Attachment 1

Briefing Sheet
Elements of a Successful Restaurant Business Plan

Detailed business and financial planning is critical to a restaurant's likelihood of success. Restaurant start-ups are capital intensive, and restaurants often do not achieve profitability in the first 6 – 12 months of operation. It is therefore imperative that the County performs its due diligence thoroughly to ensure any tenant with whom we enter into a lease is prepared to succeed. The Qualifications and Business Plan submittal requires detailed pre-planning on the part of the business owner, and helps to ensure the proposed restaurant can be successful.

The purpose for issuing an RFQ/P to solicit prospective tenants is to ensure that the County's goals and objectives are reflected in the proposed business plans, and that we receive the qualitative and financial information necessary to help us select a tenant that is prepared to be successful in this space. This level of financial information would also typically be required by a lender to ensure the viability of the success of the business.

The RFQ/P will require prospective tenants to provide detailed information about their business, including:

1. Description of the business organization (i.e., sole proprietorship, partnership, limited liability corporation) and bio/résumé of the principals.

2. Restaurant segment being proposed (i.e. Diner, Café, Casual Dining, Premium Casual, Fast Food, etc.).

3. Description of overall marketing strategy and planned campaigns.

4. Market Analysis upon which the proposal is based. Who is the target market for this concept, who are the anticipated competitors, and how is this restaurant differentiated from the competition?

5. Operations plan, including staffing, training, customer service, suppliers, and management controls.

6. Sources and uses of funds for the first year of business.

7. Assumptions underlying the financial forecasts.

Selected proposers will be asked to provide detailed budgets for capital and operating expenses, and forecasted profit and loss statements. These business forecasts, referred to as "pro-forma" financials, are important tools to project what a tenant's financial situation would be if the underlying assumptions built into the business plan hold true, and allows for "what-if" analysis to test the impact or variations in the assumptions. Analysis of the projections allows us to assess the proposed business plan, validate the numbers, and evaluate the proposer's debt structure and financial capacity to achieve profitability.