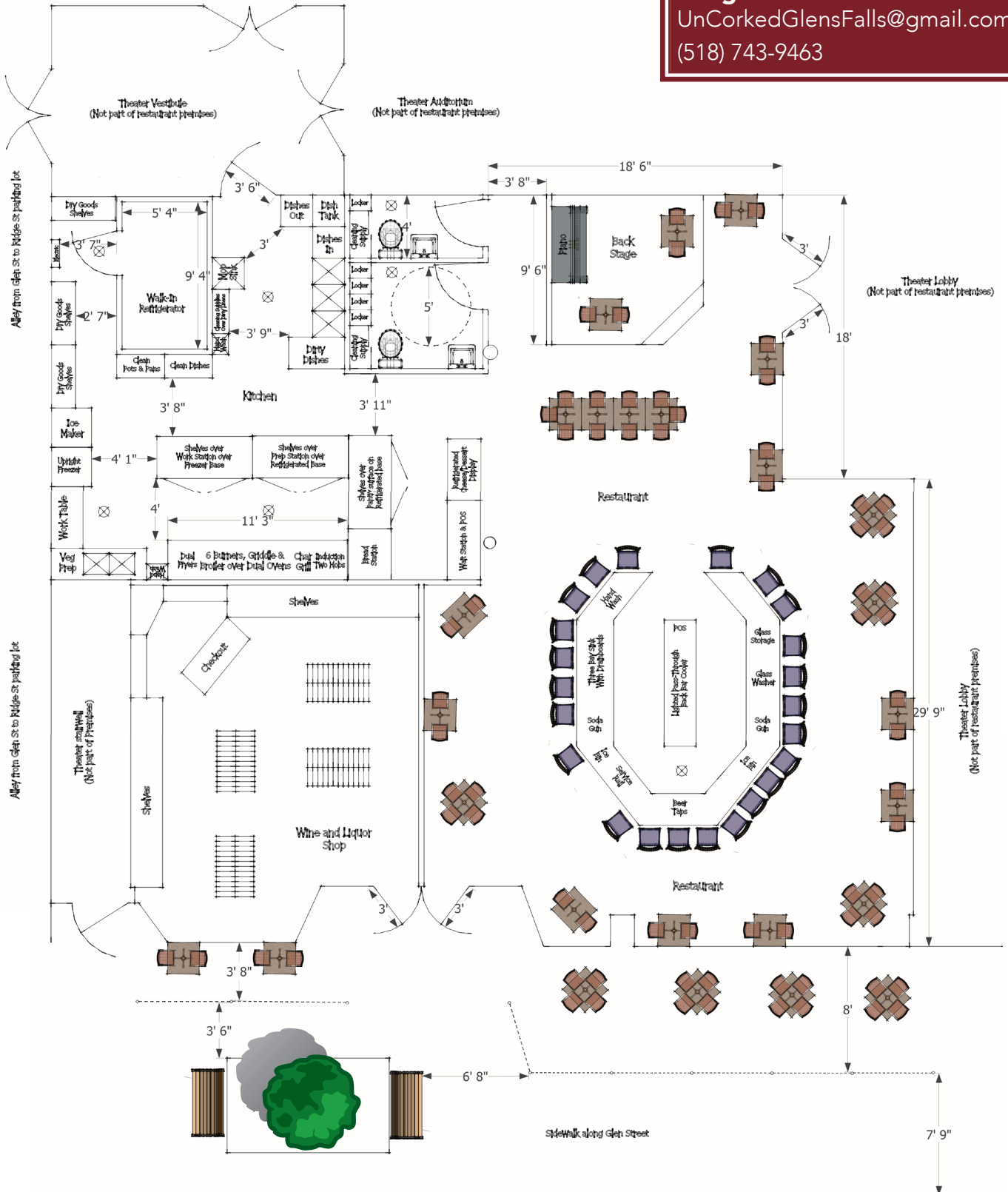
THE FLOOR PLAN

CONTACT INFORMATION:

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CAPITAL REQUIREMENTS

We estimated the Capital Requirements from several sources:

- Detailed spreadsheets from our construction plans and kitchen design work;
- Inventories necessary to support the sales forecasts;
- Established licensing fees; and
- Four months of fixed expenses from our financial models.

Category	Amount
Construction	\$ 38,807
Bar Equipment	19,339 *
Bar Tools	372
Restaurant & Bar Liquor License	1,992
Bar Inventory	5,219
Dining Area	10,164
Tableware/Glassware	4,020
Kitchen Equipment	57,830 *
Kitchen Tools	4,687
Food/Supply Inventory	7,263
Fixed Expenses Kitchen/Dining/Bar, 4 Months	64,483
Store Fixtures	7,271 *
Wine & Spirit Shop License	1,736
Store Inventory	30,000 *
Fixed Expenses Wine & Spirit Shop, 4 Months	10,242
Total	\$ 263,424 *

*Consider these totals to be overestimates.

All of the figures that underpin our Capital Requirements are in the spreadsheets on pages 18 through 28. We can physically build the restaurant within sixty to ninety days of achieving our fund-raising goal. However, there can be uncontrollable obstacles to opening such as, slow liquor license issuance. We have included four months of fixed expenses within the capital requirements to protect our businesses in case of a delay in opening.

UnCoiked
Glens Falls

BackStage
RESTAURANT

FUND-RAISING PLAN

We believe that our new restaurant and smaller wine store will fulfill currently unmet needs. We also believe that, with eight years of experience serving Downtown Glens Falls, grass-roots capitalization is feasible and appropriate. We will return the interest from our capital obligations directly to you - our fantastic customers and supporters. We hope you will agree with and support our plan.

THE BACKSTAGE PASS

If you support us with a deposit of \$1,000, we will reward you with \$20 of complementary BackStage Restaurant food, every month, for 100 months. Your monthly rewards will continue until you have received \$2,000 in comps – twice your deposit. We encourage you to bring guests, and enjoy the full value of your monthly reward. Avid supporters are welcome to purchase larger passes to receive proportionally higher monthly rewards. The value of the BackStage Pass is apparent to supporters who will likely be regular customers of BackStage Restaurant & Bar. The value of the Pass to BackStage Restaurant & Bar is that its' monthly reward is a continuous incentive for every supporter to pay regular visits and bring friends. We hope this will appeal to at least 120 households, and we have incorporated the maximum corresponding food cost into the "Cost of Capital" section of our Restaurant P&L Projection.



THE 4% SOLUTION

There is a limit to what anyone can eat. There is also a low rate of interest from today's traditional CDs (Certificates of Deposit). We can help each other. We will pay 4% annual interest on any amount you lend to the UnCorked Glens Falls / BackStage Restaurant & Bar project. We will pay you quarterly interest, and we will start paying back the principal along with your quarterly interest after our first full year of operation. The value of "The 4% Solution" is apparent for supporters who will likely be renewing a CD any time soon. The value to BackStage Restaurant is that the cost of a bank loan (if one is even available) will be higher than 4%. We hope "The 4% Solution" makes up the difference to provide 100% grass roots financing for this project. We strongly prefer to return the interest from our obligations directly to you, our fantastic supporters. We have included the corresponding interest payments in the "Cost of Capital" section of our Restaurant P&L Projection.

UnCorked
Glens Falls

BackStage
RESTAURANT

WHAT OUR FUND-RAISING PLAN IS NOT

The BackStage Pass is not an equity offer and not a share in ownership of the restaurant. It is pre-payment for our excellent food and hospitality. Your Pass purchase will make it possible to build and open the BackStage Restaurant, and the Pass will enable you to enjoy \$2,000 of delicious meals for \$1,000 - over a span of time. Every member of our staff will understand that you will be a Very Important Person in the restaurant and store.

The value of your BackStage Pass will not expire, but it will not be redeemable for cash. If you have purchased a Pass and later decide that it is not for you, we have a refund policy. From your original BackStage Pass purchase price, we will subtract the actual comps you have redeemed, to determine the balance we owe to you. We will then pay you 4% interest on the balance and pay back the balance to you at the same time as, and in proportion with, our 4% Solution supporters.

The 4% Solution is not an equity offer and not a share in ownership of the restaurant or wine store. It is a personal loan from you to the BackStage Restaurant and UnCorked Wine Store organization. Your support will make it possible to build and open the restaurant and wine store, and we will pay you a better rate of interest than any contemporary Certificate of Deposit. In addition, every member of our staff will understand that you will be a Very Important Person in the restaurant and store.

We are not a bank, and we are not FDIC insured, but we will pay you quarterly interest, and we will start paying back the principal along with your quarterly interest after we complete our first year of operation. We expect to allocate at least 10% of each year's taxable income to repaying the principal. The better BackStage Restaurant performs, the quicker we will pay back the principal to you.

Because you will be providing money to a business that is applying for a liquor license, the New York State Liquor Authority will require us to present a brief questionnaire for you to complete as part of our Liquor License Application.

CUSTOMER-DRIVEN MENU, MENU-DRIVEN PLAN:

We composed the BackStage Restaurant & Bar menu to meet our prospective customers' needs. Our menu then determined the set up of the dining area and kitchen, and in turn, they determined most of the new restaurant's capital investments.

Some restaurants are destinations (think of Bistro Tallulah or the Ridge Terrace), others are conveniences on the way to or from a different destination (think of Outback Steakhouse) others are a memorable and attractive feature of a known destination's landscape, and part of the guest's plans (think of Davidson Brothers' or Martha's Ice Cream). Each of these circumstances or "use cases" indicates whether a guest plans to dine for a short, medium or long visit. The guests' plans, and the restaurant's physical and competitive environment, then suggest a menu design.

Many of our patrons will first encounter the BackStage Restaurant & Bar while waiting for something else such as a Wood Theater, Civic Center, Library or Hyde Collection event. This was the case for many of our wine store visitors who had asked to purchase a glass of wine. After enjoying our hospitality, guests will make BackStage Restaurant & Bar part of their plans for their next Glens Falls visit. Accordingly, we expect a mix of short and medium length visits.

RELEVANT EXPERIENCE

January 1981 to June 1983: Rich Cirino worked in two different businesses where his duties included delicatessen counter, ice cream and coffee service.

July 1982 to June 1983: Margot Manning waited tables at a full-service restaurant/banquet venue.

June 1983 to January 1985: Rich managed a quick-service restaurant in Wilton, "Arthur Treacher's Fish & Chips".

July 1984: Margot Manning joined the Arthur Treacher's crew.

January 1985 to May 1986: Rich returned to college, and received a Bachelor of Science degree in Business Administration, graduating "Summa Cum Laude".

July 1987: Margot and Rich (now married) opened "Maple Street Video" in Hudson Falls. They operated their store until March 1996, when they sold it to an experienced employee.

May 2000: We opened our wine store "New York Wine Cork" in Hartford NY, as a New York-grown wine specialty store, selling mainly on the internet. It was the first store of its kind in New York State.

July 2005: We moved our wine store to the Wood Theater building in Glens Falls.

November 2007: We relicensed the store to sell wine and liquor from all regions of the world.

July 2008: We re-branded the store as "UnCorked Glens Falls" and discontinued the internet/mail-order aspect of the business.

January 2011 to February 2013: We discreetly sought a third party to help us divide the store premises and operate a wine bar in the larger half. Several candidates came and went.¹

August 2012: We publicly announced second thoughts about renewing our lease in 2013. The response and support from our customers and the community was swift and gratifying.

February 2013: A restaurant professional and a qualified third party investor presented plans to divide UnCorked into two premises, 1/3 wine store and 2/3 bar and restaurant.

October 2013: The third party investor departed without explanation. We sold our inventory and excess fixtures. UnCorked closed and the restaurant professional soon departed the project.

November 2013 to present: We redrafted the wine store and restaurant business plans from scratch – with guidance from five professional chefs, a former wine-bar owner, two professional builders and four additional small-business owners. We have spent months immersing ourselves in the study of contemporary restaurant operations and systems. We are also maintaining our ties to the wine industry.

¹ Each of the steps from July 2005 through February 2013 was an adaptation to the changing nature of the wine store's clientele and of its competitive environment. We could write pages about the background behind our milestones above, and are available to discuss our experience if you are interested.

PEOPLE AND ORGANIZATION

We (Margot and Rich Cirino) will organize a Limited Liability Company (LLC) to own the new BackStage Restaurant and UnCorked Glens Falls. The LLC will hold both liquor licenses, and be the Wood Theater's tenant. We will be the LLC's members and owners.

We will also be the full-time managers of both the restaurant and store. Our attention to appearance, cleanliness, order and hospitality is familiar to the community. We also have many contacts, and a level of goodwill, in the food and beverage community. We will retain an experienced wine bar operator and a chef after we achieve our fund-raising goal.

Our servers and bartenders will pool their tips. Tip pooling fosters teamwork among servers. All servers will have an incentive to look after every guest's needs, and to overlook no one. Our servers will all receive TIPS (intoxicated patron awareness) training, and every employee will receive Serv-Safe (food-service hazard analysis and critical control point) training.

UNIQUE STRENGTH, WEAKNESS, OPPORTUNITY, THREAT OVERVIEW

Strength: We have detailed point-of-sale transaction records that include several years' purchase history and contact information for our wine store customers. Data includes a high quality contact list with over 3,000 deliverable e-mail addresses, and thousands of additional postal addresses.

Leverage: We use our data to provide personalized service and craft targeted messages to our customers. Many of you have received our messages.

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Strength: We have a dedicated group of customers.

- In August 2012, we sent a communiqué expressing doubt about continuing business past the end of our lease. Sales jumped to a Christmas season pace for August and September 2012. Both local newspapers wrote feature stories, and the Mayor provided comments in support.
- In October 2013, we asked our customers to visit and purchase all of the wine and liquor on hand. Both local newspapers wrote feature stories. From October 10 through 29 customers purchased everything at its regular price. Discounts were necessary only on our last two days.
- While we were liquidating our inventory, customers from eighty-two distinct households inquired about how they could help re-open the store. Hundreds more households continue to read our periodic e-mails and posts about our plans, and about Glens Falls events.

Leverage: A speedy implementation of this project, with grassroots financing, will bring our dedicated customers back to enjoy the new restaurant/bar and the improved wine store.

UNIQUE STRENGTH, WEAKNESS, OPPORTUNITY, THREAT OVERVIEW

Opportunity: Almost every week, a newcomer to Glens Falls would visit the UnCorked tasting counter and ask to purchase a glass of wine. Having only an off-premises license, UnCorked could offer only complimentary tastes. The newcomers were looking for a wine bar, not a sports bar, and not a nightclub. Glens Falls had nothing to offer, until the small wine bar at 164 Glen Street recently opened for business.

Leverage: The Wood Theater location has the brightest frontage in Downtown, an appetizing look and established wine “presence” due to our eight-year tenure. We can maintain our strong, leading and unique presence with a speedy re-opening.

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Opportunity: The Wood Theater hosts over 100 performances per year. The Theater’s small concession stand has limited capability and capacity. It cannot engage in noisy or aromatic food preparation activities during a performance, and it physically cannot serve the simplest refreshments to a full house in the time span of an intermission.

Leverage: The new restaurant & bar will have doors into the Theater lobby. The restaurant’s kitchen and bar will be capable of preparing all customary intermission refreshments. The restaurant & bar will boost the Wood Theater building’s capacity sufficiently to serve a full house at intermission. BackStage will be the only food and beverage venue in Glens Falls having interior access to and from the Theater, giving it a unique competitive advantage over all others in Glens Falls.

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Weakness: Most customers arrive Downtown by car as shoppers, commuters or visitors. Daytime, Downtown parking is problematic. Our experience is that low-involvement purchasers will only visit the wine and spirit store after taking a street-side spot along their preferred route, or perhaps after taking a spot in the first peripheral lot investigated. Only high-involvement purchasers will turn a corner or investigate multiple lots. There is always a parking spot available in Glens Falls, but usually it is not directly in front of the destination. Low-involvement purchasers vastly outnumber high-involvement purchasers, and they require an easily visible, parking space within sight of their destination. Mostly, they just drive on through to Queensbury or South Glens Falls, if there is not a handy parking space Downtown.

Remedy: With the encouragement of Senator Little, we pursued and received a 15 minute spot directly in front of the store. The City does not enforce the limit rigorously, but most motorists have been good about using the spot for short intervals.

Parking is much less problematic in the evening and on weekends, when the BackStage Restaurant & Bar will be serving most of its guests. The attraction of the restaurant adjacent to the wine and spirit store premises will increase foot traffic and store sales in the late afternoon and evening, when parking is easier.

At any time, the City can adopt a data-driven approach to parking management, and create street-side parking turnover, without alienating residents, commuters or visitors.

UNIQUE STRENGTH, WEAKNESS, OPPORTUNITY, THREAT OVERVIEW

Threat: The new “Sip and Canvas” bar, to our north, across City Park

Remedy: We understand that this venue will offer a “Paint and Sip” concept. This is a trendy category of bar. The customers are usually in groups, often scheduled well in advance for art classes. We expect our restaurant to serve individuals, couples and small groups, with no reservation required. Our focus will be on food, beverage and entertainment. We regard the Paint and Sip as indirect competition.

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Threat: The new Spot Coffee shop, immediately to our north, on our side of Glen Street, will compete for the foot-traffic past our doors.

Remedy: Spot Coffee has no wine, beer or liquor licenses in any of its NYS locations. Our unique selling proposition is the interior doorway between our restaurant and the Wood Theater lobby. Spot will have a menu with fare and prices competitive with BackStage. We must keep our restaurant menu fresh and appealing. We will coordinate our hospitality and late-evening entertainment with the events at the Wood Theater to maximize the appeal of our lobby doorway.

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Threat: The “Rare Earth Wine Bar”, to our south, across Glen Street

Remedy: Rare Earth offers excellent wine and food. It also presents a very specific concept and high-upscale pricing. We believe that our concept will have a much broader appeal among the thousands of households we served from July 2005 through October 2013. We regard Rare Earth as indirect competition.

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Threat: Wine in Grocery Store (WIG) bills appear in NYS legislation every year. Most bills die in committee. In 2009 and 2010, WIG appeared in the former Governor’s Article VII Legislation (a.k.a. the State Budget). In both years, lobbyists negotiated WIG out before Budget passage. WIG was not in the 2014-15 Budget. WIG has not had visible support from the Cuomo administration, but that can change. If WIG passes in a future Budget, or on its own, it will drastically affect four of UnCorked’s competitors: Mohan’s, Tim’s, Monty’s and Jim’s. All are within, or adjacent to, supermarket plazas. The supermarkets will capture their low-involvement wine purchasers immediately. UnCorked will also lose wine sales to supermarkets. Fortunately, our core customers have been high-involvement purchasers.

Remedy: The 2010 WIG bill included a provision to make existing wine and liquor licenses into salable “medallions” for exchange on a State Liquor Authority controlled market. It also required prospective WIG stores (up to 19,000 grocers) to purchase license “medallions” from established wine and liquor stores (2,200 stores x 2 license “medallions” per store) before applying for wine licenses. Note the small supply of medallions relative to the large number of potential medallion purchasers. A future WIG law, similar to the 2010 bill, would produce a windfall sum for UnCorked, if it elects to sell one of its license medallions. Should WIG make the UnCorked store unsustainable, it will be easy enough to sell the second medallion and turn the premises into additional dining space, or into a specialty food store to complement the BackStage Restaurant.

RESTAURANT LABOR

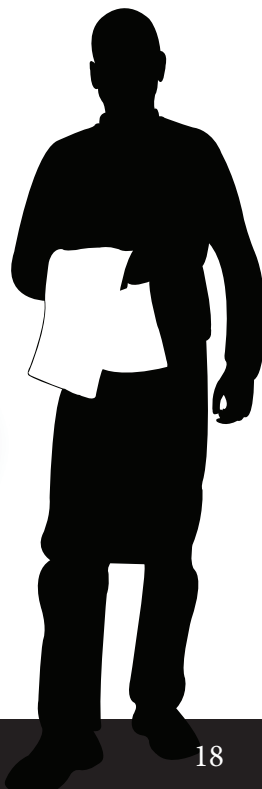
Labor is a prime cost. For every guest seated at a table or at the bar, there will be approximately \$4.00 of labor expended. Careful use of our labor is a necessity. This spreadsheet reveals the restaurant's labor schedule in fine detail. It is extremely important not to operate short-handed during peak times. The number of servers and bartenders on duty must be sufficient to provide quick, predictable, service levels to our guests. In the kitchen, there must be sufficient hours devoted to preparation before every dinner service. In the spreadsheet below, you will see several rules in operation:

- 4 to 6 hours of kitchen prep labor before each dinner service begins
- 3.5 to 5 hours of cleaning and next day prep labor after each dinner service ends
- 30 guests per bartender, maximum, and only at peak time
- 17 guests per server, maximum, and only at peak time
- A half hour break before any shift reaches 6 hours duration
- No routine overtime

Day	Hour	Bar Service	Bar Covers	Dining Service	Dining Covers	Chief Bartender	Second Bartender	Chef	Sous Chef	Dish Washer	Chief Server	Second Server	Third Server	On Duty
Wed	2 PM								1					1
	3 PM					0.5		1	1					2.5
	4 PM	Open	3			1		1	1		0.5			3.5
	5 PM	Open	5	Open	8	1		1	1	1	1	1		6
	6 PM	Open	10	Open	12	1		1	1	1	1	1		6
	7 PM	Open	10	Open	12	1		1	1	1	1	1		6
	8 PM	Open	5	Open	4	0.5		1	0.5	1	1	1		5
	9 PM	Open	3			1		0.5	1	1	0.5			4
	10 PM					1		1	1					3

Continued on next page

BackStage
RESTAURANT



RESTAURANT LABOR

Day	Hour	Bar Service	Bar Covers	Dining Service	Dining Covers	Chief Bartender	Second Bartender	Chef	Sous Chef	Dish Washer	Chief Server	Second Server	Third Server	On Duty
Thu	2 PM								1					1
	3 PM					0.5		1	1					2.5
	4 PM	Open	5			1		1	1		0.5			3.5
	5 PM	Open	10	Open	12	1		1	1	1	1	1		6
	6 PM	Open	15	Open	18	1		1	1	1	1	1		6
	7 PM	Open	15	Open	18	1		1	1	1	1	1		6
	8 PM	Open	10	Open	8	0.5		1	0.5	1	1	1		5
	9 PM	Open	5			1		0.5	1	1	0.5			4
	10 PM					1		1	1					3
Fri	2 PM					0.5		1						1.5
	3 PM	Open	10			1		1	1					3
	4 PM	Open	10			1	0.5	1	1	1	1			5.5
	5 PM	Open	15	Open	20	1	1	1	1	1	1	1	1	8
	6 PM	Open	15	Open	25	1	1	1	1	1	1	1	1	8
	7 PM	Open	20	Open	25	1	1	1	1	1	1	1	1	8
	8 PM	Open	20	Open	15	0.5	1	0.5	1	1	1	1	1	7
	9 PM	Open	15	Open	10	1	1	1	0.5	1	1	1		6.5
	10 PM	Open	15			1	0.5	1	1	0.5		1		5
	11 PM	Open	10			1	1		1	1				4
	12 AM	Open	10			1	1	1						2
	1 AM	Open	10			1	1	1						2
	2 AM						1							1
	Sat	2 PM					0.5		1					
3 PM		Open	10			1		1	1					3
4 PM		Open	10			1	0.5	1	1	1	1			5.5
5 PM		Open	15	Open	20	1	1	1	1	1	1	1	1	8
6 PM		Open	15	Open	25	1	1	1	1	1	1	1	1	8
7 PM		Open	20	Open	25	1	1	1	1	1	1	1	1	8
8 PM		Open	20	Open	15	0.5	1	0.5	1	1	1	1	1	7
9 PM		Open	15	Open	10	1	1	1	0.5	1	1	1		6.5
10 PM		Open	15			1	0.5	1	1	0.5		1		5
11 PM		Open	10			1	1		1	1				4
12 AM		Open	10			1	1	1						2
1 AM		Open	10			1	1	1						2
2 AM							1							1
Sun		2 PM						0.5	1	1				
	3 PM	Open	5				1	1	1		0.5			3.5
	4 PM	Open	5	Open	10		0.5	1	1	1	1	1		5.5
	5 PM	Open	5	Open	15		1	1	0.5	1	1	1		5.5
	6 PM	Open	5	Open	10		1	0.5	1	1	1	1		5.5
	7 PM	Open	5	Open	10		1	1	1	1	1	1		6
	8 PM	Open	5				1	1		1	0.5			3.5
	9 PM						0.5							0.5
	Bar Service hours / week:			40	Hours / week:		36	26.5	38.5	39.5	30	27	24	8
Bar Covers / week:			426	Hourly wage:		\$10.00	\$ 9.00	Salary	\$ 12.00	\$ 9.00	\$ 10.00	\$ 8.00	\$ 8.00	
Average Bar Cover:			\$ 14	Wages / week:		\$ 360	\$ 239	\$ 800	\$ 474	\$ 270	\$ 270	\$ 192	\$ 64	\$ 2,669
Bar Sales / week:			\$ 5,964	Labor Cost ² :		\$ 407	\$ 270	\$ 904	\$ 536	\$ 305	\$ 305	\$ 217	\$ 72	\$ 3,015
Dining service hours / week:			22											
Dining covers / week:			327	Bartender Labor / week:				\$ 676	Bartender Labor / year:				\$ 35,168	
Average Dining Cover:			\$ 22	Kitchen Labor / week:				\$ 1,745	Kitchen Labor / year:				\$ 90,725	
Dining Sales / week:			\$ 7,194	Dining Area Labor / week:				\$ 594	Dining Area Labor / year:				\$ 30,908	
Total Sales / week:			\$13,158	Total Labor / week:				\$ 3,015	Total Labor / year:				\$ 156,801	
Average labor cost / hour:									\$ 13.14					

² Labor cost includes wages and payroll tax. Workers' Compensation and Disability Benefits Insurance expense are on line items separate from the wages in the Restaurant P&L spreadsheet.

RESTAURANT PROFIT AND LOSS (P&L) PROJECTION

This spreadsheet pulls together our labor schedule, revenue estimates, capital expenditures and overhead into a model for predicting break-even sales, and profit when fully established.

Restaurant Pro Forma Income Statement						Breakeven Analysis			
Category	Sub Category	Factors	Amount	Total	%Sales	Fixed	Semi-Fixed	Variable	Total
Sales	Food	\$22 avg check * 327 / wk	\$359,700		55%			\$359,700	
	Beverage	\$14 avg check * 426 / wk	\$298,200		45%			\$298,200	
				\$657,900	100%				\$657,900
Cost of Sales	Food	35% norm	\$125,895					\$125,895	
	Beverage	21% norm	\$62,622					\$62,622	
	Credit Card Disc.	3% norm * 80% of sales	\$15,790					\$15,790	
	Linen/Paper	\$0.35 * 753 / wk	\$13,178					\$13,178	
				\$217,484	33%				\$217,484
Labor	Dining Room		\$30,908			\$15,865		\$15,043	
	Kitchen		\$90,725			\$47,008		\$43,717	
	Bar		\$35,168			\$21,154		\$14,014	
				\$156,801	24%				\$156,801
Benefits	Health Insurance		\$16,000			\$16,000			
	Worker's Comp		\$3,800			\$2,036		\$1,764	
	DBI		\$268			\$144		\$124	
				\$20,068	3%				\$20,068
Other Op Exp	Uniforms	\$100 / mo	\$1,200				\$1,200		
	Replace Tools	25% / yr	\$1,265				\$1,265		
	Replace Equipment	10% / yr	\$7,717				\$7,717		
	Hood Cleaning	\$600 each * 2 / yr	\$1,200			\$600	\$600		
	Flowers and Décor	\$200 / mo	\$2,400			\$2,400			
				\$13,782	2%				\$13,782
Utilities	Electric and Gas	\$1,800 / mo	\$21,600			\$21,600			
	Water	\$75 / mo	\$900			\$900			
	Trash removal	\$180 / mo	\$2,160			\$2,160			
				\$24,660	4%				\$24,660
Entertainment	Musicians		\$15,000				\$15,000		
	Cable Service	\$90 / mo	\$1,080			\$1,080			
	ASCAP and BMI		\$410			\$410			
				\$16,490	3%				\$16,490
Marketing	Advertising		\$12,000				\$12,000		
	Design		\$4,000				\$4,000		
				\$16,000	2%				\$16,000
Gen & Admin	License & Permit	\$1,992 / two years	\$996			\$996			
	Office Supply		\$620			\$620			
	Telephone	\$80 / mo	\$960			\$960			
	Internet	\$50 / mo	\$600			\$600			
	Payroll Processing	\$53 / week	\$2,756			\$827		\$1,929	
	Bank Charges	\$30 / mo	\$360			\$360			
	Bookkeeping	\$80 / week	\$4,160			\$4,160			
	Legal & Prof.		\$2,000			\$2,000			
	Alarm Service	\$60 / mo	\$720			\$720			
				\$13,172	2%				\$13,172
Repair & Maint	Equipment	10%	\$7,717			\$3,858	\$3,858		
	Premises	10%	\$3,881			\$1,940	\$1,940		
				\$11,598	2%				\$11,598
Occupancy	Rent	\$1,875 / mo	\$22,500			\$22,500			
	City Property Tax		\$1,500			\$1,500			
	School Property Tax		\$1,950			\$1,950			
	Prop & Casualty Ins		\$6,700			\$6,700			
				\$32,650	5%				\$32,650
Operating Exp			\$522,704		79%	\$181,048	\$47,580	\$294,076	\$522,704
Operating Inc			\$135,196		21%				
Depreciation	Fixtures	7 yr life	\$14,237				\$14,237		
	Leasehold Improvs	7 yr life	\$5,544				\$5,544		
				\$19,781	3%				\$19,781
Cost of Capital	Interest	4%	\$4,000			\$4,000			
	BackStage Pass	35% food cost & \$20 / mo	\$8,400			\$8,400			
				\$12,400	2%				\$12,400
Taxable Income			\$103,014		16%	\$193,448	\$67,362	\$294,076	\$103,014
Breakeven Sales per year: \$349,811			Breakeven Sales per week: \$6,996		Gross Margin: 55%	Breakeven Covers per week: 389			

There is no lease agreement presently in effect; \$1,875/mo rent is an estimate.

STORE PROFIT AND LOSS (P&L) PROJECTION

The UnCorked wine and spirit shop is a much simpler operation than the restaurant. However, it will remain challenging to turn a profit. Our eight years of experience have demonstrated that there is a limit to off-premises wine and liquor sales potential in Downtown Glens Falls. Accordingly, our new store is smaller, in proportion to the overhead it will support.

Category	Sub Category	Amount	% Sales	Fixed Expense
Sales	Wine	\$150,000	75.0%	
	Liquor	\$50,000	25.0%	
		\$200,000	100.0%	
Cost of Sales	Wine	\$108,824	54.4%	
	Liquor	\$40,000	20.0%	
Gross Margin		\$51,176	25.6%	
Salaries and Wages	Sales Staff	\$23,504	11.8%	\$23,504
Employee Benefits	Workers' Comp	\$576	0.3%	\$576
	Disability Benefits	\$60	0.0%	\$60
Direct Operating Expense	Credit Card Discounts	\$4,800	2.4%	
	Licenses and Permits	\$579	0.3%	
Marketing	Advertising	\$2,400	1.2%	
General & Administrative	Telephone	\$960	0.5%	\$960
	Payroll Processing	\$1,687	0.8%	\$1,687
	Insurance Liquor Liability	\$1,000	0.5%	\$1,000
	Bank Charges	\$360	0.2%	\$360
	Bookkeeping	\$2,000	1.0%	\$2,000
Operating Expense		\$37,926	19.0%	\$30,726
Operating Income		\$13,250	6.6%	
Depreciation	Fixtures	\$1,039	0.5%	
Taxable Income		<u>\$12,212</u>	<u>6.1%</u>	

UnCorked
Glens Falls

BackStage
RESTAURANT

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

The list below represents weeks of research. We were conservative in our costing. Everything below is at the best, new price we could find. When the time comes to purchase, we will opt for sound, used equipment everywhere it is a wise choice. We will also consider leasing select pieces of major equipment. Consider the totals below to be overestimates.

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Bar Equipment	Pass-through, back-bar cooler 90" x 29" x 34 15/16"	1	\$ 4,330.44	\$ 4,330.44	
	Keg cooler and dispenser	1	\$ 4,000.00	\$ 4,000.00	
	Dishwasher, under-counter	1	\$ 3,589.00	\$ 3,589.00	
	Ice bins with chiller lines	2	\$ 799.00	\$ 1,598.00	
	Barstools	23	\$ 60.00	\$ 1,380.00	
	Point of sale workstation	1	\$ 937.00	\$ 937.00	
	Turbo-Tap	8	\$ 90.00	\$ 720.00	
	Three-bay, under-bar sink	1	\$ 519.00	\$ 519.00	
	Blender station	1	\$ 332.00	\$ 332.00	
	Glass rack	4	\$ 38.00	\$ 152.00	
	Citrus juicer electric	1	\$ 150.00	\$ 150.00	
	Spillstop stainless pourers	144	\$ 1.00	\$ 144.00	
	Blender	1	\$ 100.00	\$ 100.00	
	Speed rails	2	\$ 38.00	\$ 76.00	
	Bottle opener - wall mount	4	\$ 6.00	\$ 24.00	
	Handbag hooks	72	\$ 0.31	\$ 22.02	
	Pre-mix soda gun	2		\$ -	
	Sales Tax			\$ 1,265.14	
	Subtotal				\$ 19,338.60
Bar Tools	Store and pours 1.5 liters	18	\$ 4.59	\$ 82.62	
	Condiment dispenser	2	\$ 30.00	\$ 60.00	
	Beer line cleaning kit	1	\$ 50.00	\$ 50.00	
	Boston shaker/tin and mixing glass	4	\$ 8.00	\$ 32.00	
	Champagne stoppers	6	\$ 3.00	\$ 18.00	
	Bar mats	4	\$ 3.00	\$ 12.00	
	Caddies	4	\$ 3.00	\$ 12.00	
	Glass rimmer	2	\$ 6.00	\$ 12.00	
	Pineapple corer	1	\$ 12.00	\$ 12.00	
	Ice chipper	2	\$ 5.00	\$ 10.00	
	Cocktail strainer	4	\$ 2.00	\$ 8.00	
	Ice scoops	3	\$ 2.49	\$ 7.47	
	Whisk	2	\$ 3.00	\$ 6.00	
	Zester	2	\$ 3.00	\$ 6.00	
	Bar spoon	4	\$ 1.00	\$ 4.00	
	Condiment tongs	2	\$ 2.00	\$ 4.00	
	Julep strainer	2	\$ 2.00	\$ 4.00	
	Tongs	4	\$ 1.00	\$ 4.00	
	Jigger	2	\$ 1.00	\$ 2.00	
	Muddler	2	\$ 1.00	\$ 2.00	
	Sales Tax			\$ 24.37	
	Subtotal				\$ 372.46

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Store Fixtures	J.K. Adams, Forty-bottle rack kits	30	\$ 110.00	\$ 3,300.00	
	Five-shelf units, 1' deep, 75" high	16	\$ 125.00	\$ 2,000.00	
	Point of sale workstation	1	\$ 400.00	\$ 400.00	
	Map aisle platforms, 2' x 4'	5	\$ 75.00	\$ 375.00	
	Checkout counter, 2' deep x 4' 6" wide	1	\$ 200.00	\$ 200.00	
	Glass tabletops 2' x 4'	5	\$ 40.00	\$ 200.00	
	Lighting	2	\$ 75.00	\$ 150.00	
	Countertop 2' x 3' 2"	1	\$ 85.00	\$ 85.00	
	Sink front 27"	1	\$ 85.00	\$ 85.00	
	Sales Tax			\$ 475.65	
Store Fixtures	Subtotal				\$ 7,270.65
Construction	Wooden frame 2'x8' to conceal two fluorescent troffers	1			
	Exit signs	3			
	Glass, 16' wide x 78" high	1			
	Hard, washable surface 10'-6" wide x 8' high applied to drywall	1			
	Hard, washable surface 24' wide x 8' high applied to masonry wall	1			
	Hard, washable surface 5' wide x 8' high applied to masonry wall	1			
	Hard, washable surface 4'-6" wide x 8' high applied to drywall	1			
	Half wall, 18' wide x 42" high	1			
	Move fire alarm pull and signal from the hinge to the latch side of back door.	1			
	Partition 22' wide x 10' high with 2'-4" wide x 8' high hard washable surface, 12' wide x 8' high heat resistant surface, 7'-8" wide x 8' high hard washable surface on kitchen side. The store side has all drywall.	1			
	Partition 11'-4" wide x 12' high, with two 36" restroom doorways	1			
	Partition 9'-6" wide x 8' high behind the piano. With post up to ceiling truss at Glen Street end	1			
	Partition, 11'-4" wide x 8' high, with hard washable surface on kitchen side	1			
	Partition, 7' wide x 8' high	2			
	Platform, 11' x 8' suitable for light storage	1			
	Platform, 9'-6" x 9'-6" x 16" high suitable for piano and three people	1			
	Sturdy pipe railing along each side of piano platform	2			
	Suspend existing furnace from trusses above.	1			
	Suspend water heater from trusses above.	1			
	Suspend pass-through shelves from trusses above.	3			
	Threshold, 42" applied to concrete floor	1			
	Install tile floor at bar 12' x 16'	1			
	Install tile floor in kitchen and restrooms 24' 6" x 27'	1			
	Install weathertight outlet for outdoor sign	1			
	Install commercial doors	2			
	Construction quote items above	1	\$ 26,300.00	\$ 26,300.00	
	Commercial doors 3'	2	\$ 2,400.00	\$ 4,800.00	
	Pendant lighting around dining room	26	\$ 50.00	\$ 1,300.00	
	Sprinkler modifications	1	\$ 1,100.00	\$ 1,100.00	
	Gas piping	1	\$ 1,000.00	\$ 1,000.00	
	Double tier lockers	5	\$ 200.00	\$ 1,000.00	
	Floor tiles	1200	\$ 0.60	\$ 720.00	
Construction	Sign box, lighted with red panel front, white panel rear	1	\$ 600.00	\$ 600.00	

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Construction	Floor drains (four in kitchen, one at bar, two in restrooms)	7	\$ 57.00	\$ 399.00	
	Toilet	1	\$ 220.00	\$ 220.00	
	Fluorescent, flush mount light 4'	3	\$ 60.00	\$ 180.00	
	Prehung, left hinge door with privacy knob 36"	1	\$ 125.00	\$ 125.00	
	Wall-mount soap dispensers	5	\$ 15.00	\$ 75.00	
	Smoke sensors	2	\$ 30.00	\$ 60.00	
	Mounting kit for restroom lavatory	1	\$ 45.00	\$ 45.00	
	Paper towel dispenser	1	\$ 45.00	\$ 45.00	
	Toilet paper dispenser	1	\$ 20.00	\$ 20.00	
	Sales Tax			\$ 818.23	
Construction	Subtotal				\$ 38,807.23
Dining Area	High-top chairs	30	\$ 61.00	\$ 1,830.00	
	Dessert and cheese display 4'	1	\$ 1,800.00	\$ 1,800.00	
	Standard height chairs	42	\$ 39.00	\$ 1,638.00	
	iPads	4	\$ 300.00	\$ 1,200.00	
	Standard height tables 24" x 30"	9	\$ 79.00	\$ 711.00	
	High-top tables, 24" x 30"	7	\$ 85.00	\$ 595.00	
	Standard height tables 30" x 30"	6	\$ 95.00	\$ 570.00	
	High-top tables, 30" x 30"	4	\$ 101.00	\$ 404.00	
	Base for wait station	1	\$ 200.00	\$ 200.00	
	Vacuum backpack	1	\$ 300.00	\$ 300.00	
	Serving trays	12	\$ 10.00	\$ 120.00	
	Ice tea dispenser	1	\$ 57.00	\$ 57.00	
	Chafing pans	2	\$ 25.00	\$ 50.00	
	Bus tubs	6	\$ 4.00	\$ 24.00	
	Sales Tax			\$ 664.93	
Dining Area	Subtotal				\$ 10,163.93
Kitchen Equipment	Walk-in cooler 6' x 10'	1	\$ 6,600.00	\$ 6,600.00	
	Tank type, high temperature power dishwasher	1	\$ 6,300.00	\$ 6,300.00	
	Exhaust hood 11' wide x 45" deep with fan mounted indoors and flush exterior vent	1	\$ 3,183.00	\$ 3,183.00	
	Fire suppression	1	\$ 4,000.00	\$ 4,000.00	
	Upright reach-in freezer, 30" wide	1	\$ 2,800.00	\$ 2,800.00	
	Prep counter with reach-in refrigerator, 6' wide	2	\$ 2,700.00	\$ 5,400.00	
	Prep counter with reach-in freezer, 6' wide	1	\$ 2,700.00	\$ 2,700.00	
	Gas range, 6 burners with two standard ovens and broiler under raised griddle	1	\$ 2,559.00	\$ 2,559.00	
	Ice maker, full dice	1	\$ 2,483.00	\$ 2,483.00	
	Stainless steel prep table with two sink bowls	1	\$ 1,960.00	\$ 1,960.00	
	Filter	1	\$ 1,660.00	\$ 1,660.00	
	Shelf topper, 6' wide	3	\$ 500.00	\$ 1,500.00	
	Gas deep fryer, 16" with two baskets	2	\$ 650.00	\$ 1,300.00	
	80 gallon water heater	2	\$ 550.00	\$ 1,100.00	
	Microwave oven	1	\$ 900.00	\$ 900.00	
	3 bay stainless steel sink with 2' shelf at left	1	\$ 850.00	\$ 850.00	
	Espresso maker	1	\$ 850.00	\$ 850.00	
	Char-grill	1	\$ 600.00	\$ 600.00	
	Mixer	1	\$ 550.00	\$ 550.00	

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Kitchen Equipment	Stainless steel work table with lower shelf, 4' wide	1	\$ 549.02	\$ 549.02	
	Stainless steel wall shelf 4' wide x 16" deep	3	\$ 171.00	\$ 513.00	
	Induction cooker, 2 hob	1	\$ 400.00	\$ 400.00	
	Storage base with work top	1	\$ 260.00	\$ 260.00	
	Metro shelving 4' wide x 18" deep x 74" high - 6 shelf	3	\$ 147.44	\$ 442.32	
	Metro shelving 3' wide x 18" deep x 74" high - 6 shelf	3	\$ 124.94	\$ 374.82	
	Metro shelving 5' wide x 14" deep x 62" high - 5 shelf	2	\$ 141.61	\$ 283.22	
	Metro shelving 4' wide x 14" deep x 62" high - 5 shelf	2	\$ 128.06	\$ 256.12	
	Metro shelving 3' wide x 14" deep x 62" high - 5 shelf	1	\$ 105.96	\$ 105.96	
	Hand wash sinks with back and side splashes	3	\$ 96.99	\$ 290.97	
	Rotary slicer	1	\$ 289.00	\$ 289.00	
	Toaster	1	\$ 250.00	\$ 250.00	
	Stainless steel wall shelf 6' wide x 12-16" deep	1	\$ 215.00	\$ 215.00	
	Stainless dirty dish shelf, 3' with left drain	1	\$ 210.00	\$ 210.00	
	Panini gill	1	\$ 200.00	\$ 200.00	
	Stainless steel clean dish table with backsplash and bottom shelf 2' wide x 24" deep	1	\$ 200.00	\$ 200.00	
	Radiant heater	1	\$ 200.00	\$ 200.00	
	Blender	2	\$ 100.00	\$ 200.00	
	Faucet with spray hose	1	\$ 176.00	\$ 176.00	
	Coffee maker	1	\$ 175.00	\$ 175.00	
	Potrack 30" x 15"	2	\$ 85.00	\$ 170.00	
	Immersion blender	1	\$ 160.00	\$ 160.00	
	Rolling cart	1	\$ 150.00	\$ 150.00	
	Steamer basket	1	\$ 150.00	\$ 150.00	
	Trash cans	4	\$ 35.00	\$ 140.00	
	Marble slab for dough	1	\$ 100.00	\$ 100.00	
	Crockpot	3	\$ 30.00	\$ 90.00	
	Mop sink 32" x 32"	1	\$ 82.00	\$ 82.00	
	Utility faucet, wall mounted	1	\$ 74.99	\$ 74.99	
	Magnetic bar holders with plastic base	2	\$ 12.00	\$ 24.00	
	Glove box holder/wall mount	4	\$ 5.00	\$ 20.00	
	Sales Tax			\$ 3,783.25	
Kitchen Equipment	Subtotal				\$ 57,829.67
Kitchen Tools	Global knife set of 3	2	\$ 200.00	\$ 400.00	
	Sauté pan stainless steel	12	\$ 30.00	\$ 360.00	
	Sauce pan	6	\$ 45.00	\$ 270.00	
	Roasting pans heavy duty	2	\$ 100.00	\$ 200.00	
	Brazier & cover	2	\$ 90.00	\$ 180.00	
	Double boiler	2	\$ 80.00	\$ 160.00	
	Dish and glass racks	6	\$ 25.00	\$ 150.00	
	Mandolin	1	\$ 120.00	\$ 120.00	
	Stock pot w/cover induction ready	2	\$ 57.99	\$ 115.98	
	Casserole dish	2	\$ 50.00	\$ 100.00	
	Bain maries	6	\$ 15.00	\$ 90.00	
	Digital scale 60 lb	1	\$ 90.00	\$ 90.00	
	P.C. storage containers w/ measures	12	\$ 7.50	\$ 90.00	

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Kitchen Tools	Mixing bowl set stainless steel	2	\$ 40.00	\$ 80.00	
	Sheet pan 1/2	4	\$ 19.00	\$ 76.00	
	Spatulas	12	\$ 6.00	\$ 72.00	
	Portion controllers set of 3	2	\$ 32.00	\$ 64.00	
	Cake pans	6	\$ 10.00	\$ 60.00	
	Dutch oven	2	\$ 30.00	\$ 60.00	
	Muffin pans	4	\$ 15.00	\$ 60.00	
	Slicer cleaning kit with glove wiremesh cut resistant	1	\$ 60.00	\$ 60.00	
	Strainer, bouillon	2	\$ 30.00	\$ 60.00	
	Cheese grater	4	\$ 13.00	\$ 52.00	
	Cookie sheets	4	\$ 12.00	\$ 48.00	
	Loaf pans	4	\$ 12.00	\$ 48.00	
	Springform pan	4	\$ 12.00	\$ 48.00	
	Whisk	3	\$ 15.00	\$ 45.00	
	Fry baskets	4	\$ 11.00	\$ 44.00	
	Sheet pan 1/4	4	\$ 11.00	\$ 44.00	
	Tongs	4	\$ 11.00	\$ 44.00	
	Can opener	2	\$ 20.00	\$ 40.00	
	Colander	2	\$ 20.00	\$ 40.00	
	Measuring cup set of 4	2	\$ 20.00	\$ 40.00	
	Mixing bowl 12 quart	2	\$ 20.00	\$ 40.00	
	Thermometers, pocket digital	2	\$ 20.00	\$ 40.00	
	Dishers	6	\$ 6.00	\$ 36.00	
	Squeeze bottles	12	\$ 3.00	\$ 36.00	
	Scoop with bracket	1	\$ 32.00	\$ 32.00	
	Cutting board green-vegetables	2	\$ 15.00	\$ 30.00	
	Cutting board red-meat	2	\$ 15.00	\$ 30.00	
	Cutting board yellow-poultry	2	\$ 15.00	\$ 30.00	
	Digital scale portion control	2	\$ 15.00	\$ 30.00	
	Food mill	1	\$ 30.00	\$ 30.00	
	Basting brushes	9	\$ 3.00	\$ 27.00	
	Nylon turners	2	\$ 12.00	\$ 24.00	
	Pot holders	24	\$ 1.00	\$ 24.00	
	Wooden spoons	12	\$ 2.00	\$ 24.00	
	Zester	2	\$ 11.00	\$ 22.00	
	Vegetable peeler	3	\$ 7.00	\$ 21.00	
	Apple divider and corer	1	\$ 20.00	\$ 20.00	
	French fry cutter	1	\$ 20.00	\$ 20.00	
	Garlic press	1	\$ 20.00	\$ 20.00	
	Kitchen shears	1	\$ 20.00	\$ 20.00	
	Pasta baskets	2	\$ 10.00	\$ 20.00	
	Pastry brushes	4	\$ 5.00	\$ 20.00	
	Serving ladles	2	\$ 10.00	\$ 20.00	
	Ladles color coded	6	\$ 3.00	\$ 18.00	
	Rolling pin	1	\$ 17.00	\$ 17.00	
	Oven mitts, heat resistant, flame resistant to 600 degrees f	4	\$ 4.00	\$ 16.00	
Kitchen Tools	Pizza pan	4	\$ 4.00	\$ 16.00	

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Kitchen Tools	Pot brush	2	\$ 8.00	\$ 16.00	
	Cutlery organizers	3	\$ 5.00	\$ 15.00	
	Steak weights	1	\$ 15.00	\$ 15.00	
	Knife, Chinese cleaver	1	\$ 14.00	\$ 14.00	
	Pie cutter	2	\$ 7.00	\$ 14.00	
	Thermometers, deep fryer	2	\$ 7.00	\$ 14.00	
	Thermometers, oven	2	\$ 7.00	\$ 14.00	
	Thermometers, refrigerator	2	\$ 7.00	\$ 14.00	
	Timers	2	\$ 7.00	\$ 14.00	
	Measuring spoon set	3	\$ 4.00	\$ 12.00	
	Pot forks	2	\$ 6.00	\$ 12.00	
	Skewers stainless steel	48	\$ 0.25	\$ 12.00	
	Wet floor sign	3	\$ 4.00	\$ 12.00	
	Pasta colander	1	\$ 11.00	\$ 11.00	
	Culinary baskets	2	\$ 5.00	\$ 10.00	
	Grill server	1	\$ 10.00	\$ 10.00	
	Grill spatula	1	\$ 10.00	\$ 10.00	
	Rotary sifter	1	\$ 10.00	\$ 10.00	
	Basting spoons	3	\$ 3.00	\$ 9.00	
	Oyster/clam knives	1	\$ 9.00	\$ 9.00	
	Potato masher	1	\$ 8.00	\$ 8.00	
	Skimmer	2	\$ 4.00	\$ 8.00	
	Grill scraper	1	\$ 6.00	\$ 6.00	
	Serving spoons slotted	3	\$ 2.00	\$ 6.00	
	Serving spoons solid	3	\$ 2.00	\$ 6.00	
	Meat tenderizer	1	\$ 5.00	\$ 5.00	
	Sales Tax			\$ 306.60	
Kitchen Tools	Subtotal				\$ 4,686.58
Tableware/Glassware	Plates, dinner	96	\$ 4.06	\$ 389.44	
	Plates, salad	96	\$ 3.19	\$ 306.53	
	Pie plates	72	\$ 4.00	\$ 288.00	
	Plates, bread/dessert	96	\$ 2.46	\$ 236.24	
	Bowls, salad	48	\$ 4.90	\$ 235.08	
	Coffee mugs	72	\$ 2.50	\$ 180.00	
	Bowls, soup	48	\$ 3.37	\$ 161.96	
	Glasses, wine	72	\$ 2.00	\$ 144.00	
	Glasses, highball	48	\$ 2.50	\$ 120.00	
	Glasses, rocks	48	\$ 2.50	\$ 120.00	
	Brandy snifters	24	\$ 4.00	\$ 96.00	
	Glasses, champagne	48	\$ 2.00	\$ 96.00	
	Glasses, pint	96	\$ 1.00	\$ 96.00	
	Glasses, tall	48	\$ 2.00	\$ 96.00	
	Oil and vinegar cruets	24	\$ 4.00	\$ 96.00	
	Pepper grinders	12	\$ 8.00	\$ 96.00	
	Ramekins	96	\$ 1.00	\$ 96.00	
	Champagne bucket stand	2	\$ 40.00	\$ 80.00	
Tableware/Glassware	Bread baskets	36	\$ 2.00	\$ 72.00	

FIXTURES, EQUIPMENT, TOOLS AND SERVING WARE

Category	Item	Quantity	Unit Cost	Extension	Subtotals
Tableware/Glassware	Beer pitchers	12	\$ 5.00	\$ 60.00	
	Tea pots	12	\$ 5.00	\$ 60.00	
	Water pitchers	4	\$ 13.00	\$ 52.00	
	Glasses, shot	48	\$ 1.00	\$ 48.00	
	Salt shakers	48	\$ 1.00	\$ 48.00	
	Espresso cups	36	\$ 0.94	\$ 33.99	
	Champagne bucket	4	\$ 8.00	\$ 32.00	
	Carafes	6	\$ 5.00	\$ 30.00	
	Coffee pots	6	\$ 5.00	\$ 30.00	
	Parm cheese shakers	12	\$ 2.00	\$ 24.00	
	Steak knives	72	\$ 4.50	\$ 324.00	
	Cream pitchers	24	\$ 0.42	\$ 9.99	
	Sales Tax			\$ 263.01	
Tableware/Glassware	Subtotal				\$ 4,020.24
	Grand Total				\$ 142,489.36