

Business Plan

for

Ashley Habilitation and Resource Center

Sidra Reese
Executive Director

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by Ashley Habilitation and Resource Center in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of the Chairman of the Board of Ashley Habilitation and Resource Center.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to Ashley Habilitation and Resource Center.

Upon request, this document is to be immediately returned to an active board member of Ashley Habilitation and Resource Center.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

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1.0 Executive Summary

The Problem

Why would parents feel as though their family has been dropped off a cliff? It is because their child, who is a part of the most vulnerable population in society, is transitioning to adulthood. Instead of graduation being met with excitement for the future, it is a time of intense fear. Gone is the routine and structured schedule of high school. Gone is the certainty of where their special needs child will be throughout the day. And often times, gone is a family member's salary as they make adjustments to become the primary caregiver of a special needs child.

According to a July 2005 Policy Brief from MacArthur Foundation Research, leaving high school is often associated with the greatest disruption for youth with disabling conditions because in addition to leaving high school, the time is marked with a rising expectation for work and independent living. Families and youth lack the information needed to navigate the transition successfully. Additionally, in Georgia, supply of provider services to these exceptional young adults, does not keep up with the demand for these critical services.

A survey of 1300 youth with disabilities aged 14-25 by the Pace Center, revealed that fewer than one-half received any guidance about making medical decision, nor had they been asked about their work plan. The entire family enters the next phase of life totally unprepared.

Solution

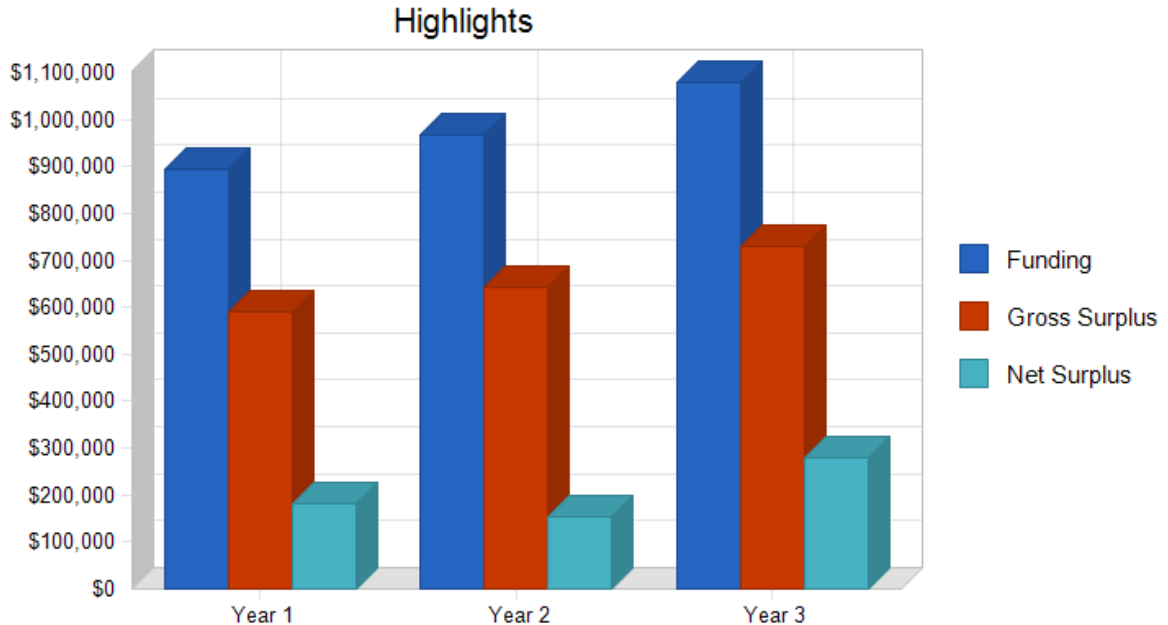
Ashley Habilitation and Resource Center (the Center) is a new nonprofit organization located near northeast Atlanta, Georgia. It is founded by Eric and Sidra Reese, Co-Pastors of Greater Empowerment Worship Center in Lilburn, Georgia.

Although Ashley Habilitation and Resource Center is a new entity, its foundation is not based on theory alone. The Center is named after the Reese's beautiful, special needs daughter, Ashley. It is being birthed after realizing that beyond high school, there are limited options for families with special needs children. Therefore, the Center will fill this extraordinary chasm with uninterrupted, continued, quality services, education and care to special needs young adults.

The Center will not only adhere to the needs of the specially defined, but it will also give parents a sense of safety. It will provide much needed resources so that families can prepare themselves to navigate through the increased challenges of adulthood.

Ashley Habilitation and Resource Center

The Center lives by this motto, "...continuing the care by showing the love".



1.1 Objectives

Goal 1: To continuously develop, strengthen, and improve services offered by the Center

- Hire 80% of staff two months before starting date.
- Arrange working capital for the initial startup phase of the organization.
- Enhance customer service by offering three in-service trainings related to client satisfaction with services, accessibility, and staff-client interactions.
- Consistently and accurately meet the need for resources and care of the special needs adult community
- Continuously assess client satisfaction from three perspectives: accessibility, environmental factors, and service-related factors.

Goal 2: To strengthen the Center's commitment to the special needs community

- Identify and develop strategic alliances with three local high schools
- Identify and foster strategic alliances and networks with four community medical group practices who specialized in special needs adults
- Coordinate healthcare, education, vocational, and social service systems

1.2 Mission

Vision

We envision a state of the art day habilitation center where young, special needs adults can continue learning beyond high school and their parents are confident that they are cared for in a safe and effective environment.

Mission

Ashley Habilitation and Resource Center exists to enhance and further the daily living and community skills of the special needs participant.

1.3 Keys to Success

Here are a few important keys to success:

- Obtaining initial working capital
- Hiring a credentialed clinical team
- Listening to all customers and attempting to meet their needs
- Obtaining a provider license through the Georgia Department of Behavioral Health & Developmental Disabilities

2.0 Organization Summary

It is the intention of the board and leadership team of Ashley Habilitation and Resource Center to create a model or prototype for quality day habilitation services that can be replicated in other regions in Georgia. All activities will be documented, studied, and learned from for future day habilitation programs in multiple locations.

2.1 Legal Entity

Ashley Habilitation and Resource Center is a nonprofit corporation with the state of Georgia and a 501(c)(3) tax-exempt organization.

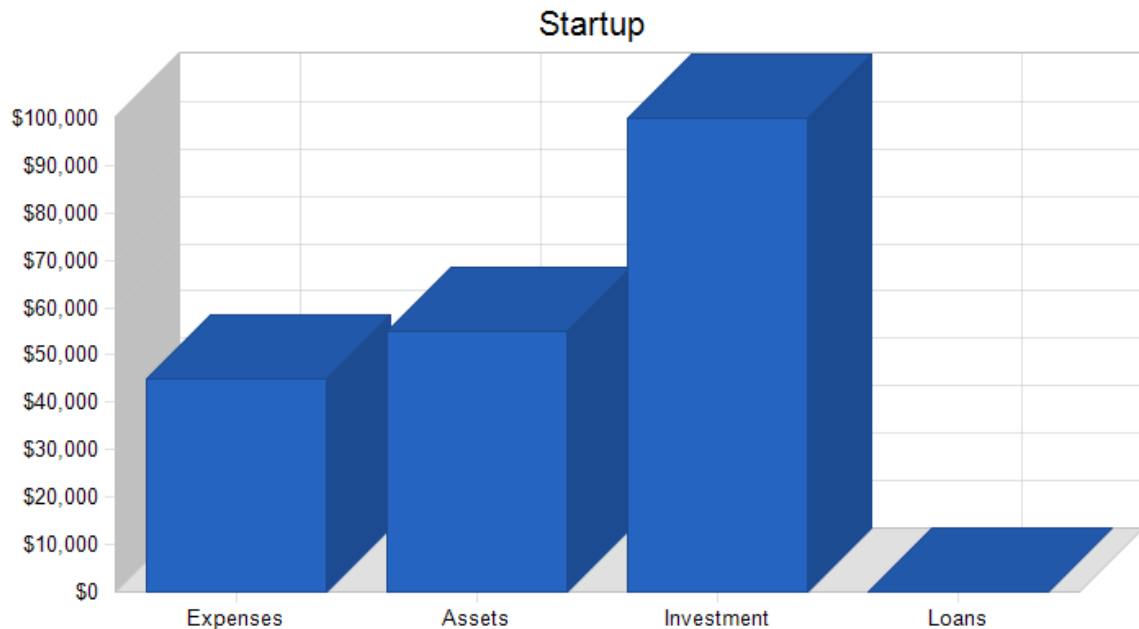
2.2 Startup Summary

Ashley Habilitation and Resource Center

Start-up costs are based on the costs involved with the build-out improvements of the planned space (a structure that needs retro-fitting), and for the marketing and operational expenses needed to get up and running. Long-term assets of \$30,000 includes \$10,000 each for leasehold improvements, furniture, and equipment.

Table: Startup

Startup	
Requirements	
Startup Expenses	
Legal	\$2,500
Fundraising and Promo Materials	\$3,500
Insurance	\$500
Rent (Prior to Opening)	\$10,000
Computers	\$4,000
Emergency Kits/ Defibs	\$2,500
Software	\$5,000
Licenses and Permits	\$1,500
Consultant	\$1,000
Office Supplies	\$1,000
Utility and Lease Deposits	\$2,000
Initial Training	\$5,000
Curriculum and Program Materials	\$5,000
Utilities and Lease Deposits	\$1,500
Total Startup Expenses	\$45,000
Startup Assets	
Cash Required	\$25,000
Other Current Assets	\$0
Long-term Assets	\$30,000
Total Assets	\$55,000
Total Requirements	\$100,000



3.0 Services

Ashley Habilitation and Resource Center will provide day habilitation for all special needs young adults. The Center will offer a wide variety of services to individuals with moderate to severe development disabilities. The Center seeks to further the cognitive and mobility needs for those that are totally dependent. For participants who are more independent, daily activities will include gardening, self-care, nutrition, household skills, communication, sensory motor challenges, behavioral and social development. Community outings are a critical component of the Center. The tentative operation hours are 7am to 4pm, Monday through Friday.

As the Center grows, a state of the art facility will be built to accommodate a full spectrum of needs, including onsite doctors, social workers, physical therapists, occupational therapists, pools, jacuzzis, park and play area, gardens and therapeutic ponds.

The Center will provide the integral resources for families whose special needs child is in the process of transitioning to adulthood. The clinical team will develop an individualized transition plan or individual service plan that prepares the youth for adult life after school ends. The plan will include, but is not limited to the following:

- Recovery & Rehabilitation
- Self-Help & Empowerment

- Physical Health & Wellness
- Educational & Employment Financial
- Legal Housing
- Spirituality

The Center will also help in the implementation of the individual service plan.

4.0 Market Analysis Summary

Ashley Habilitation and Resource Center focuses on individuals with moderate to severe developmental disabilities. Developmental disabilities encompass a broad range of conditions that result from cognitive and/or physical impairments. These disabilities include intellectual disabilities, autism spectrum disorders, down syndrome, language and learning disorders, cerebral palsy, vision impairment, and hearing loss.

While the effects and severity of these conditions can vary widely, people with developmental disabilities have problems with major life activities such as language, mobility, learning, self-help, and independent living.

4.1 Market Segmentation

Ashley Habilitation and Resource Center helps participants develop social, leisure, work-related, and daily living skills based on what their disability will allow:

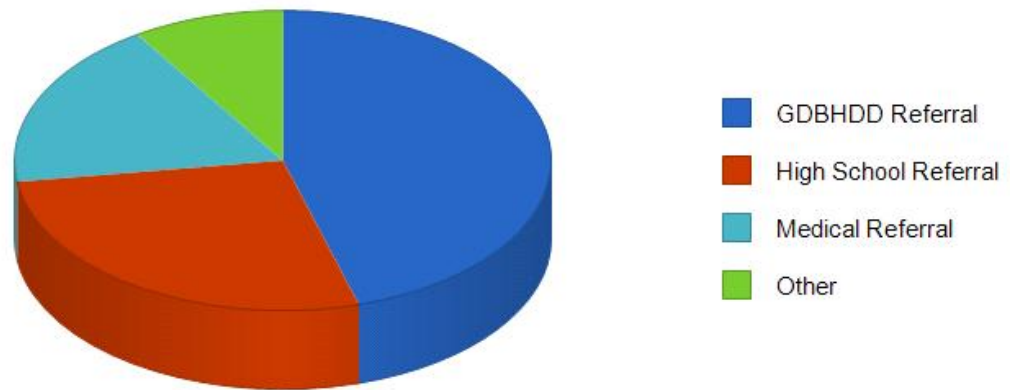
The target market is segmented based on how the participant comes to the Center:

- Georgia Department of Behavioral Health and Developmental Disabilities Referral
- High School Referral
- Medical Referral
- Other

Table: Market Analysis

Market Analysis		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
GDBHDD Referral	5%	500	525	551	579	608	5.01%
High School Referral	10%	300	330	363	399	439	9.99%
Medical Referral	5%	200	210	221	232	244	5.10%
Other	5%	100	105	110	116	122	5.10%
Total	6.46%	1,100	1,170	1,245	1,326	1,413	6.46%

Market Analysis (Pie)



4.2 Target Market Segment Strategy

Ashley Habilitation and Resource Center focuses on individuals with moderate to severe developmental disabilities. Developmental disabilities encompass a wide range of conditions that result from cognitive and/or physical impairments. These disabilities include, but are not limited to, intellectual disabilities, autism spectrum disorders, down syndrome, language and learning disorders, cerebral palsy, vision impairment, and hearing loss.

While the effects and severity of these conditions can vary widely, people with developmental disabilities have problems with major life activities such as language, mobility, learning, self-help, and independent living. Whether moderate or severe,

the Center will match services to needs.

4.3 Service Providers Analysis

The licensing agency for the Center is The Department of Behavioral Health and Developmental Disabilities (DBHDD). In Georgia, this agency is divided into regions of responsibility. Based on a May 2012 announcement, the Division of Developmental Disabilities maintains planning lists and a transition list for individuals eligible for developmental disabilities services. These lists are sorted by the needs of the individual, service area, and service type. The Division of Developmental Disabilities utilizes the demographics of these lists to recruit for potential provider types based on the need in the specific regions and counties.

While this list is a source of referrals for individuals with developmental disabilities, there is no guarantee of referral. Individuals with developmental disabilities always have choice in the selection of providers.

The recruitment cycle for potential providers occurs two times per year beginning July 1 and January 1. The Department of Behavioral Health and Developmental Disabilities/ Division of Developmental Disabilities will begin the next recruitment cycle for new providers beginning July 1, 2012.

Although there are multiple service providers who offer varying services, more providers are needed. There is a huge demand for day habilitation services. Hence, the Center will write a Letter of Intent and present the required documentation to DBHDD to become a service provider in Region 3 by January 2013.

5.0 Web Plan Summary

The website will be used as a resource of information to clients, referral organizations, and donors. The site will be a straightforward source of details about the program, information about the facilities, and biographical information about the staff.

The website will be an integral part of the overall marketing strategy of the Ashley Habilitation and Resource Center. It will effectively tell the story of the Center and the recipients of its services.

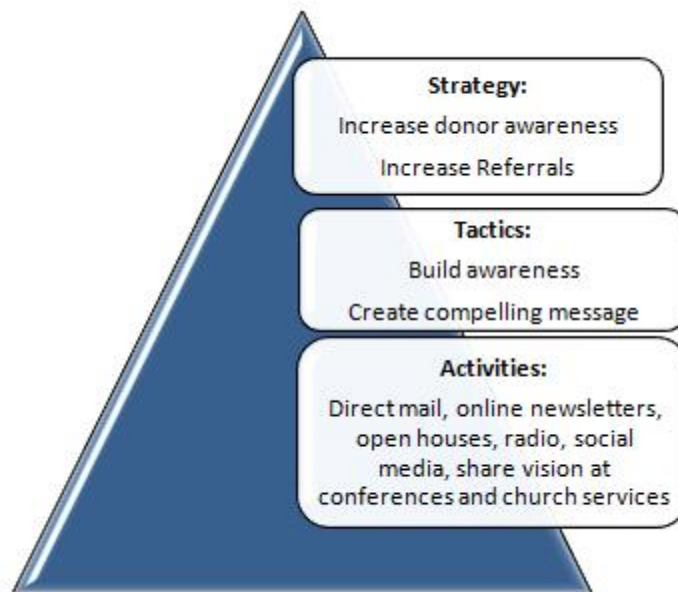
The website will be marketed to all referral agencies as well as to clients and prospective corporate and individual donors. Donations will be taken directly from the site via Paypal. For increased traffic to the new site, a link will be added on Greater Empowerment

Worship Center's site and other sites where the founders have established ministry and business relationships.

A facebook page will also be created for interactivity and community discussions.

6.0 Strategy and Implementation Summary

The leadership team has already established a singular focus of young adults who are moderately to severely developmentally delayed. In some respects, these young people can be the toughest to serve. The founders know that they are called by God, then equipped to accomplish this daunting, but good work. Niche services are matched to the needs of the participants and families who become a part of Ashley House Habilitation and Resource Center. Personal stories and testimonies will be gathered and expressed through a variety of means. Below is the strategy pyramid:



6.1 SWOT Analysis

The SWOT analysis examines the internal strengths and weaknesses of Ashley Habilitation and Resource Center, as well as the external opportunities and potential threats to the Center.

6.1.1 Strengths

Internal strengths are:

- Clear vision of market need
- Good relationship with licensing agency
- Ability to leverage existing relationships
- Unique mix of services
- Able to respond quickly due to lack of internal bureaucracy

6.1.2 Weaknesses

Internal weaknesses are:

- Cash flow unreliable during startup phase
- Must build market presence
- Must build solid infrastructure
- Need to locate facility
- Must hire qualified staff
- Need to build a committed board

6.1.3 Opportunities

External strengths are:

- Recruitment from licensing agency
- Strong market need
- Real estate at its lowest prices
- Potential pool of human capital due to recession
- Strategic alliances offering sources for referrals

6.1.4 Threats

External weaknesses are:

- Unstable economy
- Target audience unable to pay for services

- Complex licensing process
- Government bureaucracy, e.g. Medicare, Medicaid

6.2 Competitive Edge

The Center completes rather than competes. Because the market need is so big, relationships will even be established with other Day Habilitation Centers to ensure that special needs young adults and their families get the well- rounded support they need.



6.3 Marketing Strategy

Ashley Habilitation and Resource Center's marketing strategy will be two pronged. One goal is to raise awareness about the services to its target customers. The second goal is to increase awareness of the Center within the community for fundraising efforts.

A main thrust of the effort of increasing visibility within the community of users will be through the development of relationships with other social service providers who provide complementary services. Vocational services, where organizations find work for special needs clients, is an example of a complementary service. We must also develop strategic alliances with healthcare providers, local high schools and the Center's licensing agency, The Department of Behavioral Health and Developmental Disabilities (DBHDD).

These are the "front line workers" who are in the best position to make referrals

to individuals and families who are truly in need of the services. By developing relationships with these organizations, a constant flow of clients will be established.

These relationships will be developed through multiple means including frequent open houses to allow their staff to experience the loving environment and the day to day operations of the Center, as well as maintaining relationships with the leaders of these organizations.

The Center will also campaign to develop visibility within the community for both client recruitment as well as corporate fundraising. Activities such as participation on radio shows, sponsorship of one day events/seminars, and other public events are designed to brand the Center as the leader of effective day services to special needs young adults. Fundraising efforts are more effective when people know about and believe in the purpose, as well as see the transformational outcomes from the work.

6.4 Fundraising Strategy

Fundraising and revenues will be generated through a combination of grants, donations, and the Medicaid waivers called, New Options Waivers (NOW) and Comprehensive Support Waivers. Depending on their financial status, some families will be expected to pay for a percentage of the tuition costs.

6.4.1 Funding Forecast

Funding sources primarily come from Medicaid waivers.

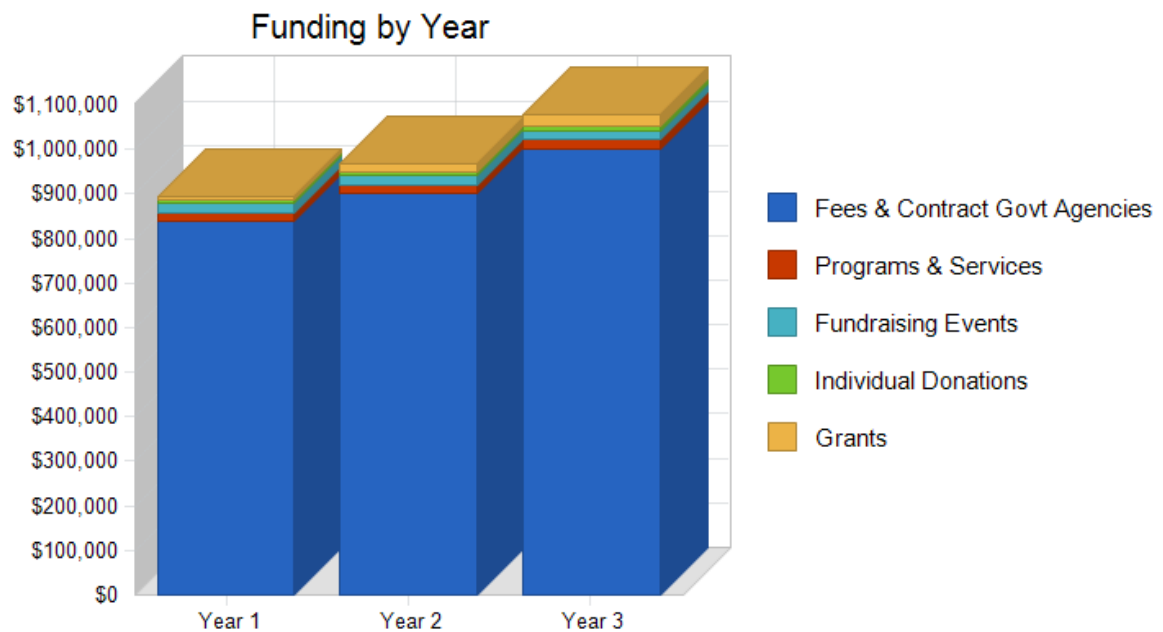
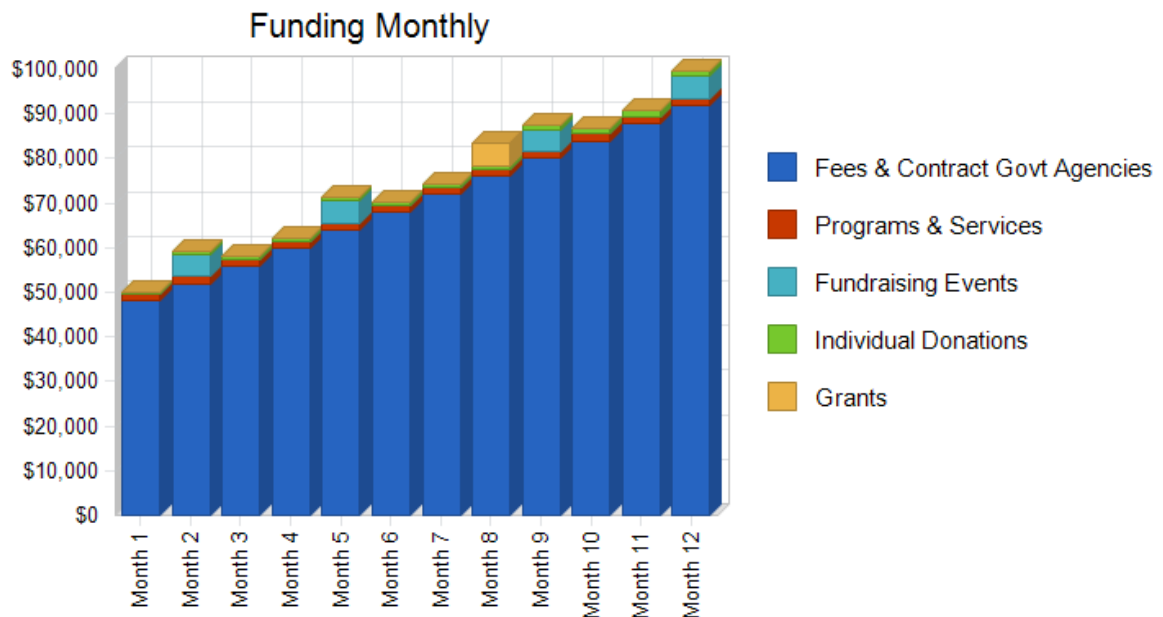
Revenue assumptions are based on the following:

- The Center must go through the extensive process to become a Medicaid provider.
- At the beginning of year 1, the Center will serve approximately 15 families and grow to approximately 26 families at the end of year 1.
- The number of funding units for fees and government agencies represent the number of times waivers are projected to be issued per participant per month.
- Three families per month (36 unites) are projected to pay full program service fees.

Table: Funding Forecast

Funding Forecast			
	Year 1	Year 2	Year 3
Units			
Fees & Contract Govt Agencies	210	225	250
Programs & Services	36	40	45
Fundraising Events	4	4	4
Individual Donations	201	215	225
Grants	1	3	5
Total Units	452	487	529
Unit Prices			
	Year 1	Year 2	Year 3
Fees & Contract Govt Agencies	\$4,000.00	\$4,000.00	\$4,000.00
Programs & Services	\$500.00	\$500.00	\$500.00
Fundraising Events	\$5,000.00	\$5,000.00	\$5,000.00
Individual Donations	\$50.00	\$50.00	\$50.00
Grants	\$5,000.00	\$5,000.00	\$5,000.00
Funding			
Fees & Contract Govt Agencies	\$840,000	\$900,000	\$1,000,000
Programs & Services	\$18,000	\$20,000	\$22,500
Fundraising Events	\$20,000	\$20,000	\$20,000
Individual Donations	\$10,050	\$10,750	\$11,250
Grants	\$5,000	\$15,000	\$25,000
Total Funding	\$893,050	\$965,750	\$1,078,750
Direct Unit Costs			
	Year 1	Year 2	Year 3
Fees & Contract Govt Agencies	\$600.00	\$600.00	\$600.00
Programs & Services	\$75.00	\$75.00	\$75.00
Fundraising Events	\$750.00	\$750.00	\$750.00
Individual Donations	\$7.50	\$7.50	\$7.50
Grants	\$750.00	\$750.00	\$750.00
Direct Cost of Funding			
Fees & Contract Govt Agencies	\$126,000	\$135,000	\$150,000
Programs & Services	\$2,700	\$3,000	\$3,375
Fundraising Events	\$3,000	\$3,000	\$3,000
Individual Donations	\$1,508	\$1,613	\$1,688
Grants	\$750	\$2,250	\$3,750
Subtotal Direct Cost of Funding	\$133,958	\$144,863	\$161,813

Ashley Habilitation and Resource Center



7.0 Management Summary

The initial management team consists of the Board of Directors working closely with the Executive Director, Sidra Reese.

7.1 Personnel Plan

The initial staff will consist of:

Administrative Staff

- Office/Business Manager
- Placement Specialist

Funding and Marketing

- Grant Writer (part time)
- Director of Development (beginning year 2)

Health Services

- Registered Nurse (part-time)
- Dietician (part-time)

Direct Care

- Direct Care Lead (1 personnel)
- Direct Care Attendants (4 personnel)

Ashley Habilitation and Resource Center staff members will be well trained and dedicated to helping those served. All new hires will undergo thorough background checks, which include FBI and GBI fingerprint record investigations. Driving records will also be obtained, and all employees will receive defensive driving training. All employees will be CPR and First Aid certified and ongoing training will be provided to ensure that staff members are always improving their skills.

Table: Personnel

Personnel Plan	Year 1	Year 2	Year 3
Direct Care Personnel			
Direct Care Lead	\$45,000	\$47,250	\$50,000
Direct Care Attendants	\$120,000	\$126,000	\$132,300
Subtotal	\$165,000	\$173,250	\$182,300
Funding and Marketing Personnel			
Director of Development	\$0	\$40,000	\$40,000
Grant Writer	\$24,000	\$25,200	\$26,460
Subtotal	\$24,000	\$65,200	\$66,460
General and Administrative Personnel			
Executive Director	\$54,996	\$57,750	\$60,650
Office/Business Manager	\$45,000	\$47,250	\$50,000
Placement Specialist	\$39,996	\$42,000	\$44,100
Subtotal	\$139,992	\$147,000	\$154,750
Health Services Personnel			
Registered Nurse	\$30,000	\$31,500	\$33,075
Dietician	\$20,004	\$21,000	\$22,050
Subtotal	\$50,004	\$52,500	\$55,125
Total People	11	12	12
Total Payroll	\$378,996	\$437,950	\$458,635

8.0 Financial Plan

Ashley Habilitation and Resource Center will finance growth through cash flow. No borrowing will be necessary. These are conservative estimates of revenue and expenses. The Center is committed to consistent growth of cash balances through prudent management of expenses. One of the primary focuses is building adequate cash reserves for future expansion to other regions.

8.1 Startup Funding

Ashley Habilitation and Resource Center

The following table shows startup costs and how they will be funded.

Table: Startup Funding

Startup Funding	
Startup Expenses to Fund	\$45,000
Startup Assets to Fund	\$55,000
Total Funding Required	\$100,000
Assets	
Non-cash Assets from Startup	\$30,000
Cash Requirements from Startup	\$25,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$25,000
Total Assets	\$55,000
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$0
Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$0
Capital	
Planned Investment	
Owner	\$0
Private Donations, Govt Funding	\$100,000
Additional Investment Requirement	\$0
Total Planned Investment	\$100,000
Loss at Startup (Startup Expenses)	(\$45,000)
Total Capital	\$55,000
Total Capital and Liabilities	\$55,000
Total Funding	\$100,000

8.2 Important Assumptions

Revenue assumptions are based on the following:

- The Center must go through the extensive process to become a Medicaid provider.
- At the beginning of year 1, the center will serve approximately 15 families and grow to approximately 26 families at the end of year 1.
- It may be difficult to obtain private funding through grants the first year, but it will be easier once we have a proven track record. Therefore, grants are projected in years 2 and 3.

Personnel assumptions are based on the following annual costs:

- Executive Director, 55k
- Office Manager, 45k
- Placement Specialist, 40k
- Grant Writer
- Director of Development (Beginning in Year 2)
- Registered Nurse, 30k (part-time)
- Dietician, 20k (part-time)
- Direct Care Attendants, (1 Lead @ 35k, 4 Staff @ 30k each)

Salaries will increase at a rate of 5% annually.

Health Service Expenses include healthy nutritional costs and the costs for medical needs.

Two retro-fitted vans will be purchased for cash - one in year one and the other in year two.

A building will be purchased for cash in year three.

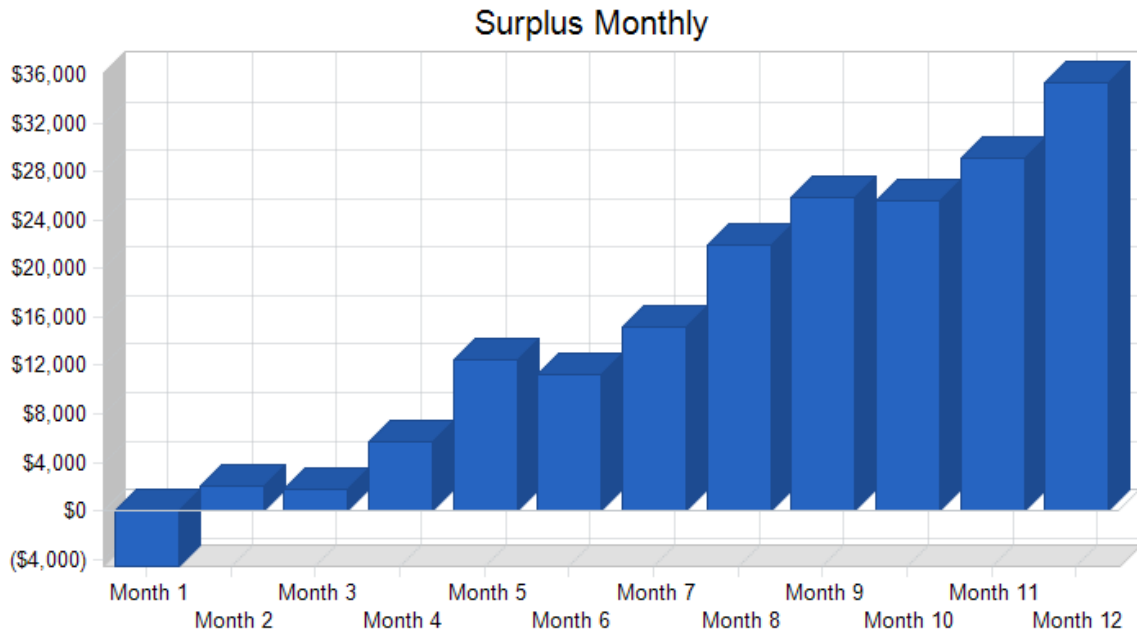
8.4 Projected Surplus or Deficit

Table: Surplus and Deficit

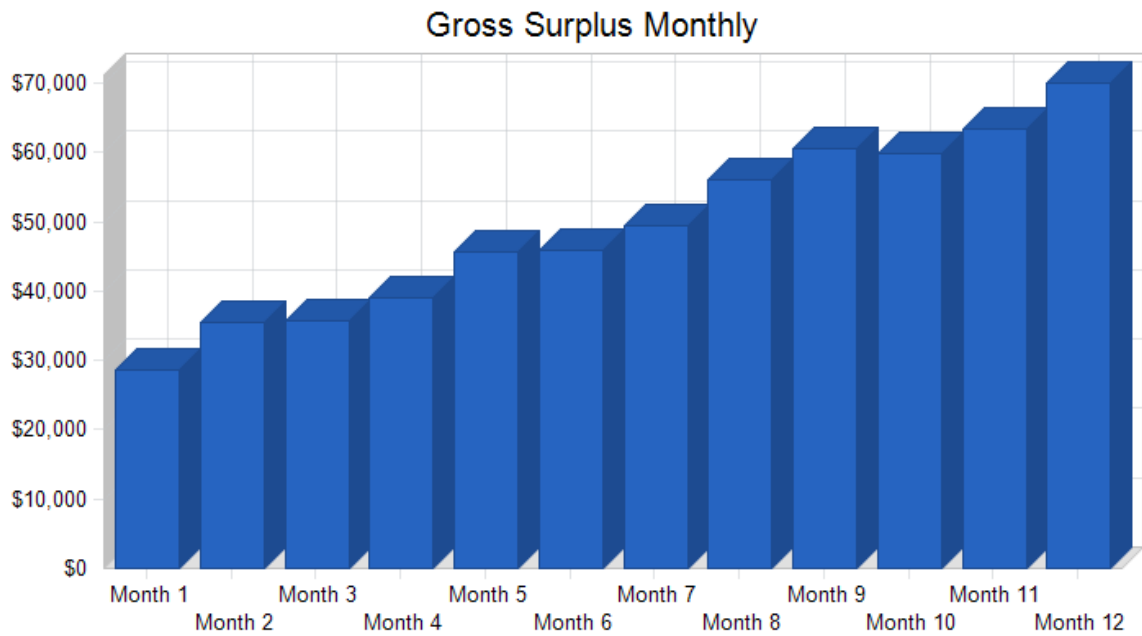
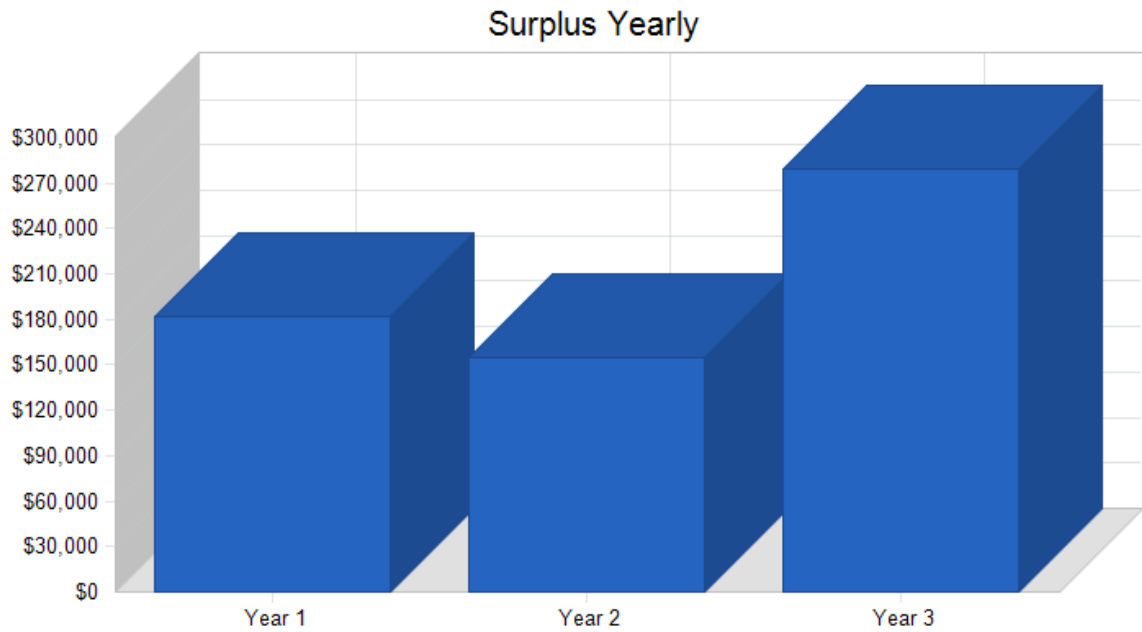
Surplus and Deficit			
	Year 1	Year 2	Year 3
Funding	\$893,050	\$965,750	\$1,078,750
Direct Cost	\$133,958	\$144,863	\$161,813
Direct Care Payroll	\$165,000	\$173,250	\$182,300
Other Costs of Funding	\$4,000	\$5,000	\$5,000
Total Direct Cost	\$302,958	\$323,113	\$349,113
Gross Surplus	\$590,093	\$642,638	\$729,638
Gross Surplus %	66.08%	66.54%	67.64%
Operating Expenses			
Funding and Marketing Expenses			
Funding and Marketing Payroll	\$24,000	\$65,200	\$66,460
Advertising/Promotion	\$1,593	\$2,000	\$2,500
Other Funding and Marketing Expenses	\$0	\$0	\$0
Total Funding and Marketing Expenses	\$25,593	\$67,200	\$68,960
Funding and Marketing %	2.87%	6.96%	6.39%
General and Administrative Expenses			
General and Administrative Payroll	\$139,992	\$147,000	\$154,750
Transportation	\$6,000	\$7,000	\$9,000
Depreciation	\$11,831	\$25,996	\$25,996
Rent	\$60,000	\$60,000	
Utilities	\$9,000	\$10,000	\$12,000
Insurance	\$2,000	\$2,000	\$2,000
Payroll Taxes	\$56,849	\$65,693	\$68,795
Maintenance and Repairs	\$1,200	\$1,500	\$2,000
Legal	\$2,400	\$2,500	\$3,000
Office Supplies	\$1,200	\$1,500	\$2,000
Total General and Administrative Expenses	\$290,473	\$323,189	\$279,541
General and Administrative %	32.53%	33.47%	25.91%
Health Services Expenses:			
Health Services Payroll	\$50,004	\$52,500	\$55,125

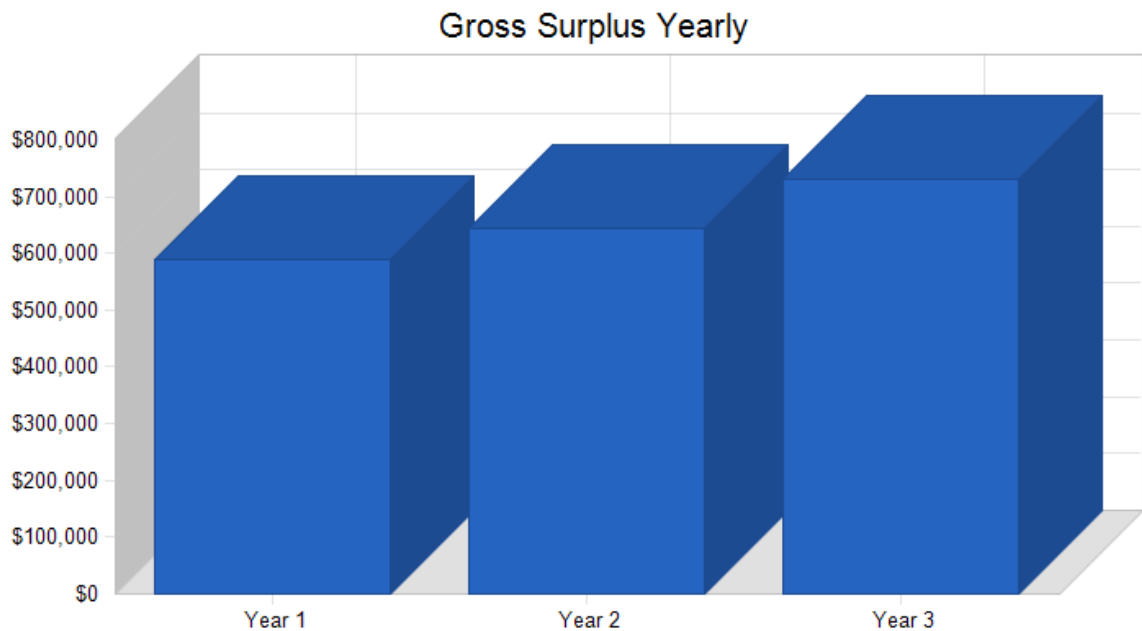
Ashley Habilitation and Resource Center

Consultants / Trainers	\$12,000	\$12,000	\$12,000
Health Services Expenses	\$30,000	\$33,000	\$35,000
Total Health Services Expenses	\$92,004	\$97,500	\$102,125
Health Services %	10.30%	10.10%	9.47%
<hr/>			
Total Operating Expenses	\$408,070	\$487,889	\$450,626
<hr/>			
Surplus Before Interest and Taxes	\$182,023	\$154,749	\$279,011
EBITDA	\$193,854	\$180,745	\$305,007
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
<hr/>			
Net Surplus	\$182,023	\$154,749	\$279,011
Net Surplus/Funding	20.38%	16.02%	25.86%



Ashley Habilitation and Resource Center





8.5 Projected Cash Flow

Cash flow projections are critical to The Center's success. The monthly cash flow is shown in the illustration, with one bar representing the Cash Flow per month, and the other the monthly Cash Balance. The annual cash flow figures are included here and the more important detailed monthly numbers are included in the appendix.

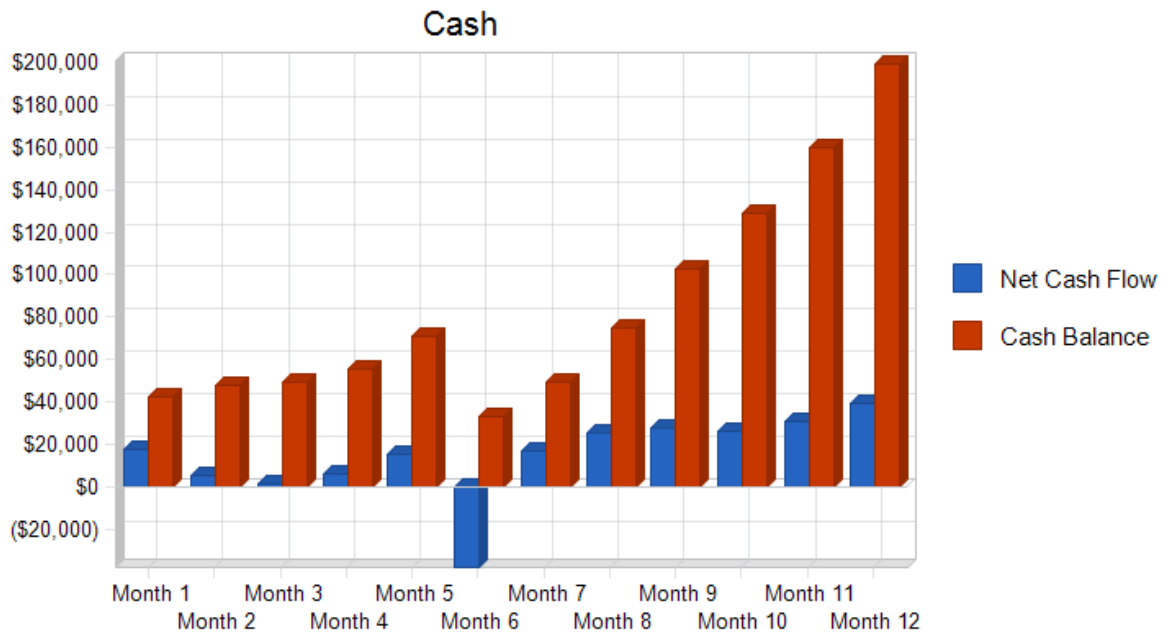
Notice the levels of Cash Balance grows to allow development of future projects.

Notice that the Net Cash Flow, is of course, typically low of non-profit organizations in the first few months of year one.

Ashley Habilitation and Resource Center

Table: Cash Flow

Pro Forma Cash Flow			
	Year 1	Year 2	Year 3
Cash Received			
Cash from Operations			
Cash Funding	\$893,050	\$965,750	\$1,078,750
Subtotal Cash from Operations	\$893,050	\$965,750	\$1,078,750
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$893,050	\$965,750	\$1,078,750
Expenditures			
	Year 1	Year 2	Year 3
Expenditures from Operations			
Cash Spending	\$378,996	\$437,950	\$458,635
Bill Payments	\$289,722	\$349,007	\$317,734
Subtotal Spent on Operations	\$668,719	\$786,957	\$776,369
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$50,000	\$50,000	\$300,000
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$718,719	\$836,957	\$1,076,369
Net Cash Flow	\$174,331	\$128,793	\$2,381
Cash Balance	\$199,331	\$328,124	\$330,505



8.6 Projected Balance Sheet

The following balance sheet shows our projected financial position during the next three years. The monthly estimates are included in the appendix.

Table: Balance Sheet

Pro Forma Balance Sheet			
	Year 1	Year 2	Year 3
Assets			
Current Assets			
Cash	\$199,331	\$328,124	\$330,505
Other Current Assets	\$0	\$0	\$0
Total Current Assets	\$199,331	\$328,124	\$330,505
Long-term Assets			
Long-term Assets	\$80,000	\$130,000	\$430,000
Accumulated Depreciation	\$11,831	\$37,827	\$63,823
Total Long-term Assets	\$68,169	\$92,173	\$366,177
Total Assets	\$267,500	\$420,297	\$696,682
Liabilities and Capital			
Current Liabilities			
Accounts Payable	\$30,478	\$28,525	\$25,899
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$30,478	\$28,525	\$25,899
Long-term Liabilities	\$0	\$0	\$0
Total Liabilities	\$30,478	\$28,525	\$25,899
Paid-in Capital	\$100,000	\$100,000	\$100,000
Accumulated Surplus/Deficit	(\$45,000)	\$137,023	\$291,772
Surplus/Deficit	\$182,023	\$154,749	\$279,011
Total Capital	\$237,023	\$391,772	\$670,783
Total Liabilities and Capital	\$267,500	\$420,297	\$696,682
Net Worth	\$237,023	\$391,772	\$670,783

Appendix

Table: Funding Forecast

Funding Forecast													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Units													
Fees & Contract Govt Agencies		12	13	14	15	16	17	18	19	20	21	22	23
Programs & Services		3	3	3	3	3	3	3	3	3	3	3	3
Fundraising Events		0	1	0	0	1	0	0	0	1	0	0	1
Individual Donations		10	11	12	13	14	15	16	18	20	22	24	26
Grants		0	0	0	0	0	0	0	1	0	0	0	0
Total Units		25	28	29	31	34	35	37	41	44	46	49	53
Unit Prices													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Fees & Contract Govt Agencies		\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
Programs & Services		\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Fundraising Events		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Individual Donations		\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
Grants		\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Funding													
Fees & Contract Govt Agencies		\$48,000	\$52,000	\$56,000	\$60,000	\$64,000	\$68,000	\$72,000	\$76,000	\$80,000	\$84,000	\$88,000	\$92,000
Programs & Services		\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Fundraising Events		\$0	\$5,000	\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000	\$0	\$0	\$5,000
Individual Donations		\$500	\$550	\$600	\$650	\$700	\$750	\$800	\$900	\$1,000	\$1,100	\$1,200	\$1,300
Grants		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0
Total Funding		\$50,000	\$59,050	\$58,100	\$62,150	\$71,200	\$70,250	\$74,300	\$83,400	\$87,500	\$86,600	\$90,700	\$99,800
Direct Unit Costs													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Fees & Contract Govt Agencies	15.00%	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Programs & Services	15.00%	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00
Fundraising Events	15.00%	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
Individual Donations	15.00%	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Grants	15.00%	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
Direct Cost of Funding													
Fees & Contract Govt Agencies		\$7,200	\$7,800	\$8,400	\$9,000	\$9,600	\$10,200	\$10,800	\$11,400	\$12,000	\$12,600	\$13,200	\$13,800
Programs & Services		\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225
Fundraising Events		\$0	\$750	\$0	\$0	\$750	\$0	\$0	\$0	\$750	\$0	\$0	\$750
Individual Donations		\$75	\$83	\$90	\$98	\$105	\$113	\$120	\$135	\$150	\$165	\$180	\$195
Grants		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$0	\$0	\$0	\$0
Subtotal Direct Cost of Funding		\$7,500	\$8,858	\$8,715	\$9,323	\$10,680	\$10,538	\$11,145	\$12,510	\$13,125	\$12,990	\$13,605	\$14,970

Appendix

Table: Personnel

Personnel Plan	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Direct Care Personnel												
Direct Care Lead	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Direct Care Attendants	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Subtotal	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750
Funding and Marketing Personnel												
Director of Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grant Writer	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Subtotal	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
General and Administrative Personnel												
Executive Director	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583
Office/Business Manager	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
Placement Specialist	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333
Subtotal	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666
Health Services Personnel												
Registered Nurse	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Dietician	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667	\$1,667
Subtotal	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Total People	11	11	11	11	11	11	11	11	11	11	11	11
Total Payroll	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583

Appendix

Table: Surplus and Deficit

Surplus and Deficit												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Funding	\$50,000	\$59,050	\$58,100	\$62,150	\$71,200	\$70,250	\$74,300	\$83,400	\$87,500	\$86,600	\$90,700	\$99,800
Direct Cost	\$7,500	\$8,858	\$8,715	\$9,323	\$10,680	\$10,538	\$11,145	\$12,510	\$13,125	\$12,990	\$13,605	\$14,970
Direct Care Payroll	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750	\$13,750
Other Costs of Funding	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$0	\$0	\$1,000
Total Direct Cost	\$21,250	\$23,608	\$22,465	\$23,073	\$25,430	\$24,288	\$24,895	\$27,260	\$26,875	\$26,740	\$27,355	\$29,720
Gross Surplus	\$28,750	\$35,443	\$35,635	\$39,078	\$45,770	\$45,963	\$49,405	\$56,140	\$60,625	\$59,860	\$63,345	\$70,080
Gross Surplus %	57.50%	60.02%	61.33%	62.88%	64.28%	65.43%	66.49%	67.31%	69.29%	69.12%	69.84%	70.22%
Operating Expenses												
Funding and Marketing Expenses												
Funding and Marketing Payroll	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Advertising/Promotion	\$100	\$105	\$110	\$116	\$122	\$128	\$134	\$141	\$148	\$155	\$163	\$171
Other Funding and Marketing Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding and Marketing Expenses	\$2,100	\$2,105	\$2,110	\$2,116	\$2,122	\$2,128	\$2,134	\$2,141	\$2,148	\$2,155	\$2,163	\$2,171
Funding and Marketing %	4.20%	3.56%	3.63%	3.40%	2.98%	3.03%	2.87%	2.57%	2.45%	2.49%	2.38%	2.18%
General and Administrative Expenses												
General and Administrative Payroll	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666	\$11,666
Transportation	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Depreciation	\$500	\$500	\$500	\$500	\$500	\$1,333	\$1,333	\$1,333	\$1,333	\$1,333	\$1,333	\$1,333
Rent	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Utilities	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750	\$750
Insurance	15% \$0	\$0	\$500	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$0	\$500
Payroll Taxes	15% \$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737	\$4,737
Maintenance and Repairs	15% \$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Legal	15% \$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Office Supplies	15% \$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Total General and Administrative Expenses	\$23,554	\$23,553	\$24,053	\$23,553	\$23,553	\$24,886	\$24,386	\$24,386	\$24,886	\$24,386	\$24,386	\$24,886
General and Administrative %	47.11%	39.89%	41.40%	37.90%	33.08%	35.43%	32.82%	29.24%	28.44%	28.16%	26.89%	24.94%

Appendix

Health Services Expenses:												
Health Services Payroll	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167	\$4,167
Consultants/ Trainers	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Health Services Expenses	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Total Health Services Expenses	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667	\$7,667
Health Services %	15.33%	12.98%	13.20%	12.34%	10.77%	10.91%	10.32%	9.19%	8.76%	8.85%	8.45%	7.68%
Total Operating Expenses	\$33,321	\$33,325	\$33,830	\$33,336	\$33,342	\$34,681	\$34,187	\$34,194	\$34,701	\$34,208	\$34,216	\$34,724
Surplus Before Interest and Taxes	(\$4,571)	\$2,117	\$1,805	\$5,741	\$12,428	\$11,281	\$15,218	\$21,946	\$25,924	\$25,652	\$29,129	\$35,356
EBITDA	(\$4,071)	\$2,617	\$2,305	\$6,241	\$12,928	\$12,614	\$16,551	\$23,279	\$27,257	\$26,985	\$30,462	\$36,689
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Surplus	(\$4,571)	\$2,117	\$1,805	\$5,741	\$12,428	\$11,281	\$15,218	\$21,946	\$25,924	\$25,652	\$29,129	\$35,356
Net Surplus/Funding	-9.14%	3.59%	3.11%	9.24%	17.45%	16.06%	20.48%	26.31%	29.63%	29.62%	32.12%	35.43%

Appendix

Table: Cash Flow

Pro Forma Cash Flow												
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received												
Cash from Operations												
Cash Funding	\$50,000	\$59,050	\$58,100	\$62,150	\$71,200	\$70,250	\$74,300	\$83,400	\$87,500	\$86,600	\$90,700	\$99,800
Subtotal Cash from Operations	\$50,000	\$59,050	\$58,100	\$62,150	\$71,200	\$70,250	\$74,300	\$83,400	\$87,500	\$86,600	\$90,700	\$99,800
Additional Cash Received												
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$50,000	\$59,050	\$58,100	\$62,150	\$71,200	\$70,250	\$74,300	\$83,400	\$87,500	\$86,600	\$90,700	\$99,800
Expenditures												
Expenditures from Operations												
Cash Spending	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583	\$31,583
Bill Payments	\$750	\$22,566	\$24,829	\$24,216	\$24,405	\$26,668	\$26,057	\$26,246	\$28,543	\$28,640	\$28,053	\$28,751
Subtotal Spent on Operations	\$32,333	\$54,149	\$56,412	\$55,799	\$55,988	\$58,251	\$57,640	\$57,829	\$60,126	\$60,223	\$59,636	\$60,334
Additional Cash Spent												
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$32,333	\$54,149	\$56,412	\$55,799	\$55,988	\$108,251	\$57,640	\$57,829	\$60,126	\$60,223	\$59,636	\$60,334

Appendix

Net Cash Flow	\$17,667	\$4,901	\$1,688	\$6,351	\$15,212	(\$38,001)	\$16,660	\$25,571	\$27,374	\$26,377	\$31,064	\$39,466
Cash Balance	\$42,667	\$47,568	\$49,256	\$55,607	\$70,819	\$32,818	\$49,478	\$75,050	\$102,424	\$128,802	\$159,865	\$199,331

Appendix

Table: Balance Sheet

Pro Forma Balance Sheet		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Assets	Starting Balances												
Current Assets													
Cash	\$25,000	\$42,667	\$47,568	\$49,256	\$55,607	\$70,819	\$32,818	\$49,478	\$75,050	\$102,424	\$128,802	\$159,865	\$199,331
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$25,000	\$42,667	\$47,568	\$49,256	\$55,607	\$70,819	\$32,818	\$49,478	\$75,050	\$102,424	\$128,802	\$159,865	\$199,331
Long-term Assets													
Long-term Assets	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Accumulated Depreciation	\$0	\$500	\$1,000	\$1,500	\$2,000	\$2,500	\$3,833	\$5,166	\$6,499	\$7,832	\$9,165	\$10,498	\$11,831
Total Long-term Assets	\$30,000	\$29,500	\$29,000	\$28,500	\$28,000	\$27,500	\$76,167	\$74,834	\$73,501	\$72,168	\$70,835	\$69,502	\$68,169
Total Assets	\$55,000	\$72,167	\$76,568	\$77,756	\$83,607	\$98,319	\$108,985	\$124,312	\$148,551	\$174,592	\$199,637	\$229,367	\$267,500
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Liabilities													
Accounts Payable	\$0	\$21,738	\$24,022	\$23,405	\$23,515	\$25,800	\$25,185	\$25,294	\$27,587	\$27,705	\$27,098	\$27,700	\$30,478
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$21,738	\$24,022	\$23,405	\$23,515	\$25,800	\$25,185	\$25,294	\$27,587	\$27,705	\$27,098	\$27,700	\$30,478
Long-term Liabilities													
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$21,738	\$24,022	\$23,405	\$23,515	\$25,800	\$25,185	\$25,294	\$27,587	\$27,705	\$27,098	\$27,700	\$30,478
Paid-in Capital													
Paid-in Capital	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Accumulated Surplus/Deficit	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)
Surplus/Deficit	\$0	(\$4,571)	(\$2,454)	(\$649)	\$5,092	\$17,519	\$28,800	\$44,018	\$65,964	\$91,887	\$117,539	\$146,667	\$182,023
Total Capital	\$55,000	\$50,429	\$52,546	\$54,351	\$60,092	\$72,519	\$83,800	\$99,018	\$120,964	\$146,887	\$172,539	\$201,667	\$237,023
Total Liabilities and Capital	\$55,000	\$72,167	\$76,568	\$77,756	\$83,607	\$98,319	\$108,985	\$124,312	\$148,551	\$174,592	\$199,637	\$229,367	\$267,500
Net Worth	\$55,000	\$50,429	\$52,546	\$54,351	\$60,092	\$72,519	\$83,800	\$99,018	\$120,964	\$146,887	\$172,539	\$201,667	\$237,023