

Company Name Redacted
Silver Level Business Plan
Sample

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Signature

Name (typed or printed)

Date

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

Silver Level Business Plan Sample

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Silver Level Business Plan Sample

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1.0 Executive Summary

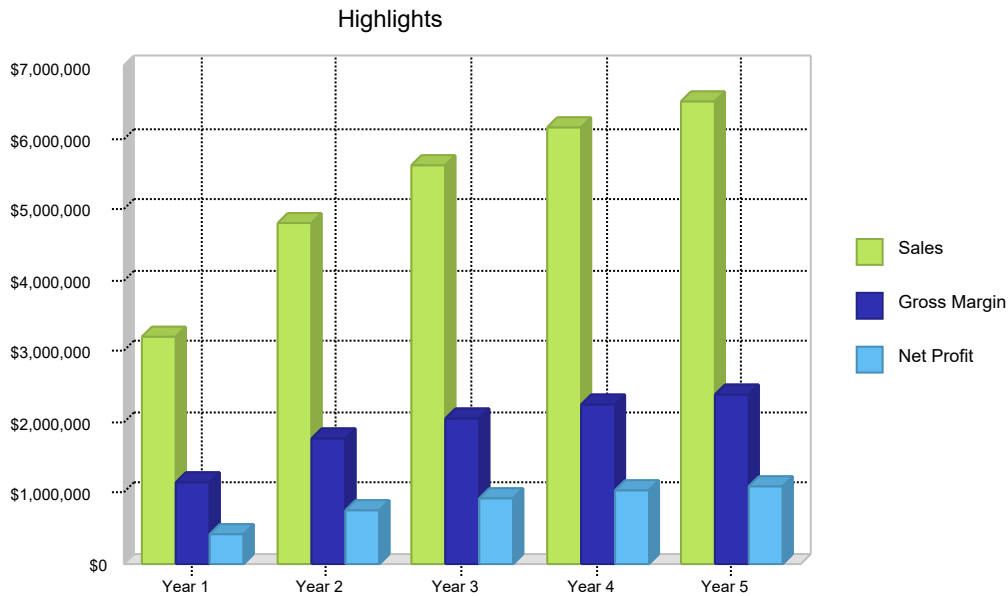
Company Name Redacted will be a new nursing home company looking to open a facility in Springfield, Illinois. The ultimate goal of the company is to not only enter the nursing care facilities industry as a trustworthy operator, but to be the model for the future of skilled nursing care facilities.

The company plans to successfully hire and retain top-tier nurses and administrative staff members by offering a reduced ratio of nurses to residents and by setting significantly higher standards for the overall operations of the facility. Owner Name Redacted has a wealth of knowledge in the logistics, management, and regulations aspect of the nursing care facilities industry. She will use these strengths to continually uphold the highest standards of care while maintaining high resident and employee expectations.

Along with successfully entering the market, one of the key components of Company Name Redacted is creating a higher set of standards for the nurses and the administrative staff, as well as any contracted doctors and social workers, to follow. The company seeks to offer a reduced ratio of one nurse to every six residents and implement regular training programs to ensure a higher quality of care.

In order to build on the idea that the company's services are of a higher caliber than what is currently operating within the market, the company will lead through demonstration. Once residents and their care givers experience the quality of care the company provides, they will be committed to continually utilizing the services and will in turn recommend others to do so as well.

Chart: Highlights



1.1 Keys to Success

1. **Service** – Provide seniors in need of therapeutic and rehabilitative services without sacrificing the quality of care.
2. **Staff** – Attract and retain a team consisting of experienced nurses, doctors, and social workers dedicated to exceeding the expectations of patients and their family members with the objective of maintaining patient satisfaction and reducing liability risk.
3. **Quality Control** – Implement additional standards to assure compliance with regulations to include regular training on government policies and their implications.

2.0 Company Summary

Company Name Redacted will be a startup nursing home facility to be located in Springfield, Illinois. The company is looking to establish itself, with the possible intent of expansion, in the nursing care facilities industry by not only offering the highest quality of care with therapeutic and rehabilitative services, but to ultimately create a new standard of excellence within the industry.

Company Name Redacted will be established by Name Redacted. An experienced certified nursing assistant (CNA), Name Redacted saw the need to open a nursing care facility that offers a more personalized and structured experience for individuals seeking skilled nursing services through lower ratios of residents to nurses and by setting higher standards for the overall operations of the company.

Alongside offering general care services, the company plans to offer skilled nursing care services such as therapeutic and rehabilitative. As the business becomes more successful, the company will potentially expand its services to also offer dementia care, another skilled care service that requires a specialized and highly-trained team.

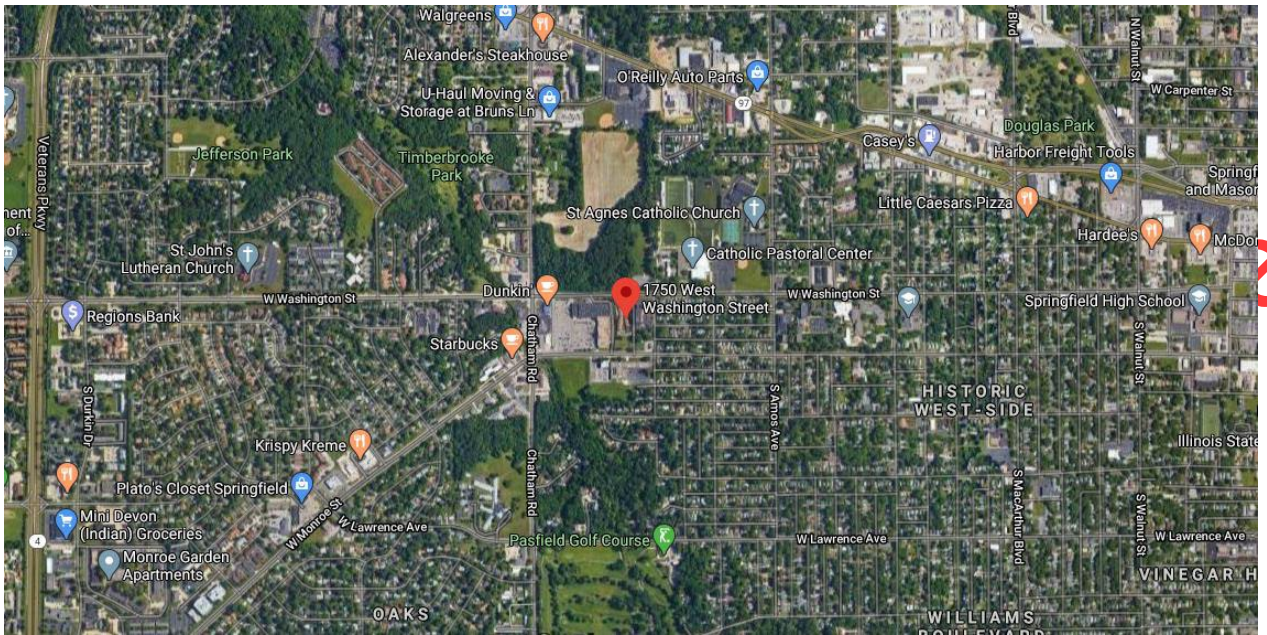
Entering into a mainstream market will allow Company Name Redacted to charge an affordable rate that is comparable to the rates of the competition. Since the company is still in its infancy, no final rates for self-pay individuals or insurance companies have been established. However, it is estimated that the cost of nursing care in Springfield, Illinois ranges from \$186 to \$1,035 per day

Location

The proposed location for the company will be Street Address Redacted in Springfield, Illinois.

The location is a former nursing care facility located on the northwest side of Springfield in a well-mixed residential and commercial neighborhood. Its former status as a nursing home and current layout meet the desired criteria, making it an ideal location for the company to establish its facility.

The property was built in 1975 and is 26,346 square feet on two acres. The facility has 50 rooms with restrooms and showers. There is a main dining and activity area in the center of the facility. There are several private offices for staff, a break room, kitchen area, laundry facility, and plenty of storage. It is located next door to another senior living facility.





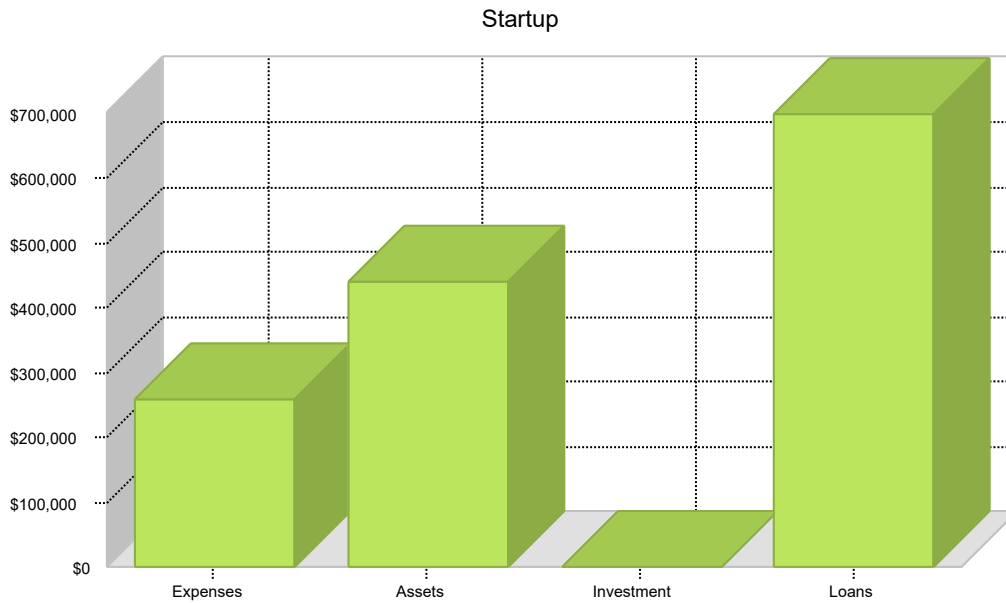
2.1 Startup Summary

Company Name Redacted, LLC, start-up costs are listed on the following page. Long Term Assets are comprised entirely of Equipment. The company will be applying for an SBA business loan, for financial analysis a 15% interest rate is utilized.

Table: Startup

Startup	
Requirements	
Startup Expenses	
Property Purchase	\$95,000
Renovations	\$150,000
Inventory	\$5,000
Initial Licenses and Permits	\$10,000
Total Startup Expenses	\$260,000
Startup Assets	
Cash Required	\$240,000
Other Current Assets	\$0
Long-term Assets	\$200,000
Total Assets	\$440,000
Total Requirements	\$700,000

Chart: Startup



3.0 Competitive Analysis

Despite consolidation over the five years to 2020, the nursing care facilities industry is highly fragmented and is characterized by local and regional providers. Census data states that the top four players in the industry generated only one-fourth of total industry revenue during this five-year span. The fragmentation of the industry allows for aggressive health care companies to establish a foothold in new and existing markets; therefore, most businesses in the industry are single facilities and privately owned.

Regency Care 0.4 mile away

2120 West Washington Street

Springfield, IL

<https://www.heritageofcare.com/regency>

Regency Care is a nursing home facility that offers on-site skilled nursing care for seniors seeking wound care, tube feeding, catheter care, respite care, or hospice care. The facility offers amenities such as a lounge area, a chapel, a beauty shop, a fitness center, and a private dining room. Regency Care was awarded the Quality Senior Care rating by the Centers for Medicare & Medicaid Services, a rating system developed to help families compare nursing homes.v

Heritage Health Springfield 2.3 miles away

900 North Rutledge Street

Springfield, IL

<https://www.heritageofcare.com/springfield>

Established in 1983, Heritage Health is a therapy and senior care facility that specializes in rehabilitation after surgery or an illness. In addition to senior therapy services, Heritage Health offers on-site skilled nursing services such as catheter management, tube feeding, diabetes management, IV care, dietary restrictions, labs, and more. As the only nursing facility in Springfield, Illinois that contracts with the US Veterans Affairs Department, Heritage Health honors those who have served by offering a dedicated wing for senior veterans.vi

St. Joseph's Home of Springfield 5.2 miles away

3306 South Sixth Street

Springfield, IL

<https://saintjosephshome.org/>

St. Joseph's Home was established by the Sisters of St. Francis of the Immaculate Conception. The tradition of ministry carries on through the leadership and inspiration of the Sisters in Residence,

whose mission is to provide individualized care for seniors in an environment that supports each resident's beliefs while reflecting the spirit of St. Francis of Assisi. St. Joseph's Home commits to providing the measure of extra care each individual deserves.vii

Competitor Strengths

Since the aforementioned companies are well-established facilities, they have access to a broader network and have created a sense of loyalty with the surrounding medical centers. All offer skilled nursing services and most specialize in rehabilitation. These competitors also employ experienced nurses, social workers, administrative staff, and doctors who are considered established in the industry. These companies also have established relationships with insurance companies as well as state and federal programs, such as Medicare and Medicaid.

Competitor Weaknesses

Though the competitors offer skilled nursing services, Company Name Redacted believes these other companies have weaknesses in their models. For instance, the competitors tend to fail to hold their employees to the highest standards of care. The lack of both on-site inspections and continuous training creates an environment that allows employees to become more lax and unwilling to provide the high-quality care each patient deserves.

Competitive Advantages – Company name redacted

The company has a number of advantages over its immediate competitors. One major advantage is the aspiration to develop a nursing care facility that focuses on providing the high-quality services each patient, or resident, deserves. The company plans to have a staffing ratio of one nurse to every six residents. The company will be able to attract those in need of a care facility able to provide high-quality care in a more personalized environment. As most facilities have a ratio of one nurse to every 12 residents, the reduced ratio will also attract individuals in the industry who want to apply their skill set in an environment that is more conducive for overall patient care.

Additionally, owner Name Redacted has a wealth of knowledge and experience in this industry. Once Company Name Redacted is established in the nursing care facility industry, connectivity and reputation will increase, helping to establish a sense of loyalty within the medical community.

Barriers to Entry

Barriers to entry in the nursing care facilities industry are medium and steady. Operators of nursing care facilities must adhere to federal, state, and local government laws and regulations. For instance, facilities must be accredited and licensed to operate. However, the cost of becoming an accredited facility is relatively low. Aside from regulation, barriers to entry in this industry are considered low to moderate. This allows new operators to enter the highly fragmented market with little equity and high debt. With few large operators in the industry, new entrants can easily compete with existing facilities by entering the market with a small number of beds.ii

3.1 Critical Risks and Solutions

Critical Risks and Solutions

One potential risk the company may need to mitigate is the integrity and work ethic of the staff. The company is aware that in this industry, companies tend to hire nurses and other staff members based on necessity and without truly delving into their credibility.

At the same time, the company is aware that several facilities in this industry are managed poorly, which allows for mismanagement of the staff and of the residents. To avoid this risk, the company

plans to develop a rigorous hiring process, which will include extensive background checks and regular in-depth training programs. The company plans to implement a record-keeping system for the staff to keep better documentation of its patients, such as daily communication logs. Overall, the company will work to keep better documentation of its staff with the goal of holding all team members to a higher standard.

Another potential risk the company may encounter is the potential for new competition. In addition to existing facilities with long-standing reputations, the potential risk for other companies to enter the market and open a nursing care facility with a similar model is certainly a possibility. However, the company is confident that with the reduced ratio of residents to nurses and a more constructive atmosphere, an environment will be created that is more desirable for both staff members and residents.

4.0 Market Analysis Summary

Company Name Redacted will be entering an industry with no major players. Over the next five years, the demand for services in the nursing care facilities industry is expected to increase due to the aging population of the Baby Boomer generation, which currently make up 28.0 percent of the population. During this time, the number of adults aged 65 and older is expected to increase at an annualized rate of 3.1 percent to 65.2 million people. From 2020 through 2030, it is projected that each day, an estimated 10,000 Baby Boomers will hit retirement age. In addition, growth per capita during this five-year span is expected to accelerate, which will allow families to purchase a higher quality of care. However, this demand for services will be partially offset by the government's movement to contain health care costs through at-home care services.ii,iii

Revenue for the nursing care facilities industry will increase at an annualized rate of 5.1 percent to \$175.6 billion over the next five years to 2025.ii

Key Statistics Snapshot

Total Revenue
2020



\$137.0bn

Profit Margin
2020



8.8%

Annual Growth
2015-2020



1.1%

Wages as a share of Revenue
2020



42.0%

Annual Growth
2020-2025



5.1%

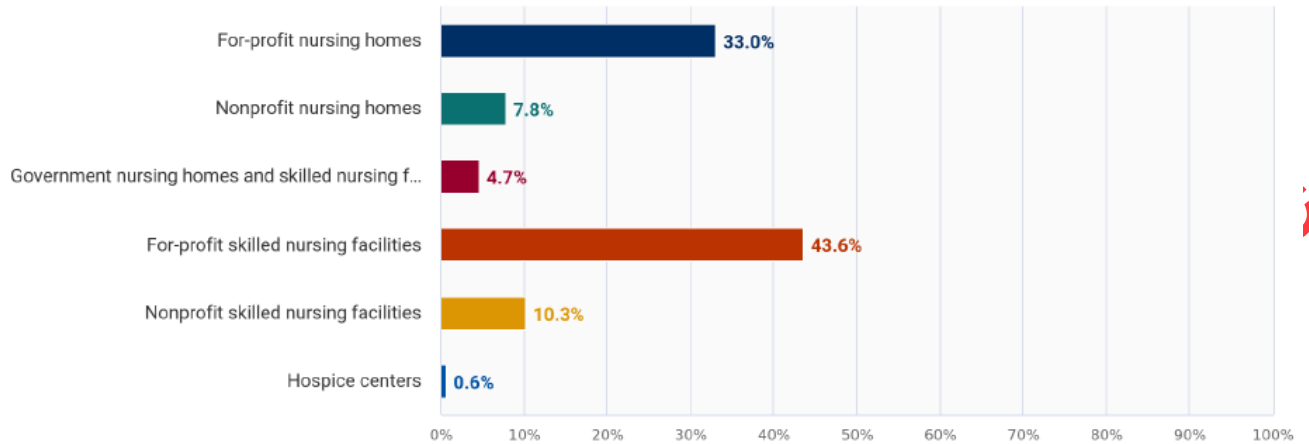
Number of Businesses
2015-2020



2.2%

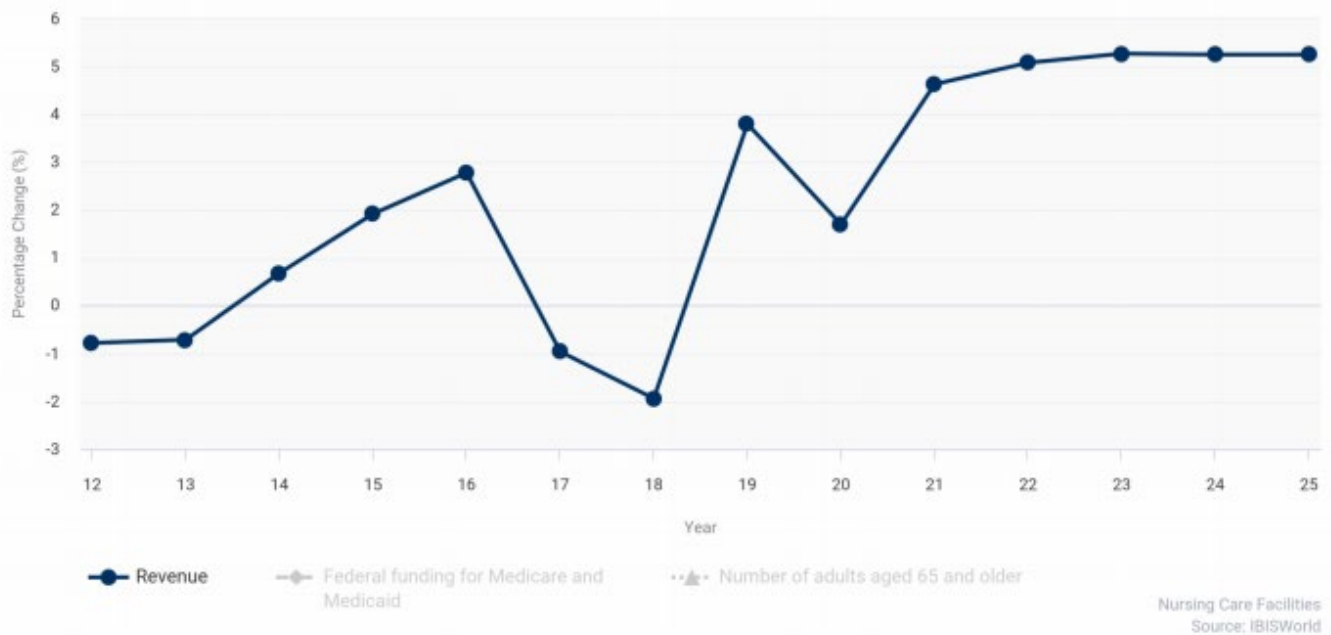
Company Name Redacted will primarily offer skilled nursing services. Currently, for-profit skilled nursing facilities make up for 43.6 percent of total industry revenue, making it the largest service in the industry.

Products and Services Segmentation



The aging population and the rise of per capita disposable income has helped sustain revenue expansion. The shift to for-profit facilities has allowed operators to capitalize on this.

Key External Drivers 2012-2025



4.1 Target Market Segment Strategy

Target Audience

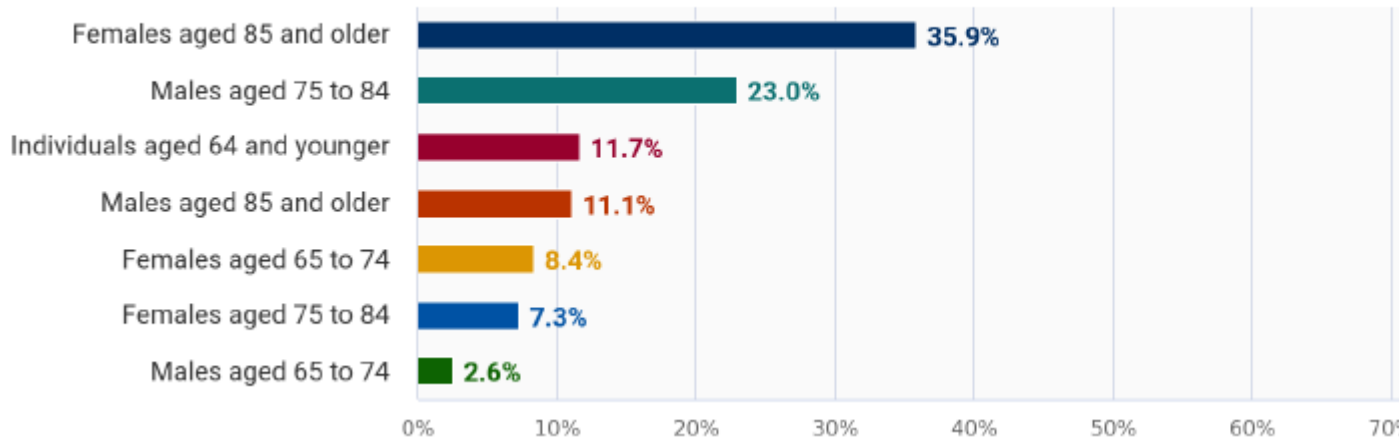
Company Name Redacted plans to focus its efforts on entering the nursing care facilities industry by appealing to elder individuals, as well as their children or caretakers, looking for high-quality skilled nursing care. In doing so, the company aspires to not only be a well-known and trustworthy operator

in the industry, but to be the model for future skilled nursing home facilities and their services. The company will target this audience through strategic marketing initiatives, led by an established marketing company, with the goal of utilizing multiple channels to reach a range of individuals in need of nursing care facilities.

Statistics

The market can be segmented by age and by gender. At 35.9 percent, females aged 85 and older make up the largest share of the market. This indicates that females over the age of 85 utilize more of the industry's services than males. However, males between the ages of 75 and 84 at 23.0 percent trail closely behind, making up for roughly a quarter of the market. Individuals 64 and under are 11.7 percent of the market.ⁱⁱ

Major Market Segmentation



The city of Springfield, Illinois is located in the central part of the state and has a population of 114,512. The city's median age is 39 years, and about 11.0 percent of the city is 70 or older.^{iv}

Age

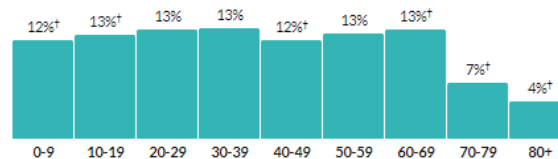
39

Median age

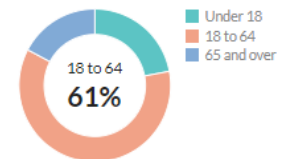
a little less than the figure in the Springfield, IL Metro Area: 41

about the same as the figure in Illinois: 38.3

Population by age range



Population by age category



Median household income in Springfield is over \$51,000. While 18.2 percent of residents live below the poverty line, that number drops significantly to 8.0 percent for those over 65 years old.^{iv}

Income

\$32,061 ±\$2,004

Per capita income

about 90 percent of the amount in the Springfield, IL Metro Area: \$34,461 ±\$1,290

about 90 percent of the amount in Illinois: \$35,801 ±\$248

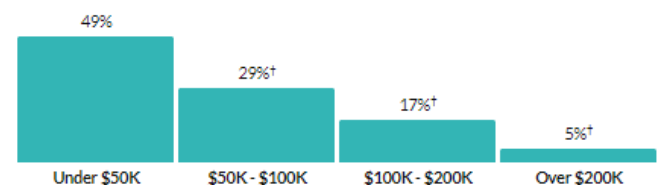
\$51,142

Median household income

about 80 percent of the amount in the Springfield, IL Metro Area: \$63,521

about 80 percent of the amount in Illinois: \$65,030

Household income



Poverty

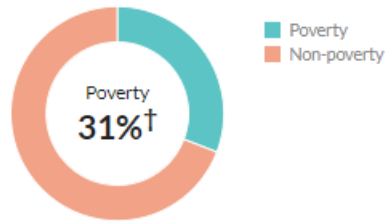
18.2%

Persons below poverty line

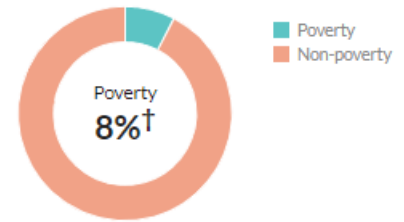
about 1.4 times the rate in the Springfield, IL Metro Area: 13.2%†

about 1.5 times the rate in Illinois: 12.1%

Children (Under 18)



Seniors (65 and over)



4.1.1 Market Trends

One of the major trends that affects the nursing care facilities industry is the aging population. As a sizable portion of the U.S. population reaches retirement age, the demand for services increases. This, in turn, increases government spending through the Medicare and Medicaid programs. It is projected that spending on industry services will increase at an annualized rate of 4.4 percent over the next five years. However, the uncertainty surrounding health care legislation is anticipated to present challenges moving forward.

Another trend in the industry is consolidation within the health care industry. As hospitals begin to reduce capacity or shorten stays to reduce costs, more patients are expected to receive care from skilled nursing facilities. This allows facilities to provide more competitive nursing care services, such as specialized health care and long-term residential care. In addition, nursing care facilities that are able to increase their short-stay base can offset the cost of Medicaid patients.

5.0 Sales Forecast

The following table and charts present the sales forecast for Company Name Redacted, LLC,.

Table: Sales Forecast

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Total Sales	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
N/A	\$0	\$0	\$0	\$0	\$0
Total Sales	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
Direct Cost of Sales					
	Year 1	Year 2	Year 3	Year 4	Year 5
Material Costs	\$111,826	\$168,525	\$196,560	\$215,040	\$228,480
Variable Labor	\$1,917,000	\$2,889,000	\$3,369,600	\$3,686,400	\$3,916,800
Subtotal Direct Cost of Sales	\$2,028,826	\$3,057,525	\$3,566,160	\$3,901,440	\$4,145,280

Chart: Sales Monthly

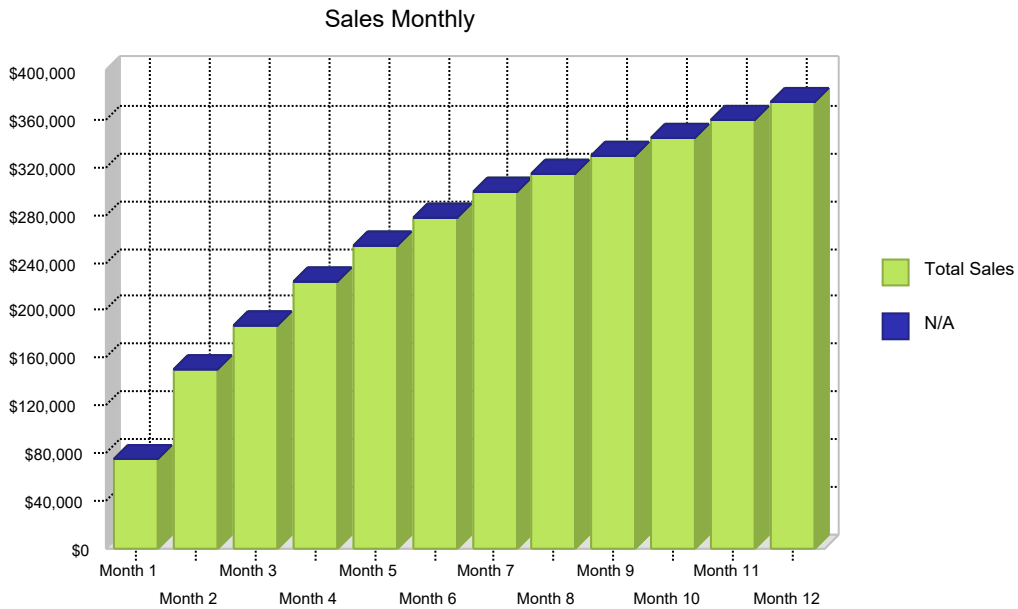
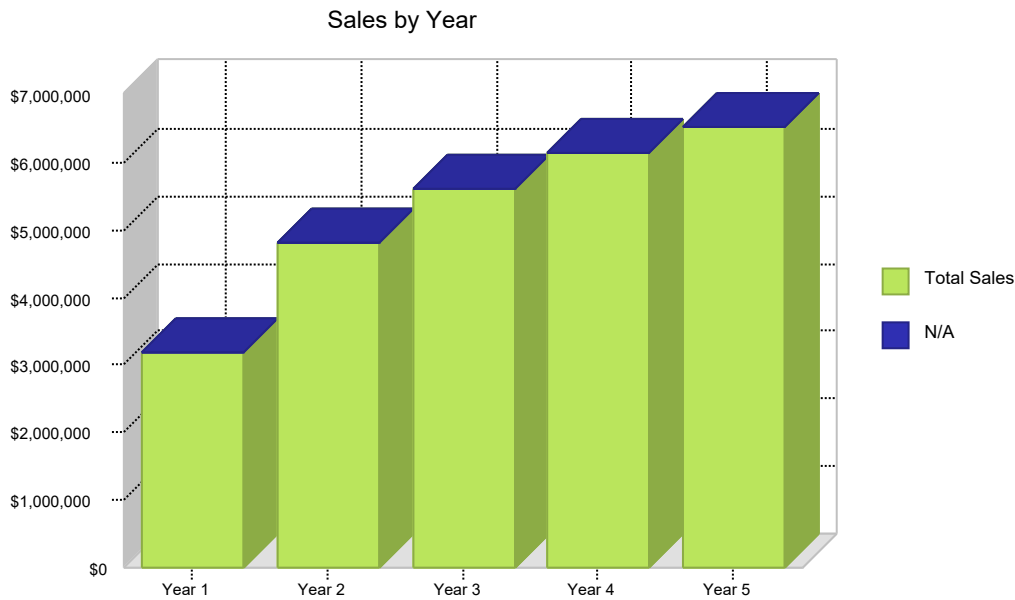


Chart: Sales by Year



6.0 Marketing Strategy

Marketing Strategy

Company Name Redacted has plans to develop marketing strategies to spread the word of the company's services, especially those that differ from its immediate competitors. Initially, the company plans to utilize and build upon exposure received organically through word-of-mouth techniques. Once financial needs are met, the company plans to hire a marketing agency to create and execute marketing campaigns through digital platforms and traditional print services. Through these varied approaches to advertising, the company seeks to appeal to individuals, and their caretakers, in need of skilled therapeutic and rehabilitative services.

Word-of-Mouth

In the initial stages of the business, hands-on marketing will be a prevalent and vital channel. This style of marketing will be continuously used to gain the key to the company's success. Once the company is established in the nursing care facilities industry, the resident, or patient, base will grow based on referrals from privatized insurance companies as well as state and federal programs, such as Medicare and Medicaid. Patient and family referrals will also increase the patient base. By utilizing this marketing tool, the prospect for Company Name Redacted to benefit from the word-of-mouth technique is high.

Print

In the future, the company will hire a marketing agency to create and execute campaigns by utilizing traditional methods, such as print. In addition to newspaper or magazine ads, the company could create a pamphlet that includes the company's services, as well as information on amenities, activities and pricing. These pamphlets could be disbursed as mailers, or as handouts at industry-specific conventions.

Digital

In addition to traditional methods, the company will look to a marketing agency to create and execute digital campaigns as well. The company could create digital ads to span multiple platforms, such as pop-up ads on industry-specific websites and sponsored ads on social media platforms to establish a presence and to further engage with its audience.

7.0 Management Summary

Name Redacted

Owner

Name Redacted, an experienced certified nursing assistant currently in the nursing home industry, will be the owner of Company Name Redacted. Though she was born in Mound Bayou, Mississippi, Ms. Spearman grew up in Springfield, Illinois, where she endured several hardships such as living below the poverty line, receiving a lupus diagnosis, and dropping out of high school due to pregnancy. She worked at places like McDonald’s and Route 66 Hotel and Conference Center to make ends meet, though she was left unfulfilled.

After receiving her GED in 2016, Name Redacted was encouraged by the adult education and literacy coordinator of the local community college to take advantage of a community resource program that resulted in an eight-week long job-readiness course. It was here that Ms. Spearman decided to overcome her strife and take the steps to receive her CNA so that she could turn her passion of helping those who cannot help themselves into her life’s work. Since then, Name Redacted was nominated by the Sangamon County Department of Community Resources to be recognized at the Illinois Association of Community Action Agencies’ *Familles of Distinction* event for her accomplishments.

Name Redacted will play an active role in the business and will be responsible for managing all day-to-day operations of the facility.

Other Staff

Company Name Redacted will hire a variety of other staff consistent with typical nursing facility operations. However, the company will be seeking nurses and other staff that truly care about the patients they are taking of and are willing to be held to a higher standard of care than what is accepted at other local facilities.

7.1 Personnel Plan

The owner will be the only salaried position, all other employees are shown as variable labor.

Table: Personnel

Personnel Plan	Year 1	Year 2	Year 3	Year 4	Year 5
Name Redacted; Owner	\$45,000	\$75,000	\$78,750	\$82,688	\$86,822
--All Other Labor shown as Variable Labor--	\$0	\$0	\$0	\$0	\$0
Total People	0	0	0	0	0
Total Payroll	\$45,000	\$75,000	\$78,750	\$82,688	\$86,822

8.0 Financial Plan

- Growth will be based on receiving initial loan of \$700,000
- The company will invest residual profits into growth, with the majority of profits set aside as cash balance.

8.1 Startup Funding

Company Name Redacted, is currently seeking a SBA business loan for \$700,000. For financial projection purposes, a 15% interest rate is utilized, and a monthly payment of \$17,500 will be made to pay down the principal balance.

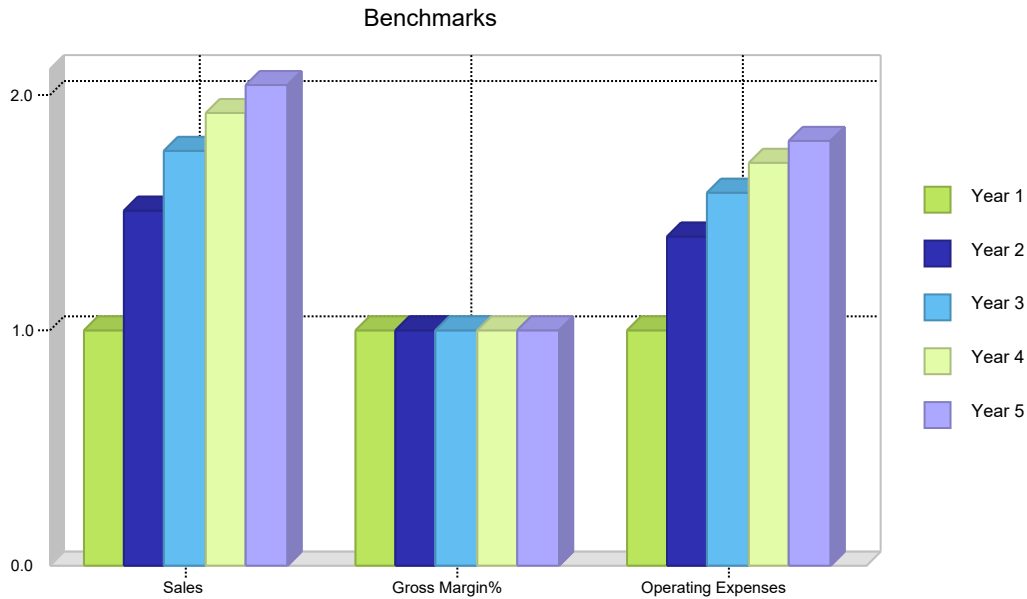
Table: Startup Funding

Startup Funding	
Startup Expenses to Fund	\$260,000
Startup Assets to Fund	\$440,000
Total Funding Required	\$700,000
Assets	
Non-cash Assets from Startup	\$200,000
Cash Requirements from Startup	\$240,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$240,000
Total Assets	\$440,000
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$700,000
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$700,000
Capital	
Planned Investment	
Owner	\$0
Investor	\$0
Additional Investment Requirement	\$0
Total Planned Investment	\$0
Loss at Startup (Startup Expenses)	(\$260,000)
Total Capital	(\$260,000)
Total Capital and Liabilities	\$440,000
Total Funding	\$700,000

8.2 Key Financial Indicators

The following chart shows changes in key financial indicators: sales, gross margin, and operating expenses.

Chart: Benchmarks



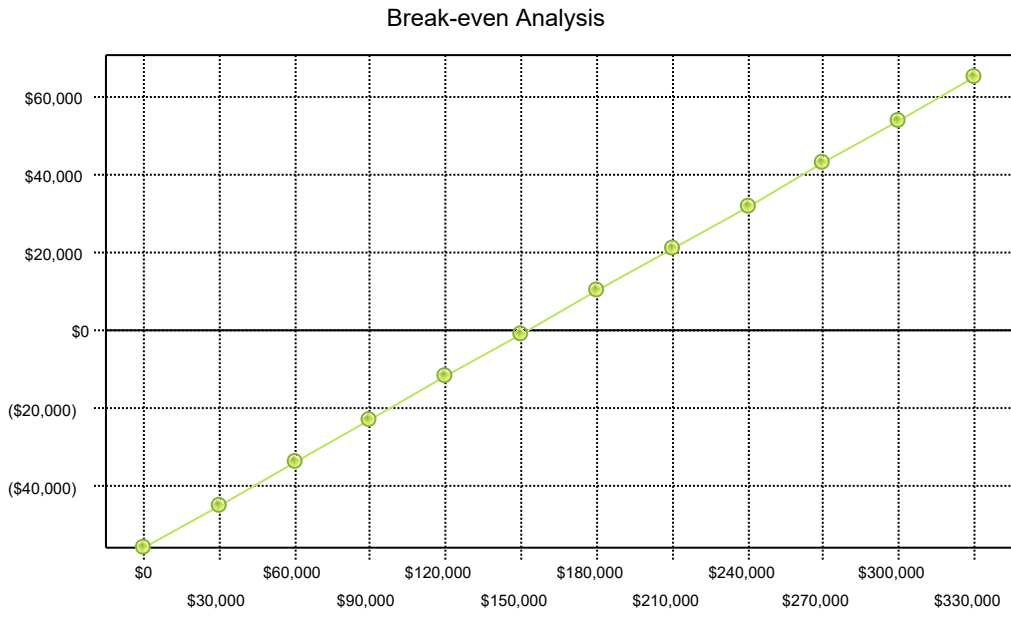
8.3 Break-even Analysis

The following break-even analysis shows the revenue necessary to break even in the first year of operation. It equilibrates revenue and expenses. As shown below, the Company is expected to incur an average monthly fixed costs of \$55,738. To cover fixed and variable costs (estimated at 64%), the Company must, on average, achieve revenue of \$152,706.

Table: Break-even Analysis

Break-even Analysis	
Monthly Revenue Break-even	\$152,706
Assumptions:	
Average Percent Variable Cost	64%
Estimated Monthly Fixed Cost	\$55,738

Chart: Break-even Analysis



Silver Level Business Plan Sample

8.4 Projected Profit and Loss

Company Name Redacted., intends to deploy its funding to maximize growth and profitability. In the Profit and Loss table below, gross margin equals sales minus direct costs. The "bottom line" or profit (as measured before and after interest, taxes, depreciation, and amortization) equals gross margin minus operating expenses.

Table: Profit and Loss

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
Direct Cost of Sales	\$2,028,826	\$3,057,525	\$3,566,160	\$3,901,440	\$4,145,280
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$2,028,826	\$3,057,525	\$3,566,160	\$3,901,440	\$4,145,280
Gross Margin	\$1,166,174	\$1,757,475	\$2,049,840	\$2,242,560	\$2,382,720
Gross Margin %	36.50%	36.50%	36.50%	36.50%	36.50%
Expenses					
Payroll	\$45,000	\$75,000	\$78,750	\$82,688	\$86,822
Marketing/Promotion	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293
Depreciation	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000
Property Tax	\$8,950	\$9,398	\$9,867	\$10,361	\$10,879
Utilities	\$66,000	\$69,300	\$72,765	\$76,403	\$80,223
Insurance	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465
Payroll Taxes	\$287,550	\$433,350	\$505,440	\$552,960	\$587,520
Office Supplies	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293
Maintenance and Supplies	\$12,000	\$12,600	\$13,230	\$13,892	\$14,586
Accounting	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293
Legal and Professional	\$6,000	\$6,300	\$6,615	\$6,946	\$7,293
Consulting					
Licenses	\$600	\$630	\$662	\$695	\$729
Telephone	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Miscellaneous	\$159,750	\$240,750	\$280,800	\$307,200	\$326,400
Total Operating Expenses	\$668,850	\$932,878	\$1,056,356	\$1,142,182	\$1,208,443
Profit Before Interest and Taxes	\$497,324	\$824,598	\$993,484	\$1,100,378	\$1,174,277
EBITDA	\$529,324	\$856,598	\$1,025,484	\$1,132,378	\$1,206,277
Interest Expense	\$87,938	\$72,187	\$69,562	\$66,937	\$64,312
Taxes Incurred	\$0	\$0	\$0	\$0	\$0
Net Profit	\$409,387	\$752,410	\$923,921	\$1,033,440	\$1,109,964
Net Profit/Sales	12.81%	15.63%	16.45%	16.82%	17.00%

Chart: Profit Monthly

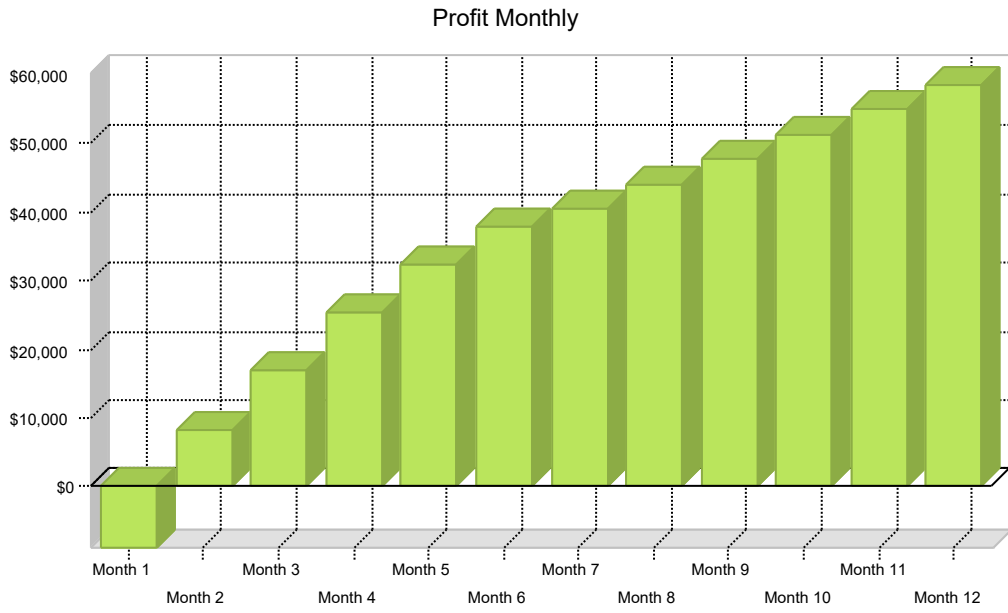


Chart: Profit Yearly



Chart: Gross Margin Monthly

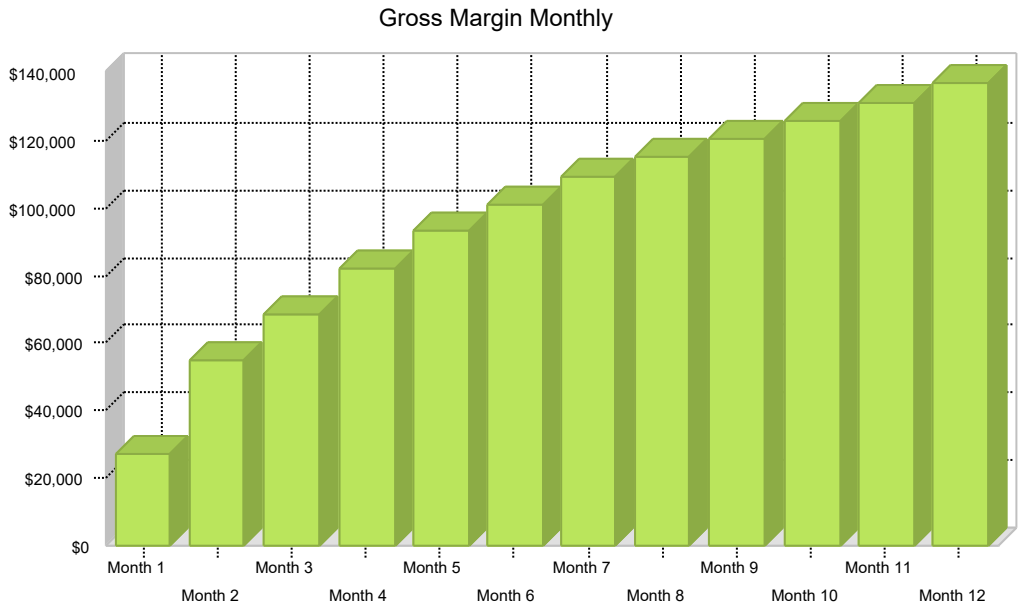
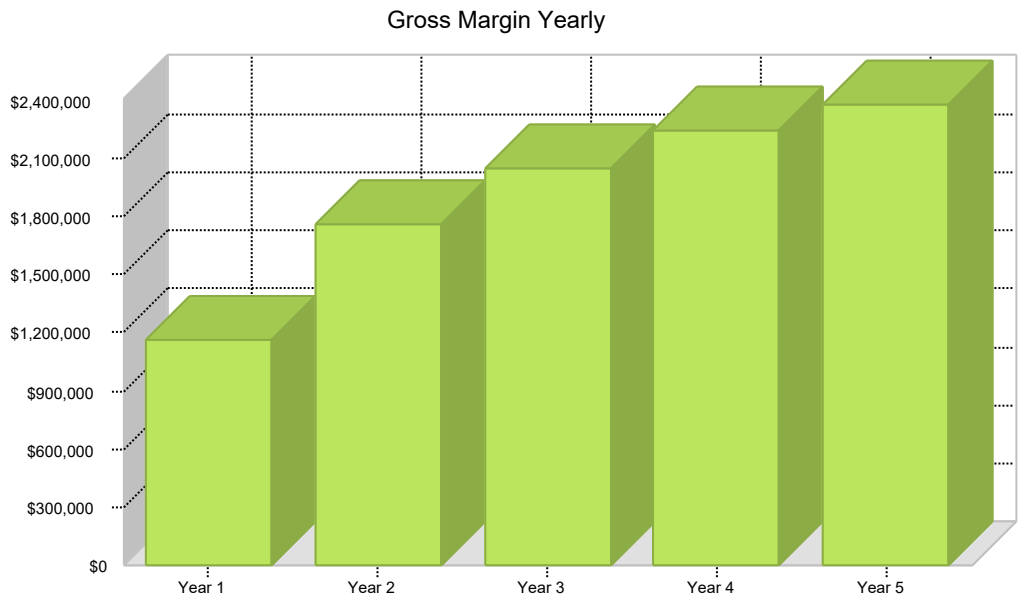


Chart: Gross Margin Yearly



8.5 Projected Cash Flow

The following depictions of Company Name Redacted, LLC,. projected cash flow show that the Company expects to maintain sufficient cash balances over the five years of this plan.

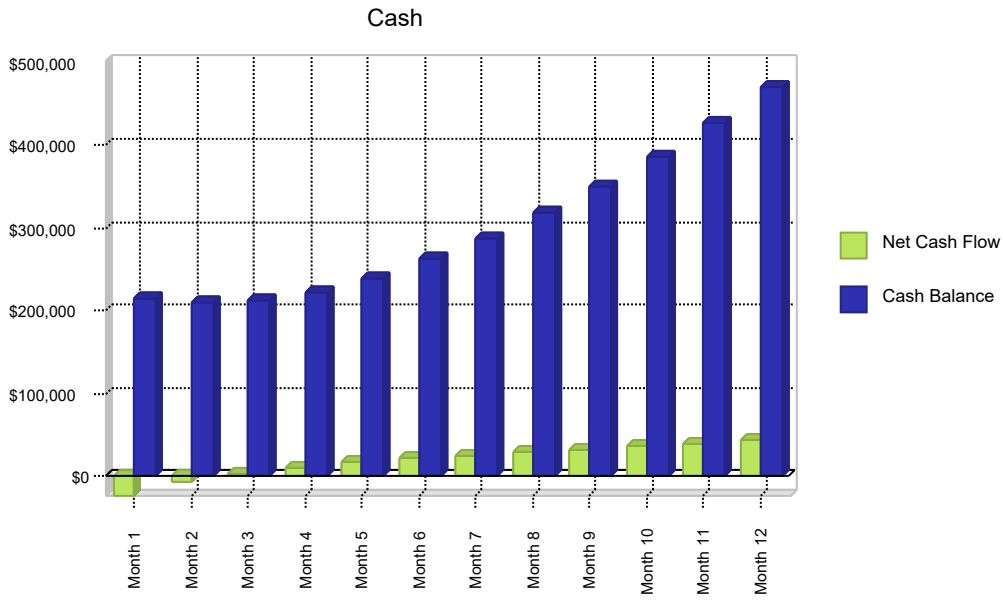
The "pro forma cash flow" table differs from the "pro forma profit and loss" (P&L) table. Pro forma cash flow is intended to represent the actual flow of cash in and out of the Company.

In comparison, the revenue and expense projections on the P&L table LLC include "non-cash" items and exclude funding and investment illustrations.

Table: Cash Flow

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
Subtotal Cash from Operations	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
Additional Cash Received					
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$3,195,000	\$4,815,000	\$5,616,000	\$6,144,000	\$6,528,000
Expenditures					
Expenditures from Operations					
Cash Spending	\$2,753,614	\$4,030,590	\$4,660,079	\$5,078,560	\$5,386,036
Subtotal Spent on Operations	\$2,753,614	\$4,030,590	\$4,660,079	\$5,078,560	\$5,386,036
Additional Cash Spent					
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$210,000	\$17,500	\$17,500	\$17,500	\$17,500
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$2,963,614	\$4,048,090	\$4,677,579	\$5,096,060	\$5,403,536
Net Cash Flow	\$231,386	\$766,910	\$938,421	\$1,047,940	\$1,124,464
Cash Balance	\$471,386	\$1,238,297	\$2,176,718	\$3,224,658	\$4,349,122

Chart: Cash



Silver Level Business Plan Sample
Silver Level Business Plan Sample
Silver Level Business Plan Sample

8.6 Projected Balance Sheet

The projected Balance Sheet for the first five years is detailed in the following table.

Table: Balance Sheet

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	\$471,386	\$1,238,297	\$2,176,718	\$3,224,658	\$4,349,122
Other Current Assets	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$471,386	\$1,238,297	\$2,176,718	\$3,224,658	\$4,349,122
Long-term Assets					
Long-term Assets	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Accumulated Depreciation	\$32,000	\$64,000	\$96,000	\$128,000	\$160,000
Total Long-term Assets	\$168,000	\$136,000	\$104,000	\$72,000	\$40,000
Total Assets	\$639,387	\$1,374,297	\$2,280,718	\$3,296,658	\$4,389,122
Liabilities and Capital					
Current Liabilities					
Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities					
Long-term Liabilities	\$490,000	\$472,500	\$455,000	\$437,500	\$420,000
Total Liabilities	\$490,000	\$472,500	\$455,000	\$437,500	\$420,000
Capital					
Paid-in Capital	\$0	\$0	\$0	\$0	\$0
Retained Earnings	(\$260,000)	\$149,387	\$901,797	\$1,825,718	\$2,859,158
Earnings	\$409,387	\$752,410	\$923,921	\$1,033,440	\$1,109,964
Total Capital	\$149,387	\$901,797	\$1,825,718	\$2,859,158	\$3,969,122
Total Liabilities and Capital	\$639,387	\$1,374,297	\$2,280,718	\$3,296,658	\$4,389,122
Net Worth	\$149,387	\$901,797	\$1,825,718	\$2,859,158	\$3,969,122

8.7 Business Ratios

Business ratios for the years of this plan are shown below. Industry profile ratios based on the Standard Industrial Classification (SIC) code.

Table: Ratios

Ratio Analysis						
	Year 1	Year 2	Year 3	Year 4	Year 5	Industry Profile
Sales Growth	n.a.	50.70%	16.64%	9.40%	6.25%	0.69%
Percent of Total Assets						
Other Current Assets	0.00%	0.00%	0.00%	0.00%	0.00%	43.09%

Company Name Redacted Silver Level Business Plan Sample

Total Current Assets	73.72%	90.10%	95.44%	97.82%	99.09%	63.39%
Long-term Assets	26.28%	9.90%	4.56%	2.18%	0.91%	36.61%
Total Assets	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Current Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%	38.66%
Long-term Liabilities	76.64%	34.38%	19.95%	13.27%	9.57%	47.43%
Total Liabilities	76.64%	34.38%	19.95%	13.27%	9.57%	86.09%
Net Worth	23.36%	65.62%	80.05%	86.73%	90.43%	13.91%
Percent of Sales						
Sales	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Gross Margin	36.50%	36.50%	36.50%	36.50%	36.50%	90.49%
Selling, General & Administrative Expenses	23.69%	20.87%	20.05%	19.68%	19.50%	45.24%
Advertising Expenses	0.19%	0.13%	0.12%	0.11%	0.11%	0.65%
Profit Before Interest and Taxes	15.57%	17.13%	17.69%	17.91%	17.99%	5.88%
Main Ratios						
Current	0.00	0.00	0.00	0.00	0.00	1.21
Quick	0.00	0.00	0.00	0.00	0.00	1.17
Total Debt to Total Assets	76.64%	34.38%	19.95%	13.27%	9.57%	86.09%
Pre-tax Return on Net Worth	274.05%	83.43%	50.61%	36.14%	27.96%	169.86%
Pre-tax Return on Assets	64.03%	54.75%	40.51%	31.35%	25.29%	23.63%
Additional Ratios	Year 1	Year 2	Year 3	Year 4	Year 5	
Net Profit Margin	12.81%	15.63%	16.45%	16.82%	17.00%	n.a
Return on Equity	274.05%	83.43%	50.61%	36.14%	27.96%	n.a
Activity Ratios						
Accounts Payable Turnover	9.07	12.17	12.17	12.17	12.17	n.a
Total Asset Turnover	5.00	3.50	2.46	1.86	1.49	n.a
Debt Ratios						
Debt to Net Worth	3.28	0.52	0.25	0.15	0.11	n.a
Current Liab. to Liab.	0.00	0.00	0.00	0.00	0.00	n.a
Liquidity Ratios						
Net Working Capital	\$471,386	\$1,238,297	\$2,176,718	\$3,224,658	\$4,349,122	n.a
Interest Coverage	5.66	11.42	14.28	16.44	18.26	n.a
Additional Ratios						
Assets to Sales	0.20	0.29	0.41	0.54	0.67	n.a
Current Debt/Total Assets	0%	0%	0%	0%	0%	n.a
Acid Test	0.00	0.00	0.00	0.00	0.00	n.a
Sales/Net Worth	21.39	5.34	3.08	2.15	1.64	n.a
Dividend Payout	0.00	0.00	0.00	0.00	0.00	n.a

88 References

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Appendix

Table: Sales Forecast

<i>Sales Forecast</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales												
Total Sales	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
N/A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Sales	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
Direct Cost of Sales	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Material Costs	\$2,625	\$5,250	\$6,563	\$7,875	\$8,925	\$9,713	\$10,500	\$11,025	\$11,550	\$12,075	\$12,600	\$13,125
Variable Labor	\$45,000	\$90,000	\$112,500	\$135,000	\$153,000	\$166,500	\$180,000	\$189,000	\$198,000	\$207,000	\$216,000	\$225,000
Subtotal Direct Cost of Sales	\$47,625	\$95,250	\$119,063	\$142,875	\$161,925	\$176,213	\$190,500	\$200,025	\$209,550	\$219,075	\$228,600	\$238,125

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Appendix

Table: Personnel

<i>Personnel Plan</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Name Redacted; Owner	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
--All Other Labor shown as Variable Labor--	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People	0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000

Silver Level Business Plan Sample

Appendix

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
Direct Cost of Sales	\$47,625	\$95,250	\$119,063	\$142,875	\$161,925	\$176,213	\$190,500	\$200,025	\$209,550	\$219,075	\$228,600	\$238,125
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$47,625	\$95,250	\$119,063	\$142,875	\$161,925	\$176,213	\$190,500	\$200,025	\$209,550	\$219,075	\$228,600	\$238,125
Gross Margin	\$27,375	\$54,750	\$68,437	\$82,125	\$93,075	\$101,287	\$109,500	\$114,975	\$120,450	\$125,925	\$131,400	\$136,875
Gross Margin %	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%	36.50%
Expenses												
Payroll	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Marketing/Promotion	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Depreciation	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667	\$2,667
Property Tax	\$746	\$746	\$746	\$746	\$746	\$746	\$746	\$746	\$746	\$746	\$746	\$746
Utilities	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500	\$5,500
Insurance	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Payroll Taxes	15% \$6,750	\$13,500	\$16,875	\$20,250	\$22,950	\$24,975	\$27,000	\$28,350	\$29,700	\$31,050	\$32,400	\$33,750
Office Supplies	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Maintenance and Supplies	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Accounting	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Legal and Professional Consulting	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Licenses	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Telephone	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Miscellaneous	\$3,750	\$7,500	\$9,375	\$11,250	\$12,750	\$13,875	\$15,000	\$15,750	\$16,500	\$17,250	\$18,000	\$18,750
Total Operating Expenses	\$27,713	\$38,213	\$43,463	\$48,713	\$52,913	\$56,063	\$61,713	\$63,813	\$65,913	\$68,013	\$70,113	\$72,213
Profit Before Interest and Taxes	(\$338)	\$16,538	\$24,975	\$33,413	\$40,163	\$45,225	\$47,788	\$51,163	\$54,538	\$57,913	\$61,288	\$64,663
EBITDA	\$2,329	\$19,204	\$27,641	\$36,079	\$42,829	\$47,891	\$50,454	\$53,829	\$57,204	\$60,579	\$63,954	\$67,329
Interest Expense	\$8,531	\$8,313	\$8,094	\$7,875	\$7,656	\$7,438	\$7,219	\$7,000	\$6,781	\$6,563	\$6,344	\$6,125
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit	(\$8,869)	\$8,225	\$16,881	\$25,538	\$32,506	\$37,787	\$40,569	\$44,163	\$47,756	\$51,350	\$54,944	\$58,538
Net Profit/Sales	-11.83%	5.48%	9.00%	11.35%	12.75%	13.62%	13.52%	14.02%	14.47%	14.88%	15.26%	15.61%

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Appendix

Table: Cash Flow

<i>Pro Forma Cash Flow</i>												
	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 Sales	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
Subtotal Cash from Operations	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
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	\$0
New Other Liabilities (interest-free)	\$0	\$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	\$0
Sales of Other Current Assets	\$0	\$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	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$75,000	\$150,000	\$187,500	\$225,000	\$255,000	\$277,500	\$300,000	\$315,000	\$330,000	\$345,000	\$360,000	\$375,000
Expenditures												
Expenditures from Operations												
Cash Spending	\$81,202	\$139,108	\$167,953	\$196,796	\$219,827	\$237,046	\$256,765	\$268,171	\$279,577	\$290,983	\$302,390	\$313,796
Subtotal Spent on Operations	\$81,202	\$139,108	\$167,953	\$196,796	\$219,827	\$237,046	\$256,765	\$268,171	\$279,577	\$290,983	\$302,390	\$313,796
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	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500	\$17,500
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	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$98,702	\$156,608	\$185,453	\$214,296	\$237,327	\$254,546	\$274,265	\$285,671	\$297,077	\$308,483	\$319,890	\$331,296
Net Cash Flow	(\$23,702)	(\$6,608)	\$2,047	\$10,704	\$17,673	\$22,954	\$25,735	\$29,329	\$32,923	\$36,517	\$40,110	\$43,704
Cash Balance	\$216,298	\$209,690	\$211,737	\$222,441	\$240,114	\$263,068	\$288,803	\$318,132	\$351,055	\$387,572	\$427,682	\$471,386

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Appendix

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>		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	\$240,000	\$216,298	\$209,690	\$211,737	\$222,441	\$240,114	\$263,068	\$288,803	\$318,132	\$351,055	\$387,572	\$427,682	\$471,386
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$240,000	\$216,298	\$209,690	\$211,737	\$222,441	\$240,114	\$263,068	\$288,803	\$318,132	\$351,055	\$387,572	\$427,682	\$471,386
Long-term Assets													
Long-term Assets	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Accumulated Depreciation	\$0	\$2,667	\$5,333	\$8,000	\$10,667	\$13,333	\$16,000	\$18,667	\$21,333	\$24,000	\$26,667	\$29,333	\$32,000
Total Long-term Assets	\$200,000	\$197,333	\$194,667	\$192,000	\$189,333	\$186,667	\$184,000	\$181,333	\$178,667	\$176,000	\$173,333	\$170,667	\$168,000
Total Assets	\$440,000	\$413,631	\$404,356	\$403,737	\$411,775	\$426,781	\$447,068	\$470,136	\$496,799	\$527,055	\$560,905	\$598,349	\$639,387
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													
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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities	\$700,000	\$682,500	\$665,000	\$647,500	\$630,000	\$612,500	\$595,000	\$577,500	\$560,000	\$542,500	\$525,000	\$507,500	\$490,000
Total Liabilities	\$700,000	\$682,500	\$665,000	\$647,500	\$630,000	\$612,500	\$595,000	\$577,500	\$560,000	\$542,500	\$525,000	\$507,500	\$490,000
Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)	(\$260,000)
Earnings	\$0	(\$8,869)	(\$644)	\$16,237	\$41,775	\$74,281	\$112,068	\$152,637	\$196,799	\$244,555	\$295,905	\$350,849	\$409,387
Total Capital	(\$260,000)	(\$268,869)	(\$260,644)	(\$243,763)	(\$218,226)	(\$185,719)	(\$147,932)	(\$107,364)	(\$63,201)	(\$15,445)	\$35,905	\$90,849	\$149,387
Total Liabilities and Capital	\$440,000	\$413,631	\$404,356	\$403,737	\$411,775	\$426,781	\$447,068	\$470,137	\$496,799	\$527,055	\$560,905	\$598,349	\$639,387
Net Worth	(\$260,000)	(\$268,869)	(\$260,644)	(\$243,763)	(\$218,226)	(\$185,719)	(\$147,932)	(\$107,364)	(\$63,201)	(\$15,445)	\$35,905	\$90,849	\$149,387