

Clay Glass & Mirror Service, LLC

1. Executive Summary

Cicero Glass and Mirror Services, LLC (CGM) is a glazing contracting company, providing high quality and reasonably priced glazing services for a \$24 million segment of the \$32 billion glass industry. The Services will be provided in the Upstate New York region (Onondaga and Oswego County) for a compatible price. CGM's services have an existing reputation of quality work and products.

The Market consists of B2C market, where the target customer segment is residential home owners a \$17 million glazing market, and B2B market: \$52 million commercial and residential unit developers.

Market drivers within glass market include:

- Healthy real estate market in Upstate New York
- Every house has glass that breaks
- Innovation in glass products such as Low-E glass for doors and windows, and the new codes in New York State that make these mandatory in new construction and remodeling projects.

The Cicero Glass and Mirror Solution, CGM provides high quality and 24/7 glazing services and products.

Marketing Strategy: With an increasing trend of home renovation and community development, CGM will target households that need windows and doors replacement. In addition, CGM will target households that need emergency glazing services.

CGM will utilize its existing relationship with big contractors both nationwide (MA) and regional as a vehicle to get back into the commercial target market. This channel also enables CGM to save the cost of promotions to only the residential customers, since few big contractors can provide up to 65% of all the projects. The promotion strategy used would be word of mouth and Yellow Pages.

Financial Strategy: CGM will need \$20,000 for startup costs in 2008 to:

- Purchase a van
- Establish a shop with warehouse and logistics capabilities
- Hire an administrative support
- Re-establish relationships with developers
- Offset other initial operational costs in the first six months of operations

CGM projects revenues of \$37,600 in 2008. Gross revenue is projected to increase about 20% from 2009 to 2010 (\$157,850 to \$196,950). The management team will contribute \$2,000 of seed capital in 2008 and \$5,000 loan in 2009. An additional \$20,000 will be financed in June 2008 via micro-credit loan through the South Side Innovation Center and the Federal Cooperative in Syracuse, NY.

2. Industry

SIC Code 1793-Glass & Glazing Work

NAICS Code(s) 238150-Glass and Glazing Contractors

This industry consists of thousands of contractors employing less than 10 workers and a few companies offering a range of services. Common industry activities include installing plate glass in storefronts and other commercial buildings, cutting and installing windowpanes for homes, and tinting windows. Other niche markets exist for firms that install revolving glass doors; cut and install mirrors and safety glass; create custom glass doors, signs, shelves, and glass tabletops; or cut and install architectural and ornamental custom glass work.

The U.S. glass and glazing work industry includes roughly 4,700 establishments, with most firms employing less than 10 workers. Almost two-thirds of glaziers worked for contractors on new construction, alteration, and repair projects. About 10 percent of glaziers worked in retail glass shops that install or replace glass and for wholesale distributors of products containing glass.

Glaziers held 49,000 jobs in 2004, and employment opportunities are expected to increase with projected growth of residential and nonresidential construction, as well as continued demand for modernizing and repairing existing structures, which often involves installing new windows. Installations of specialized safety glass and glass coated with protective laminates also are increasing on commercial and government buildings, for security and to withstand inclement weather.

Residential projects include installing and replacing glass in home windows and home interiors. Commercial projects can involve installing or replacing room dividers, security windows, storefront windows, and major construction of commercial buildings where glaziers build metal frameworks and install glass panels or curtain walls.

The economic recession of the early 2000s prompted a slowdown in commercial and industrial construction, undercutting the performance of the glass industry as a whole.

Nonresidential construction spending dropped by 6 percent in 2003 as even the strongest sectors, such as healthcare construction, began to see previously rapid growth rates slow. Spending on office building construction slowed considerably, to roughly \$43 billion in 2002 and \$39 billion in 2003. Spending on industrial buildings in the United States had declined 13.8 percent in 1999 to \$32.6 billion, and then continued to deteriorate at a slower pace, falling 1.7 percent in 2000 and another 3.2 percent in 2001, to \$31.1 billion. However, strong residential construction, spurred by record low interest rates, helped offset this decline somewhat for glass manufacturers.

The slump in nonresidential construction appeared to end in 2005, following a combined new construction and replacement gain of about 10 percent over 2003. World Windows & Doors, a 2005 research study from the Freedonia Group, identified the contributing factors to this gain: 32.4 percent from storefront systems, 30.4 percent from site-fabricated windows, 21.0 percent from shop-fabricated windows, and 16.2 percent curtain wall.

In addition to installations of specialized safety glass and glass coated with protective laminates for improved security and strength against inclement weather, industry trends included greater use of skylights and windows in residences and increasing demand for energy-saving glass, safety glass, and protective glazing on glass used in government buildings.¹

¹ "Glass and Glazing Work." Encyclopedia of American Industries. Gale, 2008. Reproduced in Business and Company Resource Center.

3. General Business Description

Cicero Glass and Mirror Service, LLC (CGM) is progressive glazing contractor company. The founder has established reputation in the past based on reliable customer service and competitive pricing. CGM provides a broad range of products, and dedicated employees with experience and resources to fill the commercial and residential glazing needs.

CGM is the source for glass and metal installations for exterior and interior applications on both new construction and improvements. They have extensive experience glazing commercial and retail structures installing in strip malls, shopping malls, restaurants, and offices, some of the customers in the past were including Wal-Mart, Victory Secret's and many others (see Appendix). Regardless of the job, CGM is dedicated to give the customer the best value and quality.

The owner of CGM has more than 15 years experience and has delivered quality products and workmanship and has completed all projects on time.

CGM's mission is to provide the highest "VALUE" to the customers by offering outstanding service, quality products, and competitive pricing. Once the company starts growing CGM will strive to provide regular training and shared information to all employees. CGM will empower each person within the company framework

The company's goal and objective is to raise the standard of glazing service in the greater Syracuse area. Furthermore, the goal is to land 3 major commercial projects and grow about 35% in the second year.

Our business philosophy is to deliver exceptional service by being thorough, precise and honest with all of our customer and projects. We understand that customer's home is probably the largest single investment, so when it comes to home improvements, they need to be sure to use contractors they can trust, and CGM is just that company.

We will market our service to commercial and residential builders (developers), to the government (county, city, etc) and the home owners.

The wheels of the glass and mirror industry are turned by new construction both commercial and residential and broken glass and mirrors. The glass market in the greater Syracuse area is growing with the growing housing development and the growing state funding for city improvements. Based on Post Standard, the new construction market in greater Syracuse area between 2007 and 2009 will be \$2.7 Billion. Glass and mirror construction (windows, doors, storefronts, etc) is about 5% of the \$2.7B; thus, the glass market is about \$135M. It is currently a demanding market. Whether the market grows or stays steady there will always be broken glass that needs to be replaced.

Our legal form of ownership will be Limited Liability Corporation. It will be registered in June 2008.

4. Owner Profile

The owner's name is Kevin Youngman (see resume in appendix). Kevin is experienced welder, glazier, plumber and auto mechanic. He has in-depth knowledge and 19 years of experience in all aspects of cutting

glass and installing doors, mirrors, and windows.

He has successfully managed his glass company for 6 years. The company was called Clay Glass. He established a great reputation during these 6 years and due to disability and other private issues he had to quit the company and take a break. He has recuperated and is ready to get back into the glazing industry. Many of his customers are calling him for the services, especially the US Emergency Glass Service, located in MA that has a problem finding a good and reliable subcontractor in the Central New York area.

Kevin plans to apply for micro credit loan to finance his business.

His strengths are his work ethics, diligence, and his great reputation amongst the glass and general contractor. He is an excellent problem solver and he easily adapts to changes. His weaknesses are that he tends to be a perfectionist.

5. Services and products

List of glass products (see more detail in Section 3.1):

- Windows & Doors
- Frosted & Patterned Glass
- Tabletops
- Storefronts
- Fish tanks
- Showers and Tub doors

CGM will provide 24/7 Emergency Service and 24/7 Emergency boarding service.

CGM will not be beaten on quality or price, so we are offering a 'quote beater' scheme. The customer has to send CGM a message with the work to be done and their best quote, and CGM will see if CGM can beat it.

CGM will only use its own fully qualified and reliable installers. NO SUBCONTRACTORS.

Additionally, to the products and installation services CGM will offer 10 year guarantee on all our products.

5.1 Glass Products

5.11 Aluminum Storefront and Curtainwall systems

CGM will fabricate and install aluminum storefront frames & door system such as Kawneer, United States Aluminum and Arcadia. CGM will use top quality systems such as Kawneer Tri-Fab 451 in new construction stripmalls, tenant improvement in stripmalls, regional shopping centers and in concrete tilt up buildings.

5.12 Architectural Glass Products

CGM will install a variety of glass products including clear, tinted and reflective insulated glass. CGM will also provide patterned glass such as Rain, Narrow Reed, sandblasted glass and 1/4" - 1/2" tempered glass to meet all your architectural needs. Custom mirrors are also a service CGM is proud to provide.

5.13 High Performance Glass Insulated

CGM will install security rated glass products including sputter coat glass, soft-coat low-E glass, reflective and insulated glass. CGM will also provide tinted and reflective insulated glass units and lights as well as low-emissivity glass units for high performance and endurance.

5.14 Heavy Glass

CGM will install glass doors with stainless steel or anodized rails and patch fittings. Examples include 1/2" tempered frameless glass doors & sidelights, and 1/2" to 3/4" clear tempered glass for mall fronts.

5.15 Fire Rated glass

Fire rated glass options are available in a variety of forms. CGM will offer traditional wire glass, in a square or diamond pattern, and the newest wireless ceramics that have up to a 90 minute rating. We can also provide door and frame products to fit your requirements.

6. Production/Operations

Our services will be available 24 hours.

- Overhead costs include garage space rental, employee pay, van expenses, glass and mirror materials, and office supplies (see sales forecast in section VIII).
- Customer service includes continuous communication with the customer either via telephone and/or directly in person, and occasional mailing. Even after the transaction occasional satisfaction calls will be done, to follow up with the customer and create relationship, especially the commercial customers.
- Quality control will be maintained by follow-up calls to the customer. After each job finish, a short questionnaire will be sent to the consumer to solicit feedback about CGM's services and products.
- Inventory of materials will be maintained using Microsoft Office.
- Customer data base will be maintained also by using Microsoft Office
- Advertisement in the phone book has been employed to promote CGM's services to consumers and the ad has been in the Yellow Pages since May 2008 (see appendix).

7. Personnel

Initial Stage, year 2008

Number of employees: 1FT, 1PT

Type of labor – FT skilled glass cutter and installer, PT office administrator

Means of finding the right PT employee: Newspaper, online or part-time student

Quality of existing staff: Excellent

Pay structure - \$10/hr, 20hrs/wk.

Training methods and requirements: Previous experience with MS Office and QuickBooks is required;

Task Assignment: Management, pricing and installation by owner; organization, billing, bookkeeping and data maintained by PT employee

Schedules and written procedures prepared: Yes

Draft job description available: Yes (see appendix)

In Year 2, May 2009 a FT glazing employee will be hired and trained by the owner.

8. Features and Benefits

- The end consumer such as home buyer will benefit from CGM's services and products by getting a professional and high quality work performance in timely manners. Furthermore, a guarantee will be provided as well.
- The contractor will benefit from CGM's services and products by getting reliable and honest company that will provide a high quality service, thus meeting the expectations of the contractor, rising his reputation as well as CGM's.

9. Pricing

The pricing structure will be based on competitive current market prices. The emergency services will provide a higher rate allowing higher margin, due to the fact that somebody will need urgent services, and where the supply is low there is room to charge higher cost. Furthermore, the more customized the projects are the more they will cost.

10. Customers

Cicero Glass and Mirror will target primarily two counties in the Central New York; namely, Onondaga County and Oswego County.

Illustration 9.1

<u>Type of unit</u>	<u>Onondaga</u>	<u>Oswego</u>	<u>Total</u>
Housing units in 2006	201,455	53,799	255,254
Housing units in 2008	211,654	55,753	267,407
Annual increase	2.50%	1.80%	2.15%
Commercial Units in 2002	33,097	7,184	40,281

source <http://www.fedstats.gov/qf/states/36/36075.html>

The target customers are:

- Residential households who need glass repair and window replacement, the size of this segment is about 270,000 units (see illustration 9.1)
- Commercial property owners who need glass repair or glass/mirror replacement, the size of this segment is about 40,000 units (see illustration 9.1)
- Contractors who build new residential properties, the size of this market is about 5,000 units annual
- Contractors who build new commercial properties, the size of this market is about 700 units annual

Based on owners previous experience and pricing, the average \$ amount spent per unit in residential units was about \$500.00, and the commercial it was about \$1,000. Thus, the illustration 10.1 summarizes the total size of the CNY market for existing units (Onondaga and Oswego County), being approximately \$24 Millions.

Illustration 10.1

<u>Type of Unit</u>	<u># of Units</u>	<u>Average \$ spent per unit</u>	<u>Annual Total</u>
Residential	33,097	\$ 500.00	\$ 16,548,500.00
Commercial	7,148	\$ 1,000.00	\$ 7,148,000.00
Total			\$ 23,696,500.00

This estimation does not reflect the new construction in Syracuse previously mentioned in Section 3,

paragraph 8. It reflects the size of replacement and updates in the existing residential and commercial units. Thus, the total market size for commercial new construction for Year 2009 will be $\$7.25M + \$45M = \$52.25M$. How was this calculated? From Illustration 10.1 the size is approximately \$7.25m when considering growth, and from section 3 paragraph 8, the glass market for new commercial construction is approximately \$135M between 2007 and 2009, thus approximately \$45M a year).

11. Marketing Plan

Our marketing plan will be advertising in the Yellow Pages. The owner has already purchased this ad, and has already obtained several smaller jobs (please see the ad and receipt in the appendix). The Yellow Pages ad was a very successful marketing tool that the owner used in his previous glass business. On average, in the past 1999-2005, the Yellow Pages provided 10 residential leads a week and 2 commercial leads.

Furthermore, the owner has a data base of former clients, who have been contacting him in the last three years to provide the glazing services. These clients, 100 contact names, will be contacted via mail which will be followed up by a phone call. The majority of them are in commercial and residential unit development.

Personal marketing will be done with the major contractor out of MA, US Emergency Glass Service. This company provided the owner of Cicero Glass and Mirror 15% of the revenue in his previous business (see appendix). CGM has been reestablishing the relationship with this corporation, and US Emergency Glass Service is looking forward to do business with CGM, since they could not find reliable subcontractor in the CNY area.

12. Economics

To summarize, the market size in the targeted area is more than \$23M. CGM's goal is to achieve \$35,000.00 in Year 2008 (half year, since the business start in June 2008), \$150,000.00 in Year 2009, and grow 20% annual in the following years.

Based on realtor.com the Syracuse Housing Market is one of the 10 healthy real estate markets in the United States; thus, the glazing market will not be impacted to high degree as in other parts of the country, due to continuous real estate development in CNY. (See appendix info form realtor.com)

The major barriers CGM will face are the cost of marketing, the cost of van, and the cost tools and materials, which are all necessary in order to reach the clients efficiently and provide the highest quality work. In order to overcome these barriers and to offset the initial operational costs (first six months of the business) the owner is planning to apply for the Micro-Credit Loan through SSIC and Syracuse Federal Cooperative.

13. Competition

There are 19 Glass & Glazing Contractors in the Onondaga County and Oswego that are directly competing with Cicero Glass and Mirror Services, LLC. Out of the 19, only 5 have Yellow Pages ad, and importantly none of them has a 24/7 glass emergency services in the Yellow Pages ads

Majority of them is competing with CGM across the board. The major differentiation will be the 24/7 emergency service and the quality of the work performed; moreover, no job is too small or too big.

Other indirect competitors are the handyman services, who can perform simple window replacement services. These services are operated outside the back of the truck; thus, this keeps the overhead low, and makes the lower prices possible. Many of handyman service providers lack insurance and do not provide the warranty that CGM provides. Furthermore, these services are usually jack of all trades, which does not make them the expert in glazing and majority of them do not have the experience and high quality that CGM provides.

Additionally, the DIY retailers such as Home Depot and Lowe's are indirect competition. They provide glass products together with windows and door installations. Their advantage is when they sell product in their store they make it convenient for customer to purchase the installation (only windows and doors) with the product, saving the client time and hassle of searching qualified installers. The downside of these services is the high cost, limited number of services, long waiting time, lack of glazing skills and low degree of customization.

14. Operational Plan

CGM offices will be held in Phoenix, NY in a winter-proofed three car garage. The majority of the work will be done at the clients locations, thus location is not imperative to meet consumer demands. All physical requirements (amount of space, utilities, i.e.) are met with the leasing of the three car garage and purchase of a van. The garage will store the material, tools, cutting table, and the van. In addition a fax machine is necessary in order to process invoices, bids, and estimates primarily for the contractors and big commercial clients.

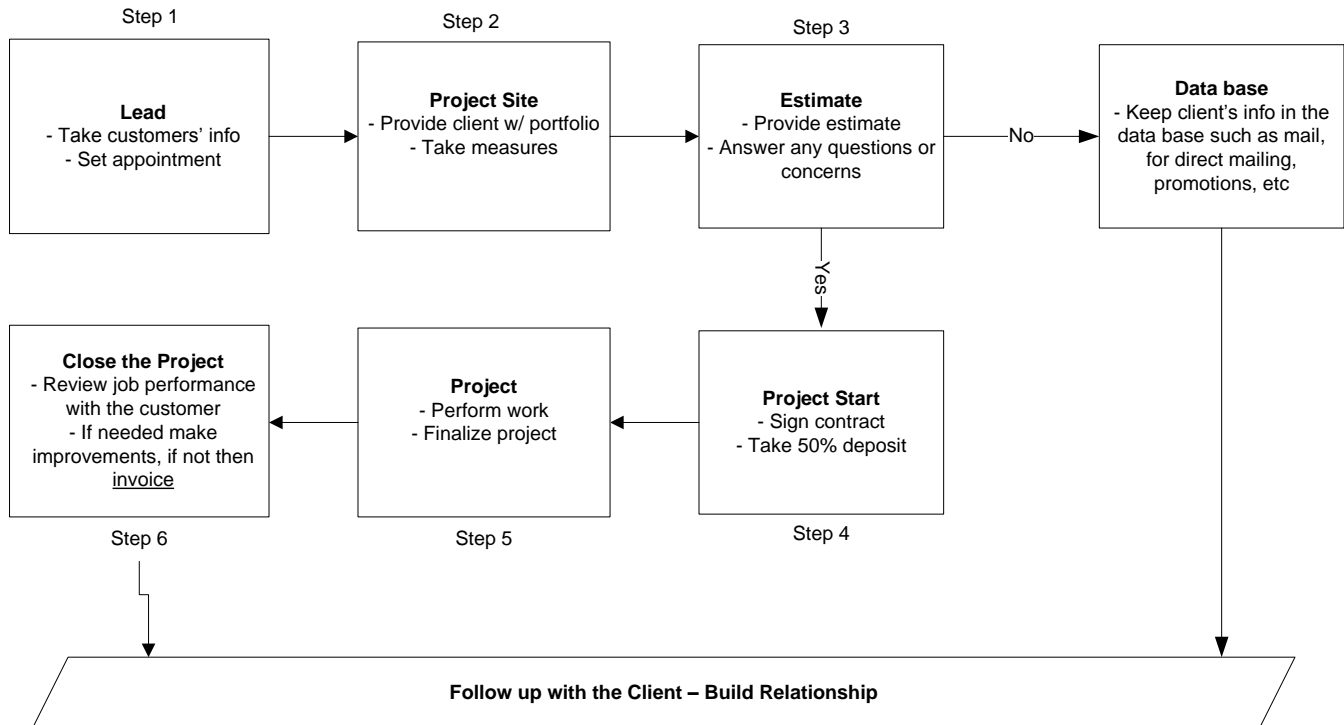
The business hours are 24/7. The owner and the PT employee have connected the cell phones to the company's phone number and will take calls in shifts. The owner has provided 24/7 emergency services in his previous glazing business; thus, he knows how to organize the schedule and knows what the call load will be.

The software programs necessary for our business include Microsoft Office, for data base management, estimations, and marketing efforts. QuickBooks will be used for invoicing, billing, cash flow reports, bookkeeping, etc.

The sequences of steps that need to occur are summarized in the Illustration 14.1. The steps are same for residential as well as commercial clients, for home owners and contractors. The contractors will contribute to larger sales for CGM, yet the number of contactors is smaller than number of property owners, since a great relationship with few builders can provide continues projects through the year.

CGM will provide all customers same quality of services as well as same customer care. It is important to have diversified portfolio of different but enlighten customers. Therefore, in illustration 14.1 once will see that CGM puts a great emphasis on relationship building with existing customers. CGM will maintain a data base of all leads, in order to send them occasional promotional materials.

Illustration 14.1



15. Sales

Distribution Channels

- Phone leads from contractors
- Yellow Pages annual advertising
- Business Cards
- Website
- Referral of business from satisfied consumers
- Networking at home builder events

Sales Forecast

See Financial Plan.

16. Management Team

The owner, Kevin Youngman, will manage the business on a day-to-day basis. He will hire new an assistant/office person to do the bookkeeping, data base management, invoicing/billing, handle details and organization of business.

Mr. Youngman will hire and train new glazers in the year 2009 and forward.

Professional and Advisory Support

In the future, the professional and advisory support team will include the following:

- Attorney
- Accountant
- Key advisors from Start-Up NY and Whitman School of Management

17. Financial Plan – see attached

Clay Glass and Mirror LLC

Clay Glass & Mirror Services, LLC
Projected Cash Flow

	February 2008	March 2008	April 2008	May 2008	June 2008	July 2008	August 2008	September 2008	October 2008	November 2008	December 2008	TOTAL
Cash, Beginning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,278	\$ 6,778	\$ 6,503	\$ 5,498	\$ 4,093	\$ 3,363	
Receipts												
Other Loan/Owner			\$ 1,500		\$ 500							\$ 2,000
Residential					\$ 1,200	\$ 1,800	\$ 2,100	\$ 2,400	\$ 2,400	\$ 2,100	\$ 1,800	\$ 13,800
Commercial	\$ -	\$ -			\$ 1,400	\$ 2,100	\$ 3,500	\$ 4,900	\$ 4,200	\$ 4,200	\$ 3,500	\$ 23,800
Micro Credit Loan					\$ 20,000							\$ 20,000
Total Receipts	\$ -	\$ -	\$ 1,500	\$ -	\$ 23,100	\$ 3,900	\$ 5,600	\$ 7,300	\$ 6,600	\$ 6,300	\$ 5,300	\$ 59,600
Expenses												
Material					\$ 650	\$ 975	\$ 1,400	\$ 1,825	\$ 1,650	\$ 1,575	\$ 1,325	\$ 9,400
Owner Salary					\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 11,200
Legal fees (incorporation)					\$ 1,000							
Payroll					\$ 800	\$ 800	\$ 800	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 8,800
Payroll Taxes					\$ 340	\$ 240	\$ 240	\$ 320	\$ 320	\$ 320	\$ 320	\$ 2,100
Workman's Comp.					\$ 1,980	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 2,970
Van Insurance					\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 525
Telephones/Internet					\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 875
Cell Phone					\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 700
Postage					\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 420
Office Expenses/Supplies					\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 2,100
Miscellaneous					\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 525
Marketing Efforts					\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 700
Advertising (yellow pages)			\$ 1,500									\$ 1,500
Payroll Company					\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 70
Total Expenses	\$ -	\$ -	\$ 1,500	\$ -	\$ 7,215	\$ 4,625	\$ 5,050	\$ 6,355	\$ 6,180	\$ 6,105	\$ 5,885	\$ 32,485
Capital Costs												
Computer					\$ 1,408							\$ 1,408
Fax					\$ 299							\$ 299
Tools					\$ 250			\$ 100			\$ 100	\$ 450
Van					\$ 4,900							\$ 4,900
Car Expenses (gas, repair)					\$ 150	\$ 175	\$ 225	\$ 250	\$ 225	\$ 225	\$ 200	\$ 1,450
Debt Payments												\$ -
Micro Credit Loan					\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 4,200
Shareholder/Other Loan							\$ 1,000	\$ 1,000				\$ 2,000
Cash, Ending	\$ -	\$ -	\$ -	\$ -	\$ 7,607	\$ 775	\$ 825	\$ 1,950	\$ 1,825	\$ 925	\$ 800	\$ 14,257
	\$ -	\$ -	\$ -	\$ -	\$ 8,278	\$ 6,778	\$ 6,503	\$ 5,498	\$ 4,093	\$ 3,363	\$ 2,008	\$ 12,858

Clay Glass and Mirror LLC

Clay Glass & Mirror Services, LLC
Projected Cash Flow

	January 2009	February 2009	March 2009	April 2009	May 2009	June 2009	July 2009	August 2009	September 2009	October 2009	November 2009	December 2009	TOTAL
Cash Beginning	\$ 2,008	\$ 601	\$ (395)	\$ (640)	\$ 633	\$ 2,226	\$ 5,940	\$ 9,114	\$ 13,053	\$ 15,242	\$ 17,394	\$ 18,571	
Receipts													
Other Loan/Owner					\$ 5,000								\$ 5,000
Residential	\$ 2,100	\$ 2,100	\$ 2,450	\$ 2,800	\$ 5,250	\$ 5,950	\$ 6,300	\$ 7,000	\$ 6,300	\$ 5,950	\$ 5,600	\$ 4,900	\$ 54,600
Commercial	\$ 3,750	\$ 4,500	\$ 5,250	\$ 8,250	\$ 10,500	\$ 10,500	\$ 11,250	\$ 11,250	\$ 9,750	\$ 9,750	\$ 9,000	\$ 8,250	\$ 98,250
Micro Credit Loan													\$ -
Total Receipts	\$ 5,850	\$ 6,600	\$ 7,700	\$ 11,050	\$ 20,750	\$ 16,450	\$ 17,550	\$ 18,250	\$ 16,050	\$ 15,700	\$ 14,600	\$ 13,150	\$ 157,850
Expenses													
Material	\$ 1,463	\$ 1,650	\$ 1,925	\$ 2,763	\$ 5,188	\$ 4,113	\$ 4,388	\$ 4,563	\$ 4,013	\$ 3,925	\$ 3,650	\$ 3,288	\$ 40,925
Owner Salary	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 25,200
Payroll	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200	\$ 30,400
Payroll Taxes	\$ 360	\$ 360	\$ 360	\$ 360	\$ 560	\$ 560	\$ 560	\$ 560	\$ 560	\$ 560	\$ 560	\$ 560	\$ 5,560
Workman's Comp.	\$ 165	\$ 165	\$ 165	\$ 165	\$ 165	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 2,993
Van Insurance	\$ 75	\$ 75	\$ 75	\$ 75	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 1,425
Telephones/Internet	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 1,375
Cell Phone	\$ 100	\$ 100	\$ 100	\$ 100	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,180
Postage	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,100
Office Expenses/Supplies	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 200	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 800
Miscellaneous	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,300
Marketing Efforts	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,700
Advertising (yellow pages)			\$ 970										\$ 970
Payroll Company	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 110
	\$ 6,458	\$ 6,645	\$ 7,120	\$ 8,928	\$ 12,668	\$ 11,561	\$ 11,976	\$ 12,011	\$ 11,461	\$ 11,373	\$ 11,098	\$ 10,736	\$ 76,113
Capital Costs													
Computer													\$ -
Fax													\$ -
Tools		\$ 150			\$ 350		\$ 200		\$ 200		\$ 200		\$ 1,100
Van					\$ 4,990								\$ 4,990
Car Expenses (gas, repair)	\$ 200	\$ 200	\$ 225	\$ 250	\$ 550	\$ 575	\$ 600	\$ 700	\$ 600	\$ 575	\$ 525	\$ 450	\$ 5,250
Debt Payments													\$ -
Micro Credit Loan	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 6,600
Shareholder/Other Loan	\$ 800	\$ 950	\$ 825	\$ 850	\$ 6,490	\$ 1,175	\$ 2,400	\$ 2,300	\$ 2,400	\$ 2,175	\$ 2,325	\$ 1,050	\$ 22,940
Cash Ending	\$ 601	\$ (395)	\$ (640)	\$ 633	\$ 2,226	\$ 5,940	\$ 9,114	\$ 13,053	\$ 15,242	\$ 17,394	\$ 18,571	\$ 19,935	\$ 59,397

Clay Glass and Mirror LLC

Clay Glass & Mirror Services, LLC
Projected Cash Flow

	January 2010	February 2010	March 2010	April 2010	May 2010	June 2010	July 2010	August 2010	September 2010	October 2010	November 2010	December 2010	TOTAL
Cash, Beginning	\$ 19,935	\$ 20,899	\$ 22,131	\$ 23,748	\$ 25,328	\$ 29,215	\$ 33,435	\$ 39,025	\$ 44,875	\$ 49,295	\$ 53,223	\$ 56,548	
Receipts													
Other Loan/Owner													
Residential job	\$ 4,290	\$ 4,680	\$ 4,680	\$ 5,070	\$ 6,630	\$ 7,020	\$ 7,020	\$ 7,800	\$ 7,020	\$ 6,630	\$ 6,240	\$ 5,460	\$ 68,250
Commercial job	\$ 8,580	\$ 8,580	\$ 9,360	\$ 10,920	\$ 12,480	\$ 12,480	\$ 14,040	\$ 14,040	\$ 14,040	\$ 12,480	\$ 12,480	\$ 11,700	\$ 10,140
Micro Credit Loan													\$ -
Total Receipts	\$ 12,870	\$ 13,260	\$ 14,040	\$ 15,990	\$ 19,110	\$ 19,500	\$ 21,060	\$ 21,840	\$ 19,500	\$ 19,110	\$ 17,940	\$ 15,600	\$ 196,950
Expenses													
Material (25% of a job)	\$ 3,218	\$ 3,315	\$ 3,510	\$ 3,998	\$ 4,778	\$ 4,875	\$ 5,265	\$ 5,460	\$ 4,875	\$ 4,778	\$ 4,485	\$ 3,900	\$ 52,455
Owner Salary	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 31,200
Payroll	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 42,800
Payroll Taxes	\$ 600	\$ 600	\$ 600	\$ 600	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 7,400
Workman's Comp.	\$ 333	\$ 333	\$ 333	\$ 333	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350	\$ 3,799
Van Insurance	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 1,650
Telephones/Internet	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 1,375
Cell Phone	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,210
Postage	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,100
Office Expenses/Supplies	\$ 60	\$ 60	\$ 60	\$ 60	\$ 150	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 750
Miscellaneous	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 3,300
Marketing Efforts	\$ 100	\$ 100	\$ 300	\$ 300	\$ 300	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,700
Advertising (yellow pages)			\$ 1,250										\$ 1,250
Payroll Company	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 10	\$ 110
	\$ 11,106	\$ 11,203	\$ 11,598	\$ 13,336	\$ 14,073	\$ 13,880	\$ 14,270	\$ 14,465	\$ 13,880	\$ 13,783	\$ 13,490	\$ 12,905	\$ 97,644
Capital Costs													
Computer													\$ -
Fax													\$ -
Tools		\$ 25		\$ 225		\$ 225		\$ 225		\$ 225		\$ 225	\$ 1,150
Van													\$ -
Car Expenses (gas, repair)	\$ 200	\$ 200	\$ 225	\$ 250	\$ 550	\$ 575	\$ 600	\$ 700	\$ 600	\$ 575	\$ 525	\$ 450	\$ 5,250
Debt Payments													\$ -
Micro Credit Loan	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 6,600
Shareholder/Other Loan													\$ -
	\$ 800	\$ 825	\$ 825	\$ 1,075	\$ 1,150	\$ 1,400	\$ 1,200	\$ 1,525	\$ 1,200	\$ 1,400	\$ 1,125	\$ 1,275	\$ 13,000
Cash, Ending	\$ 20,899	\$ 22,131	\$ 23,748	\$ 25,328	\$ 29,215	\$ 33,435	\$ 39,025	\$ 44,875	\$ 49,295	\$ 53,223	\$ 56,548	\$ 57,968	\$ 107,205

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