

Center Name
Center Address
City, State Zip
Center Phone Number
Contact



ABC Daycare Center, Inc.

Business Plan

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Submitted by Jane Doe

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Executive Summary

ABC Home Care Center will operate under a philosophy that children need to be treated with warmth and respect. One major emerging trend in the childcare industry according to the Census Bureau's Report "What Does It Cost to Mind Our Preschoolers?" is the care of children during non- standard hours. The service sector is projected to have the highest and fastest growing percentage of shift workers at 42%. In 1990, 7.2 million mothers with 11.7 million children under the age of 15 worked either full or part time during non-standard hours. Mothers with children under age 5 have the highest percentage of voluntary non-standard hours.

Marketing efforts will remain primarily grassroots using local resources, current families, and churches to promote *ABC Home Care Center*.

Introduction

ABC Home Care Center is a Limited Liability Center (LLC) owned by *Jane Doe*. *Mrs. Doe* worked for 5 years as an assistant in a home based child care center. In addition, she has worked as a volunteer in the community for several years working in the child care ministry of the local church and at the neighborhood playground where she organized the monthly free Mom's Day out Program.

Mrs. Doe now seeks to utilize her skills and experience by serving parents who are seeking an alternative to larger commercial centers by operating under a philosophy that children need individual attention and should be treated with warmth and respect. The children served by ABC will have experiences with both caregivers and their peers that will foster physical, social, emotional, and cognitive growth. The atmosphere at ABC will be a caring environment to encourage independence, constructive problem solving, positive self-esteem, and improved self-worth.

Jane Doe started the child development center with the mission to serve inner city, low-income families with quality childcare. She is passionate about the need to assist children in their early childhood development with a stable, enriching and loving environment while their parents are working. She also understands the problems of lower income parents who cannot afford to pay for quality childcare. She has been operating the center from her hearts and passion to help families find personal and financial stability. It is the owner's intent to maintain a balance between service, administrative and managerial responsibilities.

The *center* is a daycare and learning center for children ages three months to twelve years old. It was organized to meet the growing need for quality daycare for working parents and to prepare children for secondary education.

The changing dynamics of the modern family have resulted in 65% of all mothers with children under the age of five having to work one or more jobs. In addition, according to the Women's Bureau, 7.2 million mothers with 11.7 million children under age 15 work full or part time during nonstandard hours. Thus, traditional daycare was not meeting the needs of many working parents ABC addresses this need by providing 24hour care.

Mission statement

ABC Home Daycare Center committed to providing quality care for children of every race, creed and color. We maintain a family atmosphere which comforts our children when they are with us and our parents when they leave. Our center offers care that is not only diverse but also specialized to meet the needs of each child.

Industry Review

The childcare industry remains essentially a mom-and-pop business ringing up annual sales estimated to be between \$10 billion and \$35 billion. Although the national chains grew 200% during the 80's, they still accounted for only 5% of the childcare centers operating nationwide. In 1995, only 9 chains had as many as 24 centers. The rest were much smaller operations, many of them non-profit or run in a provider's home.

Critical childcare factors

There are 4 demographic and socio-economic factors that have a strong influence on the childcare industry. They are:

- The number of preschool children.
- The number of working mothers with preschool children.
- The likelihood that parents will select a childcare center over other childcare arrangements.
- The financial ability to pay for childcare centers.

Number of preschool children

The preschool population has been increasing nationally on a steady basis. Since 1989, over 4-million children have been born annually, and that figure is expected to be similar for 2003. Data from the National Center of Health Statistics indicates that over half of the babies born in 2004 were born to women aged 20 to 29, while a third was born to women in their 30's. Among women aged 40 to 44, they saw an 8% increase in the number of babies born. Older mothers are more likely to earn more and spend more on their children.

This steady growth can be attributed to several factors. One factor involves a higher than anticipated birth rate of immigrant mothers. Another factor is the fertility rates for women in their 30's are higher than anticipated. Children born to women in their 30's were 33% in 1988 as compared to 19% in 2003. The trend of women delaying childbirth is expected to continue. The encouraging impacts of this trend for the childcare industry is that women aged 30-34 are more likely to return to work quickly and require childcare services. These mothers have established careers to support their family lifestyles.

One factor that could have an impact both positively and/or negatively is the decreasing size of American families. There will be fewer children born to each family, but the overall rate, as stated above, is expected to remain relatively consistent.

Number of working mothers with preschool children

The number of mothers with preschool children that are working has risen steadily since the 1960's. In 1990, 55% of the mothers with children under 6 were working and is expected to increase to 75% by the year 2004. This trend is expected to continue due to a shift in attitudes

toward women and working. The Census Bureau reports that the percentage of mothers with infants under 1 year who return to work has increased from 15% in 1968 to 61% in 2003.

The Study of Early Childcare, by the National Institute of Child Health and Development, found that half of the infants in the study were at childcare at 3 months of age. Over one third of the infants had been in at least 3 different childcare arrangements by the end of their first year. The study also found that the children that entered the childcare at a younger age had mothers who earned more and were less dependant upon income from fathers or other sources.

In a 1977 survey, adults were asked if they agreed or disagreed with the statement, "A working mother can establish just as secure a relationship with her children as a mother who does not work". In 1977 50% of the adults agreed with the above statement and in 1991 64% agreed. Additionally in 1992 survey of college students, 89% of the women surveyed saw marriage and children as part of their lives before the age of 35. Of the 89%, 97% planned to continue their careers after giving birth and 88% of the men surveyed assumed the women would continue to work after the birth of a child.

Likelihood that parents will select a childcare center over other childcare arrangements

The trend for utilizing childcare centers has been increasing steadily since 1965. In 1992, the number of preschool children of working mothers enrolled in childcare centers exceeded the number of children cared for by parents, relatives, nannies, or family daycare providers. The primary choice of working mothers was relatives to care for their children prior to 1990.

Today, nearly 1 in 3 children of working mothers attends a childcare center. A major shift has occurred over the last ten years from parents preferring relatives or family daycare to utilizing childcare centers.

The increase in use of daycare centers between married couples (30.0%) and single mothers (29.5%) is very consistent. The drop in 2003 for both married couples and single mothers is attributed to economic factors. Another important factor is the drop in care by the fathers. The number of families, using the father to provide care far the children has been steadily decreasing after an increase in 1991.

Financial ability to pay for childcare centers

The financial affordability of daycare centers is an issue that many recognize as a problem. The high cost of delivering quality childcare services prices the formal childcare center out of an affordable range for many families.

Almost 40% of respondents surveyed felt that they could not afford their current childcare arrangements, or the arrangements they would prefer (American Federation, 2001). Families earning over \$45,000 are twice as likely to enroll their children in centers then families with income below \$20,000. Household incomes, public subsidies, and employer support are all factors that influence the choice of childcare options.

According to a report titled “What Does It Cost to Mind Our Preschoolers?” by Lynne M. Casper and published by the US Department of Census, low-income families face greater difficulty in meeting the financial burden of commercial daycare centers.

A much higher percentage of their income is required to pay for childcare. This financial burden for lower income parents often places them in a dilemma of deciding between childcare and essentials for their family.

The owner of ABC recognizes and understands this problem and is trying to provide affordable care for their children’s families. This is challenging due to the nature of the industry and the high costs of operating a child development center.

Organization

Ownership

The business is a *Texas* corporation founded in 2000. It is closely held in that the owner, Mrs. *Doe* owns 100% of the stock. *ABC Home Care Center* will be located in the family residence owned by Mr. Joe and Mrs. Jane Doe who reside at 12345 Willow Street, Katy, Texas 77666.

The home has two rooms which will be used for the center. One will be a nursery and care center for infants. The second room will be a class and activity room for toddlers. The home meets the child to staff ratio and square footage required for each age group.

Licensing

The Daycare Center is a home-based daycare center licensed by the *Texas* Department of Social Services. The center has been granted this license after having complied with all the *county* and state regulations relative to the care of infants and children. Currently, the center is licensed for twelve children and operating at full capacity serving children ages 6 weeks to 5 years old.

The Center's daily operations are governed by its Policies and Procedures Manual which defines administrative, personnel and childcare policies. The manual also explains the practical procedures which are followed on a daily basis to ensure that the objectives of the policies are achieved.

Further, the *center* is evaluated by the state on an annual basis to ensure it's compliance with the required standards.

Services

The center provides childcare services from 6 AM to 6 PM Monday through Friday. During that time children are provided with nutritious meals, snacks, and opportunities to learn through age appropriate activities. During the summers and school breaks, services are provided for older siblings of the enrolled children. This allows parents to have their children at one location with consistent supervision and constructive activities.

Our services include nurturing care for infants and a curriculum for pre-schoolers that emphasizes the development of basic academic and social interaction with their peers. These skills are taught through playtime, group activities and group instruction time.

For after school care students, we provide educational videos, reading material and games which enforce the lessons received in school.

Management

The operations will be handled in the following way:

Jane Doe will be handling the day-to-day operations of the center. Her responsibilities will include hiring and supervising employees, communicating with parents, handling all issues that arise, taking payments from parents, handling late payments, and overseeing overall operations. She will also be responsible for working with the accountant to insure accurate financials. She will also handle accounts payables and running all the monthly financial statements.

Mr. Jack Smith a CPA will be hired to prepare the company's annual tax returns, quarterly tax deposits and employee tax statements. In the interim, Mrs. Doe will use Quick Books Software to record all cashflow activities and maintain the center's financial records.

In the event that legal counsel is required, Mrs. Doe will retain the services of Be Smart Lawyers, Inc. a small firm in the local community.

Operations

Service and delivery

Upon enrollment, parents will be advised of the grievance policy that explains their rights to discuss verbally or in writing any concerns or specific problems which they may have. The center will host quarterly parent teacher meetings to discuss the progress of each child as well as introduce new service plans.

Mrs. *Doe* will maintain an open door invitation to parents to discuss any concerns or problems which may arise during their child's enrollment. Parents will be encouraged to schedule special meetings with their child's teacher at any time.

Administrative Operations

It will be necessary for the assistant to have the ability to make purchases for ABC on a daily basis. A petty cash fund in the amount of One Hundred and (\$100) Dollars will be maintained for additional supplies and unexpected needs. *Jane Doe* will provide advisory status for those purchases, but caregiver will not need approval to make the above purchases. They will not make purchases that are not included in the approved budget.

The owner will also have the responsibility of meeting with the caregiver and assistants on a monthly basis to ensure that all polices are being followed. She will prepare an agenda and will preside over informal meetings. Items for discussion will include:

- General progress reports
- Center business
- General topics of interest or concern
- Health care issues
- Staff members will be asked to give reports on any matters of concern or interest

Fees

The following outlines the fees that will be charged for attending ABC Child Development Center:

Full Time Weekly Rates – 30 Hours or more

- | | |
|--------------------------------------|-------|
| • Infants (6 weeks to 18 months) | \$150 |
| • Toddlers (18+ months to 2 ½ years) | \$130 |
| • Preschool (2 ½ to 4 years) | \$100 |
| • Before & After School (5-6 years) | \$105 |

Part Time Weekly Rates – Up to 30 hours

- | | |
|--------------------------------------|------|
| • Infants (6 weeks to 18 months) | \$75 |
| • Toddlers (18+ months to 2 ½ years) | \$70 |
| • Preschool (2 ½ years to 4 years) | \$65 |
| • ½ time Before & After School | \$55 |

Full time enrollees will receive \$10 off the full-time enrollment for each child after the first child. The \$10 will be subtracted from the oldest children, rather than the youngest.

Human Resources

Recruiting and Hiring Staff

Employment and personnel plans

When a new employee needs to be hired, Mrs. Doe will review the budget to determine the available funds for the position. She will post the job, gather applications and resumes, and interview the applicants. The employment status of the new hire will be contingent on a completed background check by the Family Independence Agency.

The competition for trained personnel is intense. By offering a competitive compensation plan the positions will be filled in a short time. The overall cost of salaries and fringe benefits will rise 5% next year and 5% in the following year due to increased labor costs for the employees

and the projected cost of living increases. Detailed figures of personnel cost are included in the annual budget and income statements. The start-up personnel budget is noted here.

Salary, Wages and Benefits

The hours of the center will be from 6:00 A.M. to 6:00 P.M. Mrs. Doe as the owner of the center will supervise one full time and two part time employees. These employees will earn between \$6 and \$7 per hour for up to 40 hours per week. For safety and quality of care, the center will be staffed with two employees at all times. During peak hours it may be necessary to have three employees on site. Employee benefits such as health insurance and retirement are not offered at this time.

Center employees will be paid according to the following schedule.

- Owner – \$500 per week - Salaried Position
- Primary Caregivers \$7.00 per hour
- Part-time Caregivers \$6.00 per hour
- Center Aide \$6.00 per hour

Personnel Position	Per Hour	Full Time / Part time	Weekly Cost	Monthly Cost	Annual Cost
Owner / Full Time Care Giver		Full Time	500.00	\$2,000	\$24,000
Full Time Care Giver	\$7.00	Full Time (40 Hours per week)	280.00	\$1,120	\$13,440
Part-time Assistant	6.00	Part Time (36 Hours per week)	216.00	\$ 864	\$10,368
Center Aide	6.00	Part Time (30 Hours per week)	180.00	720	8,640
TOTAL BUDGET				\$4,704	\$56,448

Hiring Plans

Prescreening

The owner will screen an applicant before scheduling an office interview. After a brief, initial screening, a candidate for employment will be scheduled for an interview.

Recruiting Staff

The purpose of the interview will be to determine an applicant's eligibility for employment and to assess individual strengths, talents and limitation. During this process, the *Owner* will make observations about an applicant's training, experience, suitability for the child care profession, knowledge of the field, unique features, and personnel attributes.

A Pre-hire Visit

Before hiring, the Program Director will arrange for an applicant to spend a morning in a classroom. He/she may be asked to share an activity with children such as a flannel board story, a group project or a handmade game. The Program Director or Primary Caregiver will observe the applicant in group experiences and during free-activity time when children are playing in groups. At the end of the session, the Director records his/her observations, noting reasons to hire or not to hire a candidate.

Hiring Staff

At the time an applicant is accepted for a position, he/she will be given a job description, a formal contract and an employee handbook. The job description describes in detail the responsibilities of the employee, the expectations of the Center and the policies of the organization. The employee contract is a binding agreement between the Center and the employee that states the terms of employment, areas of responsibility and policies and procedures regarding employment and dismissal. The employee handbook is a guide that clarifies policies, procedures and teaching responsibilities; it also contains health, safety and nutritional information.

Staff Evaluations

Evaluations will be performed for all new staff members after a 90-day trial period. All staff members will be formally evaluated annually to measure progress, clarify objectives, and improve overall performance. Informal evaluations will be done frequently by the Program Director to clarify situations, emphasize the good things that are happening in the classroom, make suggestions for improvements, etc. The Center will also use a self-evaluation process where each staff members will be asked to assess their own performance.

Owner / Primary Caregiver

The Primary Caregiver will plan and implement the curriculum and assess the needs of children in his/her care throughout the day. He/she will show competence in caring for and educating young children and will have the ability to communicate effectively with parents.

For children ages 6 weeks to 2 years, there will be 1 primary caregiver for every 4 children.

For children ages 2 years to 3 years, there will be 1 primary caregiver for every 8 children.

For children ages 3 to 4 years, there will be 1 primary caregiver for every 10 children.

For children ages 4 to 6 years, there will be 1 primary caregiver for every 12 children.

Responsibilities

Primary Caregivers are responsible for:

1. Reading and reviewing the Curriculum Guide and the Staff handbook.
2. Establishing learning objectives that are consistent with the Center's philosophy.
3. Planning and executing a program that reflects the center's philosophy and program
4. Including play, learning, the arts and nurturing as primary components in a curriculum.
5. Arranging an attractive bulletin board.
6. Preparing projects and activities that reinforce themes and extended learning.
7. Planning at least one classroom event per semester for parents to share with their children.
8. Reviewing children's records periodically; update as needed.
9. Being attentive to health, sanitation, nutrition and safety at all times.
10. Recording information pertinent to a child's development.
11. Recording accidents in an accident log.
12. Maintaining a neat, orderly and attractive work area.
13. Requiring parents to sign children in and out of the center.
14. Reporting any unusual occurrences or behavioral changes in children.
15. Obtaining a physical examination, a TB test and completing first aid course within a designated period of time.
16. Maintaining the confidentiality of student records, conferences, and family matters at all times
17. Valuing and supporting each child and staff member without regard to race, religion or national origin
18. Demonstrating leadership in training children to be respectful, responsible, kind, and well- mannered

Part-time Caregivers

Part-time Caregivers will assist and relieve the Primary Caregivers during the hours of 6:00 to 9.00 a.m. and 1 p.m. to 4 p.m. This will allow the Primary Caregivers an opportunity to break for lunch, attend meetings or prepare for daily activities. These positions will average 15-20 hours per week. Part-time Caregivers will also be trained as substitutes to fill in as needed.

Part-time Caregivers are not responsible for a group of children but are responsible for maintaining harmony in a classroom; providing support for the teacher in charge; and for sharing in the care, safety ,and healthy development of children in the group. Assistants will be given the opportunity to interact with children of all ages.

Responsibilities Include:

Part-time caregivers are responsible for:

1. Supervising kitchen and food preparation

2. Maintaining a safe and sanitary environment
3. Ensuring that nutritional needs are met
4. Maintaining a comprehensive record keeping and filing system for USDA
5. Reading and reviewing the Staff Handbook
6. Reading and reviewing the Curriculum Guide
7. Maintaining clean and orderly rooms
8. Setting up activities for table and art activities
9. Cleaning up after activities have been completed
10. Preparing children for snack, lunch and other transitions
11. Assisting the Primary Caregiver as needed; replacing name tags; discarding, sorting, and
12. replacing equipment; making special notations on children" progress reports; phoning parents with routine messages; making suggestions that are helpful and supportive to the Primary Caregiver; decorating bulletin boards, returning files, going to the library;
13. Interacting and communicating with children in a positive and reinforcing way
14. Being role models for children
15. Contributing to a program by telling or reading stories, planning group experiences, projects or field trips.
16. Participating in parent conferences on request
17. Participating in planning units and special events
18. Attending general staff meetings and workshops
19. Maintaining positive relationships with parents and with staff
20. Demonstrating leadership in training children in areas of health, nutrition, and safety
21. Being attentive to and reporting to the Primary Caregiver or the Director unusual changes in children's appearance or behavior.
22. Being on time
23. Getting a physical examination, a TB test, and in some cases, completing a first-aid course within a designated period of time.
24. Maintaining confidentiality in areas that pertain to children's records, conferences, staff related matters and center-related matters
25. Valuing and supporting each child and staff member without regard to race, religion or national origin

Center Aide

The Center Aide will prepare and serve all meals for the Center. When not involved with preparing or serving meals, the Center Aide will assist in the large motor room, outside activities, and laundering. This will be a 30hour/week position.

Responsibilities

1. Reading and reviewing the Staff Handbook
2. Reading and reviewing the Curriculum Guide
3. Supervising kitchen and food preparation
4. Maintaining a safe and sanitary environment
5. Ensuring that nutritional needs are met
6. Maintaining a comprehensive record keeping and filing system for USDA
7. Maintaining clean and orderly rooms

8. Setting up activities for table and art activities
9. Cleaning up after activities have been completed
10. Preparing children for snack, lunch and other transitions
11. Assisting the Primary Caregiver as needed; replacing name tags; discarding, sorting, and replacing equipment; making special notations on children" progress reports; phoning parents with routine messages; making suggestions that are helpful and supportive to the Primary Caregiver; decorating bulletin boards, returning files, going to the library; Interacting and communicating with children in a positive and reinforcing way.
12. Being role models for children
13. Contributing to a program by telling or reading stories, planning group experiences, projects or field trips
14. Attending general staff meetings and workshops
15. Maintaining positive relationships with parents and with staff
16. Demonstrating leadership in training children in areas of health, nutrition, and safety
17. Getting a physical examination, a tine test, and in some cases, completing a first-aid course within a designated period of time
18. Maintaining confidentiality in areas that pertain to children's records, conferences, staff related matters and center -related matters
19. Valuing and supporting each child and staff member without regard to race, religion or national origin

Volunteers

Volunteers will be welcome if they are parents of currently enrolled children. All volunteers must comply with the Center's health requirements.

Marketing

Research

As stated earlier in the industry analysis, the primary target market for most daycare franchises is working women between the ages of 25 to 39 with household incomes of \$25,000 to \$75,000 and higher than average education levels.

According to the US Department of Education, 28% of women who work full-time use organized childcare as opposed to 15% by women employed part-time. The same study also determined that families earning over \$54,000 per year were 34% more likely to use organized childcare facilities than families having lower monthly incomes.

According to the US Government Census, within three miles of ABC Child Development Center there are 12,148 children between the ages of 0 to 4. The median household income is \$35,300 and the average household size is 2.62. The national median household income is \$39,831 and the average national household size is 2.60. The household income is over \$4,500 a year less than the national average while the household size is almost the same. This would indicate that there is a high need for affordable childcare.

Competition

There are three centers that offer home based daycare in a five mile radius of ABC. Below is a comparison of the most important competitive factors.

1. XYZ Daycare
12345 Bell Street
My City, State 70011
2. Mrs. Smiths Daycare
22222 Smith Street
My City, State
3. Mrs. Jones Daycare
6868 Jones Street
My City, State 70011

Table 1: Competitive Analysis

Factor	Me ABC Homebased Daycare	Strength	Weakness	Competitor A XYZ Daycare	Competitor B Mrs. Smiths Daycare	Competitor C Mrs. Jones Daycare	Importance to Customer
Curriculum							
Price	Competitive	✓		Expensive	Lowest Rate	Competitive	2
Quality	Excellent	✓		Excellent	Average	Average	1
Service	Very Good	✓		Very Good	Average	Very Good	2
Reliability	Excellent			Excellent	Very Good	Very Good	1
Stability	New Center		✓	Excellent	Excellent	New center / no rating	1
Expertise	Good	✓		Excellent	Good	Average	3
Company Reputation	New Center		✓	Very Good	Good	New Center / No Rating	2
Location	Excellent	✓		Poor	Average	Good	2
Appearance	Average		✓	Very Good	Average	Average	3
Sales Method	Community Outreach	✓		Major media advertising	Flyers	Referrals	4

Niche

The company offers a learning curriculum with a strong focus on preparation for academic excellence. The center is differentiated by providing accelerated preparation in computer skills, Spanish and sign language. This curriculum is offered to parents at a competitive rate.

The direct involvement of the owner with the children provides a warm family atmosphere. This atmosphere is conducive to a child being most responsive and receptive. These qualities are highly promoted in the marketing material.

Marketing Strategies

Marketing efforts will remain primarily grassroots using local resources, current families, and churches to promote *ABC Home Care Center*. Letterhead and business cards will be developed with a new logo, an open house will be held to introduce the new management, and children will screen print the new logo on their own t-shirts. This will provide visible name recognition for the center.

In addition, articles will be written for the newspaper and local papers will have advertising for the new center. This will promote the open house and openings for September.

In addition, local churches will be contacted to have posters in their lobbies and also notices in their Sunday bulletins. These will have little cost since the fliers will be run directly from the computer.

In addition, throughout the year ABC will have special events to involve families and their children. For example: Halloween Party, Holiday/Hanukah/ Kwanzaa Pageant, Chinese New Year, Martin Luther King Day, Valentine’s Day, Cinco de Mayo Day, etc. These days will be to celebrate multi-cultural events and provide opportunities for families to interact. It will also provide opportunities for further media coverage from the newspaper and television. Local newspapers and human-interest television reporters will be contacted to provide coverage of the events.

Marketing Budget

Advertising	Date	Cost
1. Letterhead/business cards	August	\$ 500
2. Newspaper	August	\$1000
3. Brochures/newsletters	August	\$ 50
4. Logo clothing	September	\$ 50
5. Telephone Book-yellow pages		(No charge-just listing)
6. Churches		(No charge-posters & notices in church bulletins)
7. Public Relations		
a. Family & employee appreciation picnics	May	\$ 300
8. School/church events		(volunteers-no charge)
Total		\$1,900

Budgets & Financials

Sales Projections

Cash Flow Statement

Profit & Loss Statement