



DEUTSCH

— MEDICAL TRANSPORT GROUP —

Table of Contents

1.0 Executive Summary	4
2.0 The Financing	7
2.1 Funds Required	7
2.2 Management and Investor Equity	7
2.3 Exit Strategies	7
3.0 Operations	8
4.0 Overview of the Organization	9
4.1 Registered Name	9
4.2 Commencement of Operations	9
4.3 Mission Statement	9
4.4 Vision Statement	9
4.5 Organizational Objectives	9
5.0 Market and Industry Analysis	10
5.1 External Environmental Analysis	10
5.2 Industry Analysis	10
5.3 Customer Profile	10
5.4 Competitive Analysis	11
6.0 Key Strategic Issues	11
6.1 Sustainable Operations	12
6.2 Basis of Growth	12
7.0 Marketing Plan	13
7.1 Marketing Objectives	13
7.2 Revenue Forecasts	13
7.3 Revenue Assumptions	13
7.4 Marketing Strategies	14
8.0 Organizational Plan	15
8.1 Organizational Hierarchy	15
8.2 Personnel Costs	16
9.0 Financial Plan	17

9.1 Underlying Assumptions	17
9.2 Financial Highlights.....	17
9.3 Sensitivity Analysis	17
9.4 Source of Funds	17
9.5 Financial Proformas	18
A) Profit and Loss Statement.....	18
B) Common Size Income Statement.....	19
C) Cash Flow Analysis	20
D) Balance Sheet.....	21
9.6 Breakeven Analysis	22
9.7 Business Ratios	22
Appendix A – SWOT Analysis.....	23
Appendix B – Critical Risks	24
Appendix C – Expanded Profit and Loss Statements	25
Appendix D – Expanded Cash Flow Analysis.....	31

1.0 Executive Summary

The purpose of this business plan to showcase the ongoing development of a non-emergency medical transport business based in Austin, Texas. Deutsch Medical Transport Group LLC (“the Company”) was founded by Matthew Deutsch with the intention of providing a wide range of cost-effective solutions for people that need non-medical transportation as well as seniors that require ongoing general transportation services. At this time, the Company is seeking \$200,000 to establish it operations.

Operations

The primary revenue center for the business will come from the ongoing transportation of individuals to medical facilities throughout the greater Austin area. The business will coordinate these efforts with medical facilities, hospitals, social workers, and in-home care agencies that work with seniors on an ongoing basis. The Company will generate \$4.00 per mile through these operations.

To complement this primary revenue stream, the Company will be actively involved with providing transportation for seniors that need to go to grocery stores, to visit their families, and other destinations throughout the Austin area. The secondary revenue stream will allow for a highly predictable profit.

The third section of this non-emergency medical transport business plan will further discuss the operations of the business.

The Financing

As noted above, the Company is currently seeking \$200,000 to establish its operations. The vast majority of this funding will be used specifically for the acquisition of vehicles that can be used to properly transport individuals that have medical issues and senior citizens. Matthew Deutsch will contribute \$50,000 towards the venture which will be principally used for working capital purposes.

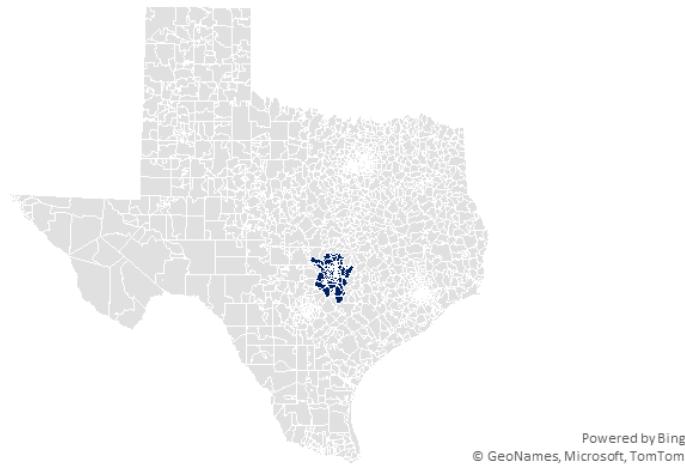
As the Company expands its operations, the business could easily secure additional funding in order to acquire a greater number of vehicles. This business plan assumes that the business will use its after-tax profits for expansion purposes.

The Future

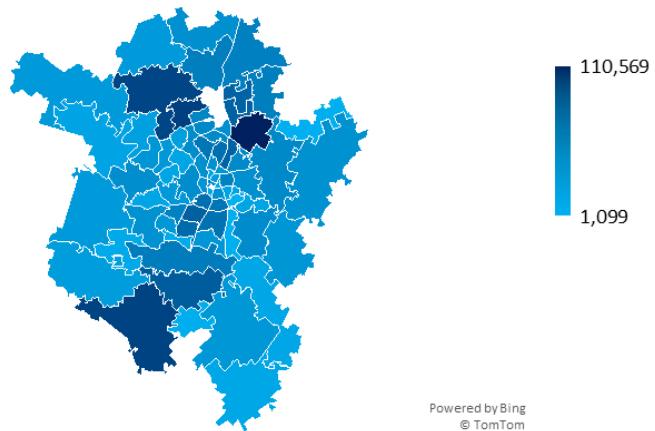
The Company will conduct extensive direct outreach with medical facilities throughout the target market area as well as with in-home care agencies that do not render transportation services. The business will also take a public facing approach to its marketing in order to establish ongoing relationships with senior citizens that no longer drive and need transportation on an ongoing basis.

Market Overview

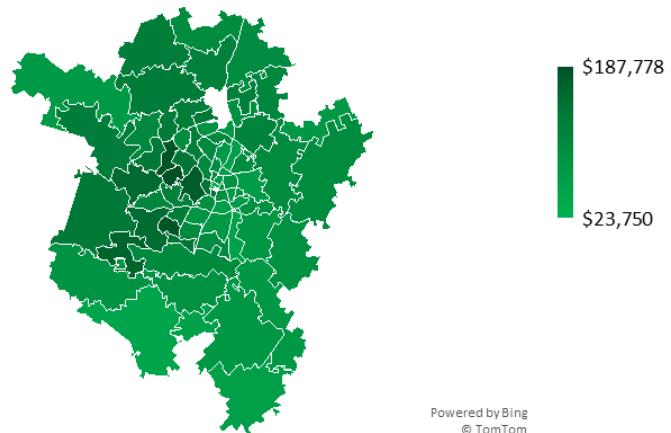
Target Market Area



Target Market Area Population



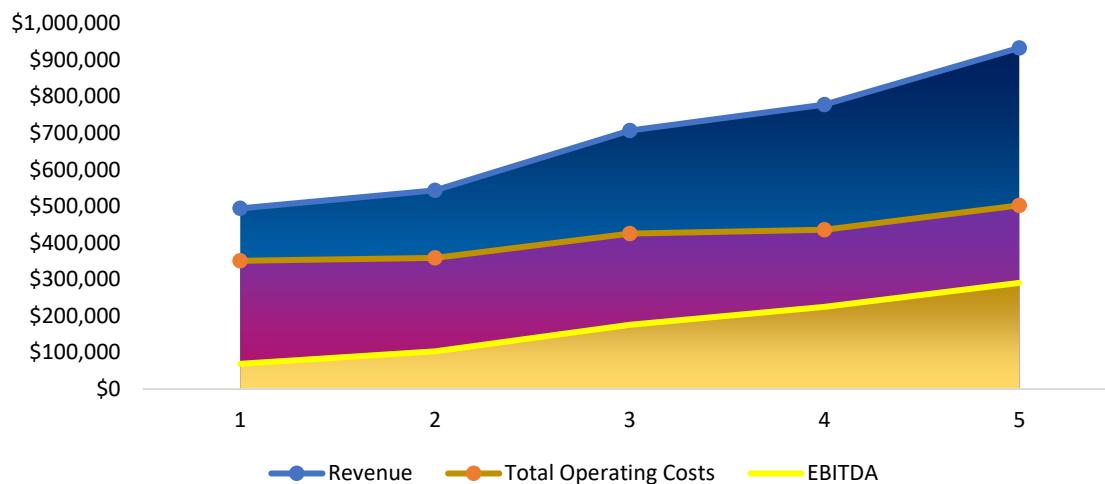
Target Market Area Household Income



Revenue Forecasts

Proforma Profit and Loss		1	2	3	4	5
Year						
Revenue		\$494,100	\$543,510	\$706,563	\$777,219	\$932,663
Cost of Revenue		\$74,115	\$81,527	\$105,984	\$116,583	\$139,899
Gross Profit		\$419,985	\$461,984	\$600,579	\$660,636	\$792,764
Total Operating Costs		\$350,782	\$358,759	\$424,858	\$435,497	\$502,302
EBITDA		\$69,203	\$103,224	\$175,721	\$225,139	\$290,461

Revenue, Operating Costs, EBITDA

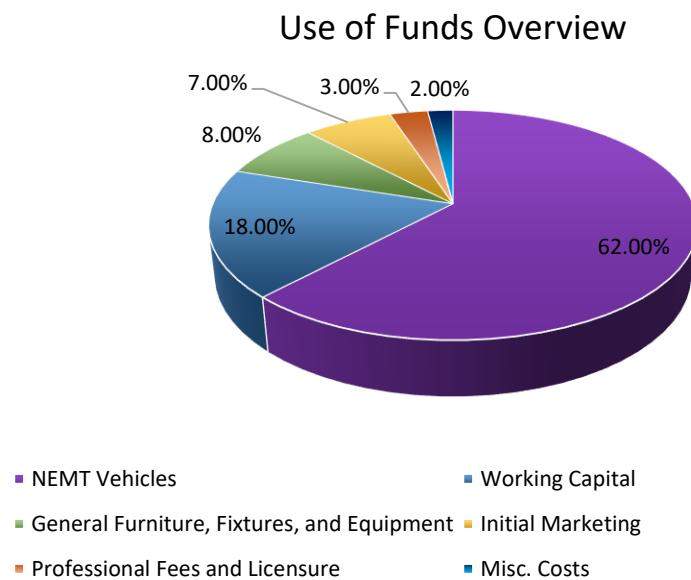


2.0 The Financing

2.1 Funds Required

The \$200,000 a debt capital and \$50,000 of equity capital will be allocated towards the following:

Use of Funds	
NEMT Vehicles	\$155,000
Working Capital	\$45,000
General Furniture, Fixtures, and Equipment	\$20,000
Initial Marketing	\$17,500
Professional Fees and Licensure	\$7,500
Misc. Costs	\$5,000
Total	\$250,000



2.2 Management and Investor Equity

Matthew Deutsch is the 100% owner of Deutsch Medical Transport Group LLC.

2.3 Exit Strategies

Specialized medical and personal transportation companies are valuable businesses given the highly predictable streams of revenue that they produce on an ongoing basis. In the event that the business is to be sold, the Company could easily find a buyer that is seeking to enter the non-emergency medical transport business or specialized personal transport industry. Historically, NEMT companies typically have a sales price of two times the prior year's earnings.

3.0 Operations

As noted in the executive summary, Deutsch Medical Transport Group will be actively involved in providing a wide range to transportation services to the general public with a major focus on providing non-emergency medical transportation. The Company will generate substantial per mile fees through these operations. It should be noted that the business will have a specialized van that can accommodate wheelchairs as well as gurneys when a client needs this type of additional comprehensive transportation arrangement.

The business' ability to provide ongoing senior transport will also contribute substantially to the ongoing profitability of business. Most importantly, these engagements will be produced on a highly predictable basis which provide a steadiness to the Company's income.

All drivers will be properly licensed by the State of Texas to render non-emergency medical transport services. All drivers will also be directly employed by the business. All vehicles operated by the Company will have GPS tracking.

4.0 Overview of the Organization

4.1 Registered Name

Deutsch Medical Transport Group LLC. The Company is registered as a limited liability Company in the state of Texas.

4.2 Commencement of Operations

The business will begin its non-emergency medical transportation operations starting in the fourth quarter of this year.

4.3 Mission Statement

To provide cost-effective transportation solutions on a non-emergency basis to the Austin public.

4.4 Vision Statement

To become well noted as a preeminent non-emergency medical transportation business within this market.

4.5 Organizational Objectives

- Properly hire drivers that have a complete understanding of how to work with individuals that required non-emergency medical transportation.
- Conduct extensive direct outreach with in-home healthcare agencies that do not provide transportation services to their clients.
- Use multiple forms of online marketing, including search engine optimization for the Company's public facing operations.
- Adhere to all laws and regulations regarding senior transportation services and non-emergency medical transportation services.
- Established ongoing referral relationships with physicians' offices, dialysis centers, and hospitals within the target market.
- Continue to acquire additional vehicles that the business can expand as the businesses visibility within Austin grows.

5.0 Market and Industry Analysis

5.1 External Environmental Analysis

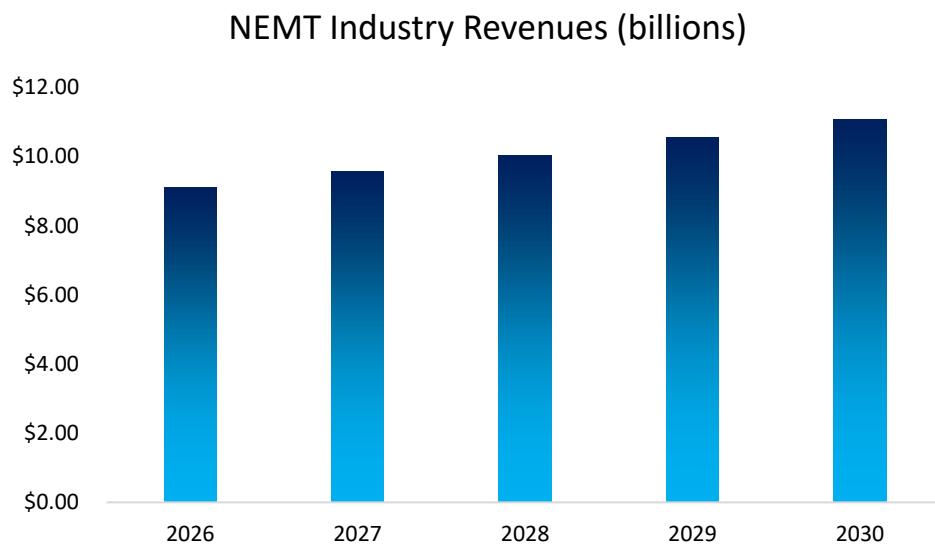
This section of the non-medical emergency transportation business plan will focus on the current economic climate, the industry, the demographic and profile, and competition.

Inflation is currently at a higher rate than what was initially anticipated by many economists. This has been principally due to the evolving fiscal policy that the United States government has implemented.

In regards to economic viability, the demand for non-emergency medical transportation services will remain incredibly strong, even during an economic recession. For senior citizens and those with mobility issues, it is absolutely imperative that they have access to services like those offered by Deutsch Medical Transport Group in order to bring them to medical facilities. The secondary stream of revenue by providing senior transportation services will further contribute to the economic stability of the business.

5.2 Industry Analysis

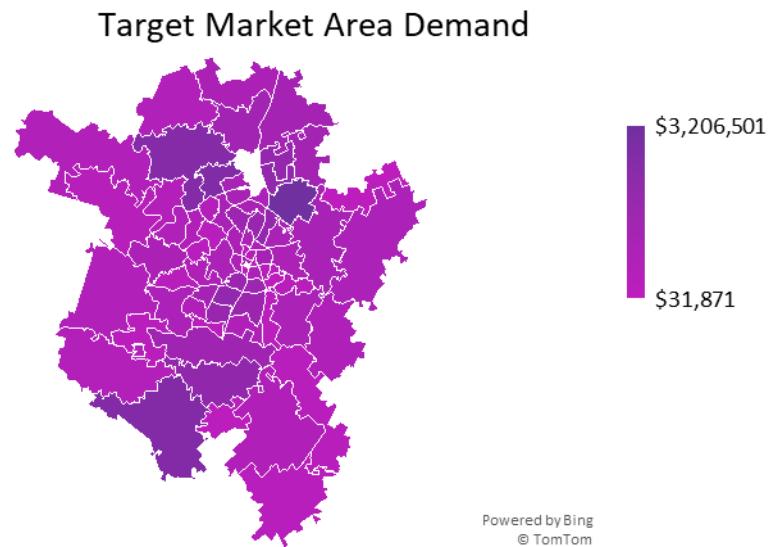
Within the United States, there are 6,000 companies that are actively involved with providing senior transportation services and non-emergency medical transportation services to the general public. Each year, these businesses generate an excess of \$10billion while providing jobs for 35,000 people.



The growth rate of this industry is expected to remain incredibly strong in the coming years given that the number of people in the Baby Boomer population that are becoming over the age of 70 continues to increase at a significant rate. Deutsch Medical Transport Group is in an excellent position to capitalize on this ongoing demand in the coming years.

5.3 Customer Profile

Any individual that is over the age of 65 or has mobility issues as a potential client of Deutsch Medical Transport Group. Generally, these individuals will typically have a household income ranging from \$50,000 to \$150,000.



5.4 Competitive Analysis

The business will face moderate ongoing competition as it establishes its operations in Austin. Most importantly, the Company will maintain a major differentiating factor given the fact that the business will be able to render both non-emergency transportation as well as senior transportation services throughout this target market. The Company will be able to remain pricing competitive with established entities.

6.0 Key Strategic Issues

6.1 Sustainable Operations

Deutsch Medical Transport Group will have sustainable operations as a result of the following:

- Significant demand for non-emergency medical transportation services within the Austin market.
- The ability to provide senior transportation services as a secondary revenue center will further contribute to the stability of the business.
- An Owner, Matthew Deutsch, that has extensive experience in the field of non-emergency medical transportation.
- The Company will have ongoing relationships with physicians' offices, in-home healthcare agencies, and hospitals via ongoing referrals.

6.2 Basis of Growth

The Company will expand via the following methods:

- Continued expansion of the number of NEMT vehicles that the Company maintains.
- Expansion the Company's marketing operations as relates provided senior transportation services.
- Potential establishment of satellite locations in other markets in Texas.

7.0 Marketing Plan

7.1 Marketing Objectives

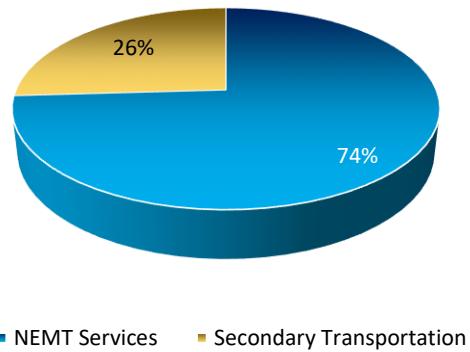
- Conducting extensive direct outreach with medical entities throughout the Austin area.
- Implement numerous forms of online marketing so that when searches for an NEMT services or senior transportation are completed for the Austin market the business can be quickly found.
- Conduct extensive direct outreach with in-home healthcare agencies that will use the business on a subcontracted basis.

7.2 Revenue Forecasts

Yearly Sales Forecast		1	2	3	4	5
Year						
NEMT Services		\$366,000	\$402,600	\$523,380	\$575,718	\$690,862
Secondary Transportation		\$128,100	\$140,910	\$183,183	\$201,501	\$241,802
Totals		\$494,100	\$543,510	\$706,563	\$777,219	\$932,663

Gross Profit		1	2	3	4	5
Year						
Total		\$419,985	\$461,984	\$600,579	\$660,636	\$792,764

Revenue Generation



7.3 Revenue Assumptions

Year 1

- The Company will establish its operations in Austin.
- First year revenue will reach \$494,000.

Year 2

- The business will focus on expanding its roster of referring facilities.
- Revenue will reach \$543,000.

Years 3-5

- By Year 5, the Company will have four full-time drivers.
- Revenue will reach \$932,000.

7.4 Marketing Strategies

As it relates to NEMT services, the Company will work closely with medical facilities, hospitals, dialysis centers, and surgical practices that will provide the ongoing transportation orders to the business. This will be the primary way that the Company generates revenue.

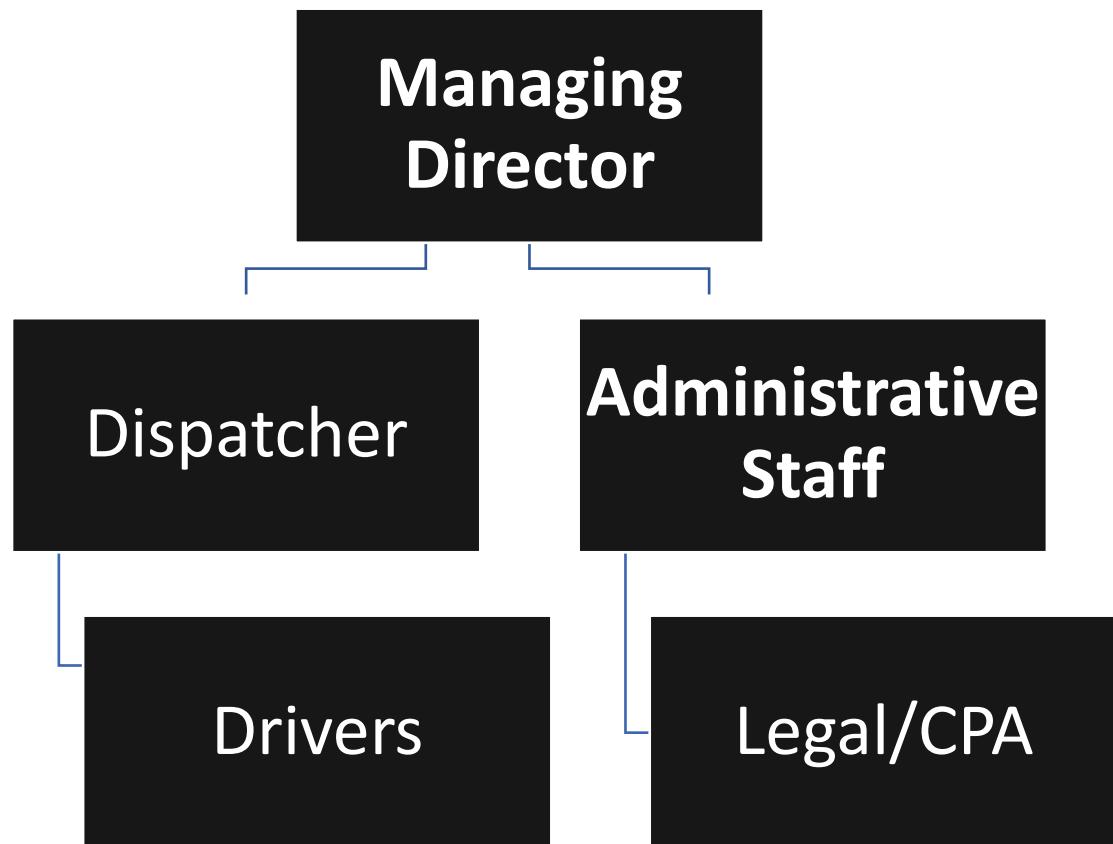
For the Company's website, this will be a more consumer facing platform that is specifically geared towards individuals that are seeking senior transportation services. The business will have e-commerce functionality embedded into this platform so that ongoing orders for personal transportation services can be directly sourced through the website. This platform will undergo significant search engine optimization specific for the Austin market.

The Company will also maintain ongoing relationships with in-home care agencies that do not provide incidental transportation. Given the large number of operating assets that Deutsch Medical Transport Group will maintain, the Company will be able to concurrently provide comprehensive non-emergency medical transportation coupled with specialized senior transportation service services.

The Company will also distribute mail advertisements among individuals that are over the age of 65 that require ongoing transportation services. The Company will coordinate these efforts with a regional marketing firm that maintains extensive profiles on individuals that live in the greater Austin area.

8.0 Organizational Plan

8.1 Organizational Hierarchy

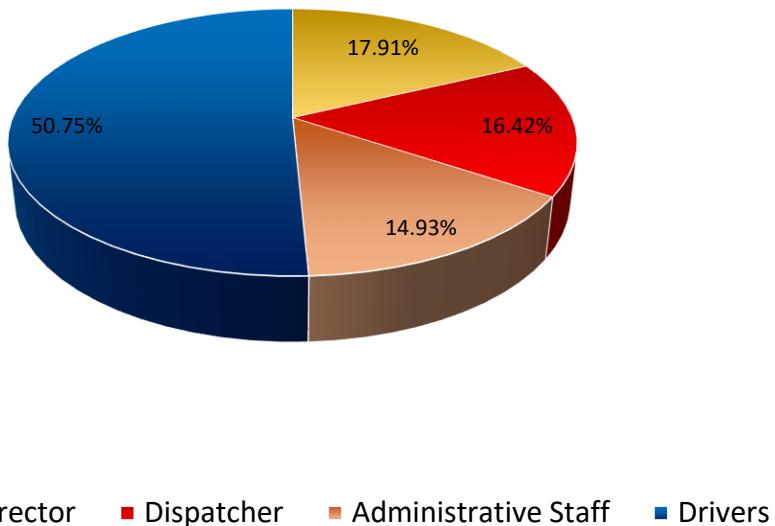


8.2 Personnel Costs

Personnel Plan - Yearly		1	2	3	4	5
Year						
Managing Director		\$60,000	\$60,600	\$61,206	\$61,818	\$62,436
Dispatcher		\$55,000	\$55,550	\$56,106	\$56,667	\$57,233
Administrative Staff		\$50,000	\$50,500	\$51,005	\$51,515	\$52,030
Drivers		\$85,000	\$85,850	\$130,063	\$131,363	\$176,903
Total		\$250,000	\$252,500	\$298,379	\$301,363	\$348,602

Numbers of Personnel (Year End Headcount)						
Year	1	2	3	4	5	
Managing Director	1	1	1	1	1	1
Dispatcher	1	1	1	1	1	1
Administrative Staff	1	1	1	1	1	1
Drivers	2	2	3	3	4	4
Total	5	5	6	6	7	

Personnel Summary



9.0 Financial Plan

9.1 Underlying Assumptions

- The Company will acquire \$200,000 to establish its operations within Austin.
- Matthew Deutsch will contribute \$50,000 towards the development of this non-emergency medical transportation business.
- The Company will have a compounded annual growth rate of 17%, which will be achieved given the ongoing acquisition of additional vehicles.

9.2 Financial Highlights

- On non-emergency medical transportation orders, the Company will generate contribution margins of 85%.
- The Company's payroll expenditures will not exceed 50% of its total revenues.

9.3 Sensitivity Analysis

The demand for non-emergency medical transportation remains incredibly strong, even during times of economic recession. As such, Deutsch Medical Transport Group will be able to acquire ongoing orders for these types of transportation services among medical entities in the greater Austin area. The Company secondary revenue, as discussed throughout the document, further contribute to the ability of the business, while ensuring that it remains profitable at all times.

9.4 Source of Funds

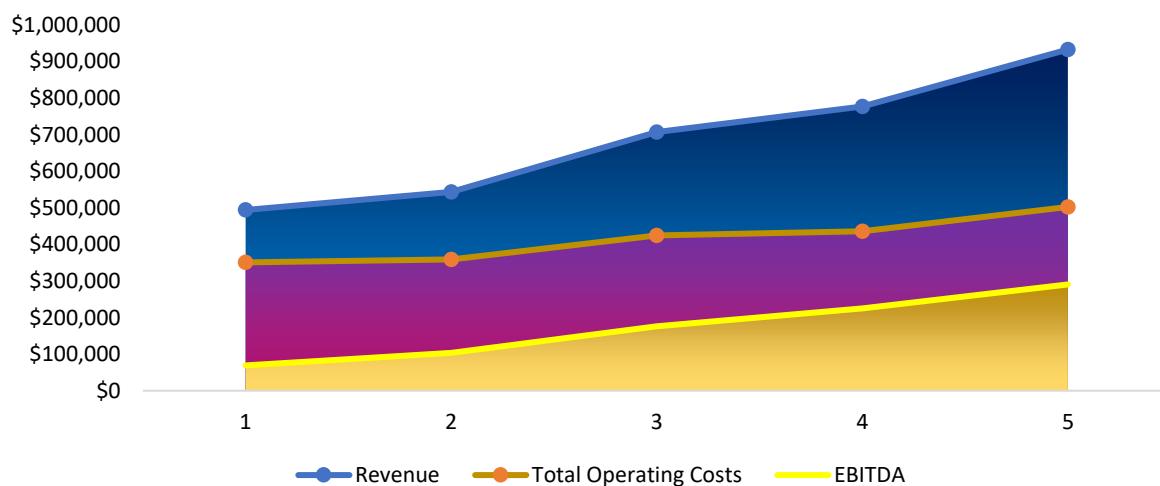
Financing	
Equity	
Equity Capitalization	\$50,000.00
Total Equity Financing	\$50,000.00
Banks and Lenders	
Business Loan	\$200,000.00
Total Debt Financing	\$200,000.00
Total Financing	\$250,000.00

9.5 Financial Proformas

A) Profit and Loss Statement

Proforma Profit and Loss		1	2	3	4	5
	Year					
Revenue		\$494,100	\$543,510	\$706,563	\$777,219	\$932,663
Cost of Revenue		\$74,115	\$81,527	\$105,984	\$116,583	\$139,899
Gross Margin		85.00%	85.00%	85.00%	85.00%	85.00%
Gross Profit		\$419,985	\$461,984	\$600,579	\$660,636	\$792,764
Expenses						
Payroll		\$250,000	\$252,500	\$298,379	\$301,363	\$348,602
Facility Costs		\$12,000	\$12,120	\$12,241	\$12,364	\$12,487
General and Administrative		\$10,376	\$11,414	\$14,838	\$16,322	\$19,586
Professional Fees and Licensure		\$5,000	\$5,050	\$5,101	\$5,152	\$5,203
Insurance		\$15,000	\$15,150	\$15,302	\$15,455	\$15,609
Marketing		\$19,764	\$21,740	\$28,263	\$31,089	\$37,307
Vehicle Maintenance		\$15,811	\$17,392	\$22,610	\$24,871	\$29,845
Misc. Costs		\$3,706	\$4,076	\$5,299	\$5,829	\$6,995
Payroll Taxes		\$19,125	\$19,316	\$22,826	\$23,054	\$26,668
Total Operating Costs		\$350,782	\$358,759	\$424,858	\$435,497	\$502,302
EBITDA		\$69,203	\$103,224	\$175,721	\$225,139	\$290,461
Federal Income Tax		\$10,189	\$18,707	\$36,227	\$48,586	\$63,705
State Income Tax		\$0	\$0	\$0	\$0	\$0
Interest Expense		\$16,847	\$16,495	\$16,113	\$15,696	\$15,242
Depreciation Expenses		\$11,600	\$11,900	\$14,700	\$15,100	\$20,400
Net Profit		\$30,567	\$56,122	\$108,681	\$145,757	\$191,114
Profit Margin		6.19%	10.33%	15.38%	18.75%	20.49%

Revenue, Operating Costs, EBITDA



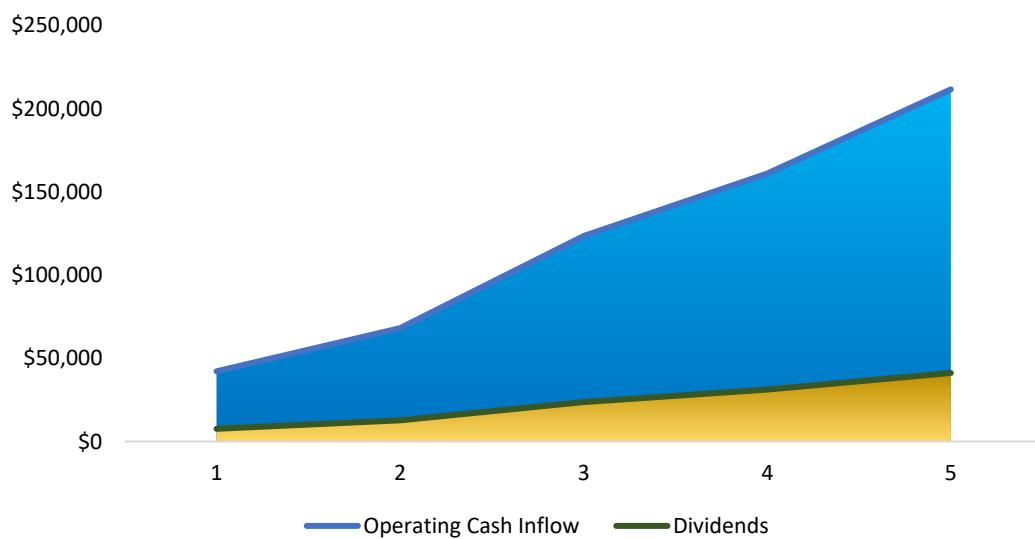
B) Common Size Income Statement

Proforma Profit and Loss (Common Size)					
Year	1	2	3	4	5
Revenue	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of Revenue	15.00%	15.00%	15.00%	15.00%	15.00%
 Gross Profit	 85.00%	 85.00%	 85.00%	 85.00%	 85.00%
 Expenses	 	 	 	 	
Payroll	50.60%	46.46%	42.23%	38.77%	37.38%
Facility Costs	2.43%	2.23%	1.73%	1.59%	1.34%
General and Administrative	2.10%	2.10%	2.10%	2.10%	2.10%
Professional Fees and Licensure	1.01%	0.93%	0.72%	0.66%	0.56%
Insurance	3.04%	2.79%	2.17%	1.99%	1.67%
Marketing	4.00%	4.00%	4.00%	4.00%	4.00%
Vehicle Maintenance	3.20%	3.20%	3.20%	3.20%	3.20%
Misc. Costs	0.75%	0.75%	0.75%	0.75%	0.75%
Payroll Taxes	3.87%	3.55%	3.23%	2.97%	2.86%
Total Operating Costs	70.99%	66.01%	60.13%	56.03%	53.86%
 EBITDA	 14.01%	 18.99%	 24.87%	 28.97%	 31.14%
Federal Income Tax	2.06%	3.44%	5.13%	6.25%	6.83%
State Income Tax	0.00%	0.00%	0.00%	0.00%	0.00%
Interest Expense	3.41%	3.03%	2.28%	2.02%	1.63%
Depreciation Expenses	2.35%	2.19%	2.08%	1.94%	2.19%
 Net Profit	 6.19%	 10.33%	 15.38%	 18.75%	 20.49%

C) Cash Flow Analysis

Proforma Cash Flow Analysis - Yearly					
Year	1	2	3	4	5
Cash From Operations	\$42,167	\$68,022	\$123,381	\$160,857	\$211,514
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$42,167	\$68,022	\$123,381	\$160,857	\$211,514
Other Cash Inflows					
Equity Investment	\$50,000	\$0	\$0	\$0	\$0
Increased Borrowings	\$200,000	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$1,000	\$1,050	\$1,103	\$1,158	\$1,216
Total Other Cash Inflows	\$251,000	\$1,050	\$1,103	\$1,158	\$1,216
Total Cash Inflow	\$293,167	\$69,072	\$124,483	\$162,015	\$212,730
Cash Outflows					
Repayment of Principal	\$3,980	\$4,332	\$4,715	\$5,132	\$5,586
A/P Decreases	\$700	\$735	\$772	\$810	\$851
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$175,000	\$3,401	\$61,690	\$8,043	\$105,757
Dividends	\$7,637	\$12,738	\$23,733	\$31,145	\$41,186
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$187,318	\$21,206	\$90,911	\$45,130	\$153,379
Net Cash Flow	\$105,849	\$47,865	\$33,573	\$116,885	\$59,350
Cash Balance	\$105,849	\$153,715	\$187,287	\$304,172	\$363,523

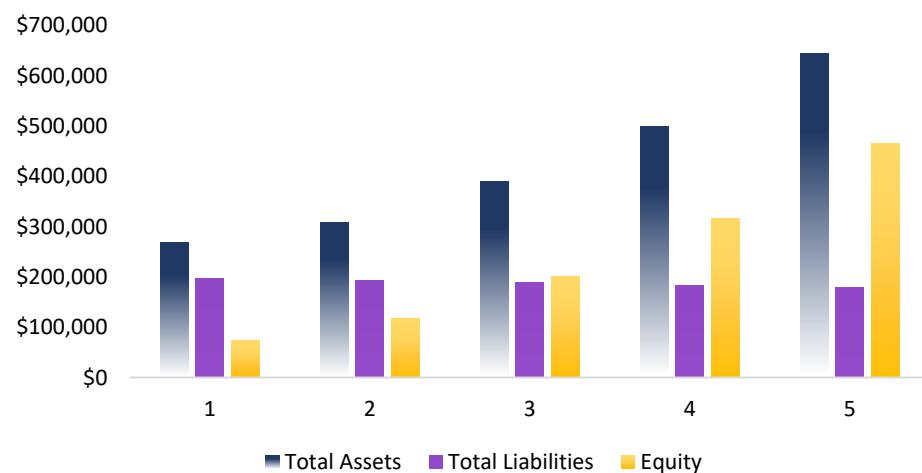
Cash Flow Analysis



D) Balance Sheet

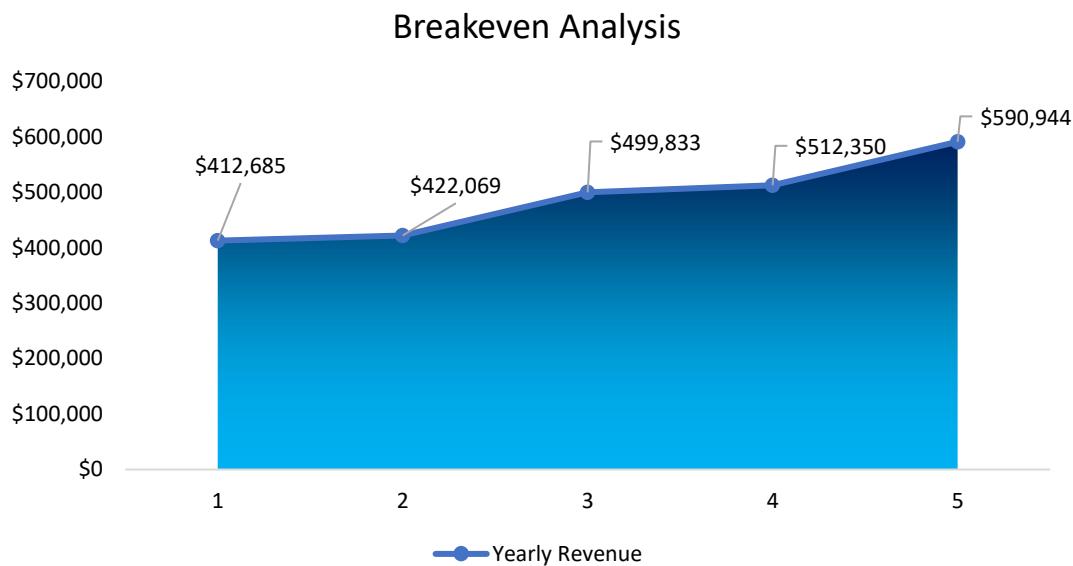
Proforma Balance Sheet - Yearly		1	2	3	4	5
Year						
Assets						
Cash		\$105,849	\$153,715	\$187,287	\$304,172	\$363,523
Fixed Assets		\$175,000	\$178,401	\$240,092	\$248,134	\$353,892
Accumulated Depreciation		(\$11,600)	(\$23,500)	(\$38,200)	(\$53,300)	(\$73,700)
Total Assets		\$269,249	\$308,616	\$389,179	\$499,007	\$643,714
Liabilities and Equity						
Accounts Payable		\$300	\$615	\$946	\$1,293	\$1,658
Long Term Liabilities		\$196,020	\$191,687	\$186,972	\$181,840	\$176,254
Other Liabilities		\$0	\$0	\$0	\$0	\$0
Total Liabilities		\$196,320	\$192,302	\$187,918	\$183,133	\$177,912
Equity		\$72,929	\$116,313	\$201,261	\$315,874	\$465,802
Total Liabilities and Equity		\$269,249	\$308,616	\$389,179	\$499,007	\$643,714

Balance Sheet



9.6 Breakeven Analysis

Break Even Analysis		1	2	3	4	5
Year						
Monthly Revenue		\$34,390	\$35,172	\$41,653	\$42,696	\$49,245
Yearly Revenue		\$412,685	\$422,069	\$499,833	\$512,350	\$590,944



9.7 Business Ratios

Business Ratios - Yearly		1	2	3	4	5
	Year					
Revenue						
Sales Growth		0.0%	10.0%	30.0%	10.0%	20.0%
Gross Margin		85.0%	85.0%	85.0%	85.0%	85.0%
Financials						
Profit Margin		6.19%	10.33%	15.38%	18.75%	20.49%
Assets to Liabilities		1.37	1.60	2.07	2.72	3.62
Equity to Liabilities		0.37	0.60	1.07	1.72	2.62
Assets to Equity		3.69	2.65	1.93	1.58	1.38
Liquidity						
Acid Test		0.54	0.80	1.00	1.66	2.04
Cash to Assets		0.39	0.50	0.48	0.61	0.56

Appendix A – SWOT Analysis

Strengths

- The dual approach that Deutsch Medical Transport Group is taking to its operations will provide a major competitive advantage and differentiating factor.
- Limited competition among entities that operate in both non-emergency medical emergency transportation and personal transportation capacity.
- The business will be able to remain profitable, even during extremely challenging economic climates.

Weaknesses

- Operational complexities given the complexity of assisting individual individuals during the transportation process.
- There are other companies that operate in a NEMT capacity within the greater Austin market.

Opportunities

- Continued expansion the number of vehicles operated by the business.
- Expansion of operations to include more comprehensive services for those that have substantial mobility issues.
- Expansion of the number locations that the Company maintains within Texas.

Threats

- Increases in energy pricing can impact the Company profitability
- Potential liabilities that may occur occurred during the course of the transportation process.

Appendix B – Critical Risks

Development Risk – Low

The scope of services that will be offered by Deutsch Medical Transport Group have already been developed. The primary matter that needs to be addressed is securing the funding discussed in this document that the Company can acquire appropriate vehicles to render non-emergency medical transportation.

Financing Risk – Low/Moderate

The vast majority of the capital discussed in this document will be used for the acquisition of vehicles and related operational assets. The risks related to this financing are reduced by the fact that the business will be able to thrive in any economic climate.

Marketing Risk – Low

Management uses the numerous marketing strategies discussed throughout this document with immense focus on conducting direct outreach with medical facilities, hospitals, and in-home healthcare agencies. The business will also engage in consumer facing marketing operations for secondary income center.

Management Risk – Low

Matthew Deutsch is a highly experienced personal transportation industry entrepreneur that will be able to quickly bring the operations of Deutsch Medical Transport Group profitability.

Valuation Risk – Low

The valuation risk is offset by:

- Nearly all debt capital will be used for the acquisition of vehicles.
- Very high gross margins on each non-emergency medical transportation order.
- The business can scale operations to include multiple markets in Texas as many of these areas have significant populations that are over the age of 65.

Exit Risk - Low

Given the economic stability of Deutsch Medical Transport Group, there would be a significant demand among a third-party business to acquire its operations. In this event, a CPA, attorney, and business sales specialist will be retained in order to properly transition the business to a different owner after its sale.

Appendix C – Expanded Profit and Loss Statements

Profit and Loss Statement (First Year)							
Months	1	2	3	4	5	6	7
Revenue	\$33,750	\$35,100	\$36,450	\$37,800	\$39,150	\$40,500	\$41,850
Cost of Revenue	\$5,063	\$5,265	\$5,468	\$5,670	\$5,873	\$6,075	\$6,278
Gross Profit	\$28,688	\$29,835	\$30,983	\$32,130	\$33,278	\$34,425	\$35,573
Expenses							
Payroll	\$20,833	\$20,833	\$20,833	\$20,833	\$20,833	\$20,833	\$20,833
Facility Costs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
General and Administrative	\$865	\$865	\$865	\$865	\$865	\$865	\$865
Professional Fees and Licensure	\$417	\$417	\$417	\$417	\$417	\$417	\$417
Insurance	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250
Marketing	\$1,647	\$1,647	\$1,647	\$1,647	\$1,647	\$1,647	\$1,647
Vehicle Maintenance	\$1,318	\$1,318	\$1,318	\$1,318	\$1,318	\$1,318	\$1,318
Misc. Costs	\$309	\$309	\$309	\$309	\$309	\$309	\$309
Payroll Taxes	\$1,594	\$1,594	\$1,594	\$1,594	\$1,594	\$1,594	\$1,594
Total Operating Costs	\$29,232						
EBITDA	-\$544	\$603	\$1,751	\$2,898	\$4,046	\$5,193	\$6,341
Federal Income Tax	\$696	\$724	\$752	\$779	\$807	\$835	\$863
State Income Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$1,417	\$1,414	\$1,412	\$1,410	\$1,408	\$1,405	\$1,403
Depreciation Expenses	\$967	\$967	\$967	\$967	\$967	\$967	\$967
Net Profit	-\$3,624	-\$2,502	-\$1,380	-\$258	\$864	\$1,986	\$3,108

Profit and Loss Statement (First Year Cont.)						
Month	8	9	10	11	12	Year 1
Revenue	\$43,200	\$44,550	\$45,900	\$47,250	\$48,600	\$494,100
Cost of Revenue	\$6,480	\$6,683	\$6,885	\$7,088	\$7,290	\$74,115
Gross Profit	\$36,720	\$37,868	\$39,015	\$40,163	\$41,310	\$419,985
Expenses						
Payroll	\$20,833	\$20,833	\$20,833	\$20,833	\$20,833	\$250,000
Facility Costs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
General and Administrative	\$865	\$865	\$865	\$865	\$865	\$10,376
Professional Fees and Licensure	\$417	\$417	\$417	\$417	\$417	\$5,000
Insurance	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000
Marketing	\$1,647	\$1,647	\$1,647	\$1,647	\$1,647	\$19,764
Vehicle Maintenance	\$1,318	\$1,318	\$1,318	\$1,318	\$1,318	\$15,811
Misc. Costs	\$309	\$309	\$309	\$309	\$309	\$3,706
Payroll Taxes	\$1,594	\$1,594	\$1,594	\$1,594	\$1,594	\$19,125
Total Operating Costs	\$29,232	\$29,232	\$29,232	\$29,232	\$29,232	\$350,782
EBITDA	\$7,488	\$8,636	\$9,783	\$10,931	\$12,078	\$69,203
Federal Income Tax	\$891	\$919	\$947	\$974	\$1,002	\$10,189
State Income Tax	\$0	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$1,401	\$1,398	\$1,396	\$1,393	\$1,391	\$16,847
Depreciation Expenses	\$967	\$967	\$967	\$967	\$967	\$11,600
Net Profit	\$4,230	\$5,352	\$6,474	\$7,596	\$8,718	\$30,567

Profit and Loss Statement (Second Year)					
Quarter	Year 2				
	Q1	Q2	Q3	Q4	Year 2
Revenue	\$131,801	\$134,519	\$137,236	\$139,954	\$543,510
Cost of Revenue	\$19,770	\$20,178	\$20,585	\$20,993	\$81,527
Gross Profit	\$112,031	\$114,341	\$116,651	\$118,961	\$461,984
Expenses					
Payroll	\$63,125	\$63,125	\$63,125	\$63,125	\$252,500
Facility Costs	\$3,030	\$3,030	\$3,030	\$3,030	\$12,120
General and Administrative	\$2,768	\$2,825	\$2,882	\$2,939	\$11,414
Professional Fees and Licensure	\$1,225	\$1,250	\$1,275	\$1,300	\$5,050
Insurance	\$3,788	\$3,788	\$3,788	\$3,788	\$15,150
Marketing	\$5,272	\$5,381	\$5,489	\$5,598	\$21,740
Vehicle Maintenance	\$4,348	\$4,348	\$4,348	\$4,348	\$17,392
Misc. Costs	\$989	\$1,009	\$1,029	\$1,050	\$4,076
Payroll Taxes	\$4,684	\$4,781	\$4,877	\$4,974	\$19,316
Total Operating Costs	\$89,228	\$89,536	\$89,844	\$90,152	\$358,759
EBITDA	\$22,803	\$24,805	\$26,807	\$28,809	\$103,224
Federal Income Tax	\$4,537	\$4,630	\$4,724	\$4,817	\$18,707
State Income Tax	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$4,158	\$4,136	\$4,113	\$4,089	\$16,495
Depreciation Expenses	\$2,975	\$2,975	\$2,975	\$2,975	\$11,900
Net Profit	\$11,134	\$13,065	\$14,996	\$16,928	\$56,122

Profit and Loss Statement (Third Year)					
Quarter	Year 3				
	Q1	Q2	Q3	Q4	Year 3
Revenue	\$171,342	\$174,874	\$178,407	\$181,940	\$706,563
Cost of Revenue	\$25,701	\$26,231	\$26,761	\$27,291	\$105,984
Gross Profit	\$145,640	\$148,643	\$151,646	\$154,649	\$600,579
Expenses					
Payroll	\$74,595	\$74,595	\$74,595	\$74,595	\$298,379
Facility Costs	\$3,060	\$3,060	\$3,060	\$3,060	\$12,241
General and Administrative	\$3,598	\$3,672	\$3,747	\$3,821	\$14,838
Professional Fees and Licensure	\$1,237	\$1,262	\$1,288	\$1,313	\$5,101
Insurance	\$3,825	\$3,825	\$3,825	\$3,825	\$15,302
Marketing	\$6,854	\$6,995	\$7,136	\$7,278	\$28,263
Vehicle Maintenance	\$5,653	\$5,653	\$5,653	\$5,653	\$22,610
Misc. Costs	\$1,285	\$1,312	\$1,338	\$1,365	\$5,299
Payroll Taxes	\$5,707	\$5,707	\$5,707	\$5,707	\$22,826
Total Operating Costs	\$105,813	\$106,081	\$106,348	\$106,616	\$424,858
EBITDA	\$39,827	\$42,562	\$45,298	\$48,033	\$175,721
Federal Income Tax	\$8,785	\$8,966	\$9,147	\$9,328	\$36,227
State Income Tax	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$4,065	\$4,041	\$4,016	\$3,990	\$16,113
Depreciation Expenses	\$3,675	\$3,675	\$3,675	\$3,675	\$14,700
Net Profit	\$23,302	\$25,880	\$28,460	\$31,039	\$108,681

Profit and Loss Statement (Fourth Year)					
Quarter	Year 4				
	Q1	Q2	Q3	Q4	Year 4
Revenue	\$188,476	\$192,362	\$196,248	\$200,134	\$777,219
Cost of Revenue	\$28,271	\$28,854	\$29,437	\$30,020	\$116,583
Gross Profit	\$160,204	\$163,508	\$166,811	\$170,114	\$660,636
Expenses					
Payroll	\$75,341	\$75,341	\$75,341	\$75,341	\$301,363
Facility Costs	\$3,091	\$3,091	\$3,091	\$3,091	\$12,364
General and Administrative	\$3,958	\$4,040	\$4,121	\$4,203	\$16,322
Professional Fees and Licensure	\$1,249	\$1,275	\$1,301	\$1,327	\$5,152
Insurance	\$3,864	\$3,864	\$3,864	\$3,864	\$15,455
Marketing	\$7,539	\$7,694	\$7,850	\$8,005	\$31,089
Vehicle Maintenance	\$6,218	\$6,218	\$6,218	\$6,218	\$24,871
Misc. Costs	\$1,414	\$1,443	\$1,472	\$1,501	\$5,829
Payroll Taxes	\$5,764	\$5,764	\$5,764	\$5,764	\$23,054
Total Operating Costs	\$108,436	\$108,728	\$109,020	\$109,312	\$435,497
EBITDA	\$51,768	\$54,779	\$57,790	\$60,802	\$225,139
Federal Income Tax	\$11,782	\$12,025	\$12,268	\$12,511	\$48,586
State Income Tax	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$3,964	\$3,938	\$3,911	\$3,883	\$15,696
Depreciation Expenses	\$3,775	\$3,775	\$3,775	\$3,775	\$15,100
Net Profit	\$32,246	\$35,041	\$37,837	\$40,633	\$145,757

Profit and Loss Statement (Fifth Year)					
Quarter	Year 5				
	Q1	Q2	Q3	Q4	Year 5
Revenue	\$226,171	\$230,834	\$235,497	\$240,161	\$932,663
Cost of Revenue	\$33,926	\$34,625	\$35,325	\$36,024	\$139,899
Gross Profit	\$192,245	\$196,209	\$200,173	\$204,137	\$792,764
Expenses					
Payroll	\$87,151	\$87,151	\$87,151	\$87,151	\$348,602
Facility Costs	\$3,122	\$3,122	\$3,122	\$3,122	\$12,487
General and Administrative	\$4,750	\$4,848	\$4,945	\$5,043	\$19,586
Professional Fees and Licensure	\$1,262	\$1,288	\$1,314	\$1,340	\$5,203
Insurance	\$3,902	\$3,902	\$3,902	\$3,902	\$15,609
Marketing	\$9,047	\$9,233	\$9,420	\$9,606	\$37,307
Vehicle Maintenance	\$7,461	\$7,461	\$7,461	\$7,461	\$29,845
Misc. Costs	\$1,696	\$1,731	\$1,766	\$1,801	\$6,995
Payroll Taxes	\$6,667	\$6,667	\$6,667	\$6,667	\$26,668
Total Operating Costs	\$125,057	\$125,403	\$125,748	\$126,094	\$502,302
EBITDA	\$67,188	\$70,806	\$74,425	\$78,043	\$290,461
Federal Income Tax	\$15,448	\$15,767	\$16,085	\$16,404	\$63,705
State Income Tax	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$3,855	\$3,826	\$3,796	\$3,766	\$15,242
Depreciation Expenses	\$5,100	\$5,100	\$5,100	\$5,100	\$20,400
Net Profit	\$42,785	\$46,114	\$49,443	\$52,773	\$191,114

Appendix D – Expanded Cash Flow Analysis

Cash Flow Analysis (First Year)								
Month	1	2	3	4	5	6	7	8
Cash From Operations	-\$2,657	-\$1,535	-\$413	\$709	\$1,831	\$2,953	\$4,075	\$5,197
Cash From Receivables	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	-\$2,657	-\$1,535	-\$413	\$709	\$1,831	\$2,953	\$4,075	\$5,197
Other Cash Inflows								
Equity Investment	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increased Borrowings	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$83	\$83	\$83	\$83	\$83	\$83	\$83	\$83
Total Other Cash Inflows	\$250,083	\$83						
Total Cash Inflow	\$247,426	-\$1,452	-\$330	\$792	\$1,914	\$3,036	\$4,158	\$5,280
Cash Outflows								
Repayment of Principal	\$319	\$321	\$324	\$326	\$328	\$330	\$333	\$335
A/P Decreases	\$58	\$58	\$58	\$58	\$58	\$58	\$58	\$58
A/R Increases	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$175,377	\$380	\$382	\$384	\$386	\$389	\$391	\$393
Net Cash Flow	\$72,049	-\$1,831	-\$712	\$408	\$1,528	\$2,647	\$3,767	\$4,887
Cash Balance	\$72,049	\$70,218	\$69,506	\$69,914	\$71,442	\$74,089	\$77,856	\$82,743

Cash Flow Analysis (First Year Cont.)					
Month	9	10	11	12	Year 1
Cash From Operations	\$6,319	\$7,441	\$8,563	\$9,685	\$42,167
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$6,319	\$7,441	\$8,563	\$9,685	\$42,167
Other Cash Inflows					
Equity Investment	\$0	\$0	\$0	\$0	\$50,000
Increased Borrowings	\$0	\$0	\$0	\$0	\$200,000
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$83	\$83	\$83	\$83	\$1,000
Total Other Cash Inflows	\$83	\$83	\$83	\$83	\$251,000
Total Cash Inflow	\$6,402	\$7,524	\$8,646	\$9,768	\$293,167
Cash Outflows					
Repayment of Principal	\$338	\$340	\$342	\$345	\$3,980
A/P Decreases	\$58	\$58	\$58	\$58	\$700
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$0	\$0	\$0	\$0	\$175,000
Dividends	\$0	\$0	\$0	\$7,637	\$7,637
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$396	\$398	\$401	\$8,040	\$187,318
Net Cash Flow	\$6,006	\$7,126	\$8,246	\$1,728	\$105,849
Cash Balance	\$88,749	\$95,875	\$104,121	\$105,849	\$105,849

Cash Flow Analysis (Second Year)					
Quarter	Year 2				
	Q1	Q2	Q3	Q4	Year 2
Cash From Operations	\$14,109	\$16,040	\$17,971	\$19,903	\$68,022
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$14,109	\$16,040	\$17,971	\$19,903	\$68,022
Other Cash Inflows					
Equity Investment	\$0	\$0	\$0	\$0	\$0
Increased Borrowings	\$0	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$255	\$260	\$265	\$270	\$1,050
Total Other Cash Inflows	\$255	\$260	\$265	\$270	\$1,050
Total Cash Inflow	\$14,363	\$16,299	\$18,236	\$20,173	\$69,072
Cash Outflows					
Repayment of Principal	\$1,049	\$1,071	\$1,094	\$1,118	\$4,332
A/P Decreases	\$178	\$182	\$186	\$189	\$735
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$3,401	\$0	\$0	\$0	\$3,401
Dividends	\$0	\$0	\$0	\$12,738	\$12,738
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$4,628	\$1,253	\$1,280	\$14,045	\$21,206
Net Cash Flow	\$9,735	\$15,046	\$16,956	\$6,128	\$47,865
Cash Balance	\$115,584	\$130,630	\$147,586	\$153,715	\$153,715

Cash Flow Analysis (Third Year)					
Quarter	Year 3				
	Q1	Q2	Q3	Q4	Year 3
Cash From Operations	\$26,977	\$29,555	\$32,135	\$34,714	\$123,381
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$26,977	\$29,555	\$32,135	\$34,714	\$123,381
Other Cash Inflows					
Equity Investment	\$0	\$0	\$0	\$0	\$0
Increased Borrowings	\$0	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$267	\$273	\$278	\$284	\$1,103
Total Other Cash Inflows	\$267	\$273	\$278	\$284	\$1,103
Total Cash Inflow	\$27,244	\$29,828	\$32,413	\$34,998	\$124,483
Cash Outflows					
Repayment of Principal	\$1,142	\$1,166	\$1,191	\$1,217	\$4,715
A/P Decreases	\$187	\$191	\$195	\$199	\$772
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$61,690	\$0	\$0	\$0	\$61,690
Dividends	\$0	\$0	\$0	\$23,733	\$23,733
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$63,019	\$1,357	\$1,386	\$25,148	\$90,911
Net Cash Flow	-\$35,775	\$28,471	\$31,027	\$9,850	\$33,573
Cash Balance	\$117,939	\$146,410	\$177,438	\$187,287	\$187,287

Cash Flow Analysis (Fourth Year)					
Quarter	Year 4				
	Q1	Q2	Q3	Q4	Year 4
Cash From Operations	\$36,021	\$38,816	\$41,612	\$44,408	\$160,857
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$36,021	\$38,816	\$41,612	\$44,408	\$160,857
Other Cash Inflows					
Equity Investment	\$0	\$0	\$0	\$0	\$0
Increased Borrowings	\$0	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$281	\$287	\$292	\$298	\$1,158
Total Other Cash Inflows	\$281	\$287	\$292	\$298	\$1,158
Total Cash Inflow	\$36,302	\$39,103	\$41,904	\$44,706	\$162,015
Cash Outflows					
Repayment of Principal	\$1,243	\$1,269	\$1,296	\$1,324	\$5,132
A/P Decreases	\$197	\$201	\$205	\$209	\$810
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$8,043	\$0	\$0	\$0	\$8,043
Dividends	\$0	\$0	\$0	\$31,145	\$31,145
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$9,482	\$1,470	\$1,501	\$32,678	\$45,130
Net Cash Flow	\$26,820	\$37,633	\$40,403	\$12,028	\$116,885
Cash Balance	\$214,108	\$251,741	\$292,144	\$304,172	\$304,172

Cash Flow Analysis (Fifth Year)					
Quarter	Year 5				
	Q1	Q2	Q3	Q4	Year 5
Cash From Operations	\$47,885	\$51,214	\$54,543	\$57,873	\$211,514
Cash From Receivables	\$0	\$0	\$0	\$0	\$0
Operating Cash Inflow	\$47,885	\$51,214	\$54,543	\$57,873	\$211,514
Other Cash Inflows					
Equity Investment	\$0	\$0	\$0	\$0	\$0
Increased Borrowings	\$0	\$0	\$0	\$0	\$0
Sales of Business Assets	\$0	\$0	\$0	\$0	\$0
A/P Increases	\$295	\$301	\$307	\$313	\$1,216
Total Other Cash Inflows	\$295	\$301	\$307	\$313	\$1,216
Total Cash Inflow	\$48,180	\$51,514	\$54,850	\$58,186	\$212,730
Cash Outflows					
Repayment of Principal	\$1,352	\$1,381	\$1,411	\$1,441	\$5,586
A/P Decreases	\$206	\$211	\$215	\$219	\$851
A/R Increases	\$0	\$0	\$0	\$0	\$0
Asset Purchases	\$105,757	\$0	\$0	\$0	\$105,757
Dividends	\$0	\$0	\$0	\$41,186	\$41,186
Preferred Equity Payment	\$0	\$0	\$0	\$0	\$0
Total Cash Outflows	\$107,316	\$1,592	\$1,626	\$42,846	\$153,379
Net Cash Flow	-\$59,136	\$49,923	\$53,224	\$15,340	\$59,350
Cash Balance	\$245,036	\$294,958	\$348,182	\$363,523	\$363,523