



# Kidz Cater


Elegant occasions. Memorable events.


# Business Plan


2020 - 21

## Prepared By

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## Executive Summary

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Bright Future Youth and Family Services is a private nonprofit organization that serves more than 7,000 children, youth, and families each year in Lane County, Oregon. We provide a continuum of services ranging from prevention to treatment for clients ranging in age from two to 24. Our agency also works closely with and helps shape, the major systems that impact the young people and families in our community and state. You will find us involved in

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## Mission



Kidz Cater is dedicated to providing at-risk youth with an opportunity to gain work experience and transferable skills by providing our customers with healthy, homemade foods, and excellent service at reasonable prices. Employees of Kidz Cater will be students who are enrolled in the culinary arts program at the Chambers School and Career Center and are interested in gaining work experience in the restaurant and food services industry.

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## Keys to Success



- Cultivate an identity (brand) for the Catering For Kids business in the Eugene/Springfield community.
- Expand our customer base into new areas within Eugene/Springfield.
- Hire a year-round business manager for the catering business, thereby providing student employment twelve months of the year.
- Expand the donor/corporate partner base and corporate connections.

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## Objectives



TIP

- Enroll approximately 25 Chambers School students for stipend and school credit based positions in the next school year.
- Serve a sufficient number of clients to break even financially, covering pay for student employees, staff, and all inventory expenses.
- Move from serving internal clients of Bright Future to external clients, especially other nonprofit organizations.

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## Management Team



### JOHN DOE

Owners- [John.doe@example.com](mailto:John.doe@example.com)

Kidz Cater is led by John Doe who has been in the catering business for 20 years. While Mr. Doe has never run a business himself, he has taught cooking classes at the local culinary institute for 10 years and has worked as a head chef an upscale caterer in the community over the past 10 years. As such Mr. Doe has an in-depth knowledge of the catering business including the operations side (e.g., running day-to-day operations) and the business management side (e.g., staffing, marketing, etc.).

## Financial Summary

Kidz Cater is currently seeking \$285,000 to launch. Specifically, these funds will be used as follows:

- Facility design/build: \$110,000
- Working capital: \$175,000 to pay for marketing, salaries, and land costs until Kidz Cater reaches break-even.

	Year1	Year2	Year3	Year4	Year5
Revenue	\$738,000	\$1,716,272	\$2,007,297	\$2,331,125	\$2,694,524
Total Expenses	\$639,595	\$1,021,515	\$1,110,127	\$1,190,308	\$1,273,715
EBITDA	\$98,405	\$694,757	\$897,169	\$1,140,817	\$1,420,809
Depreciation	\$16,560	\$16,560	\$16,560	\$16,560	\$16,560
EBIT	\$81,845	\$678,197	\$880,609	\$1,124,257	\$1,404,249
Interest	\$18,554	\$16,235	\$13,916	\$11,596	\$9,277
Pre Tax Income	\$63,291	\$661,962	\$866,694	\$1,112,661	\$1,394,972
Income Tax Expense	\$22,152	\$231,687	\$303,343	\$389,431	\$488,240
Net Income	\$41,139	\$430,276	\$563,351	\$723,230	\$906,732
Number of locations	1	1	1	1	1
Avg private customers/day	4	4	5	5	5
Number of orders/yr	720	1,555	1,680	1,814	1,959
Corporate kids/year	12	28	44	60	76

## About Kidz Cater

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The Chambers School and Career Center is an accredited alternative school, offering education and vocational training for out-of-school youth, ages 14 to 21. Our mission is to help prepare young adults to become productive citizens by providing a work and learning environment where they feel challenged, respected, and accountable as they strive to meet the demands of adulthood. The program is funded by the Lane Workforce Partnership, Oregon

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## Legal Entity



Bright Future Youth and Family Services is a 501(c)3 tax-exempt not-for-profit organization that strives to uphold the following values:

- Providing quality services to all of our clients, regardless of age, sex, race, color, religion, national origin, sexual orientation, mental or physical disabilities, or ability to pay for services.

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## Management Team



### JOHN DOE

Owner - [john.doe@example.com](mailto:john.doe@example.com)

The program Kidz Cater is led by John Doe who has been in the catering business for 20 years. While Mr. Doe has never run a business himself, he has taught cooking classes at the local culinary institute for 10 years and has worked as a head chef an upscale caterer in the community over the past 10 years. As such Mr. Doe has an in-depth knowledge of the catering business including the operations side (e.g., running day-to-day operations) and the business management side (e.g., staffing, marketing, etc.).

## Locations and Facilities



TIP

Kidz Cater will be located inside the Chambers School and Career Center at 1390 Keasey Boulevard in Eugene, Oregon. The school facility includes a commercial kitchen that is licensed by the Oregon Department of Human Services to serve the public. Currently, the kitchen is used by the culinary arts program to prepare and serve breakfast and lunch for students during each school year.

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## Milestones



TIP

The accompanying table lists important program milestones, with dates and managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

What the table doesn't show is the commitment behind it. Our business plan includes complete provisions for plan-vs.-actual analysis, and we will be holding follow-up meetings every month to discuss the variance and

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## Facility Design



TIP

Kidz Cater will develop a 4,000 square foot kitchen and office space whose key elements will include the following:

- Kitchen area
- Storage Room
- Sales and administrative office

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## Products & Services

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**TIP**

Corporate customers demand that food and presentation quality be consistently high, which is why Kidz Cater will strive to maintain the best quality possible. Our ingredients include high-quality products and many goods are baked fresh daily. Each boxed lunch is packed with the utmost care in environmentally responsible packaging.

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## Food Product Descriptions



**TIP**

A sandwich or salad with dressing packet, deli salad (i.e. pasta salad or cottage cheese, cinnamon, and fresh fruit), fresh seasonal fruit, chips, and a cookie.

**Sandwich or salad options will include:**

- Roast beef and Havarti dill sandwich:

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## Boxed lunches

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**TIP**

**It Includes:**

Party platters of meats, cheeses, bread, fruit, condiments, chips, and dessert;

Sandwich wrap platters with several deli salad options, fruit, chips, and dessert;

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## Buffet style lunches:

*Start Writing here...*



TIP

Both styles of lunch catering will include vegetarian, low-fat, dairy-free, and allergy-free options and we plan to modify individual meals at our customer's request. Our desserts include freshly baked cookies and dessert bars. Chips will be 1-1.5oz. store-bought packages with a variety of popular flavors available. Each lunchbox will include one package each of mayonnaise, dijonnaise deli mustard, a plastic fork, our trademark blue straw and

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## Alternative Providers



TIP

A number of other caterers offer boxed lunches for business clients. However, none of these businesses specialize in serving the nonprofit sector, nor are they themselves a nonprofit that benefits the local community. Kidz Cater will specialize in developing excellent relationships with its nonprofit clientele. We believe that this unique position, combined with competitively priced, fresh, high-quality meals will set Kidz Cater apart as the premier caterer f

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## Sourcing



TIP

Food products for meal preparation will be purchased by the Kidz Cater marketing manager at local grocery wholesalers, either Costco or United Grocers, using a business account. Staff to prepare the food will be current students of the Chambers School's Culinary Arts Program. These students will receive a stipend for their work as well as school credit. Food preparation will be supervised by the Chambers School's Culinary Arts instructor. M

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## Technology



TIP

So far, only three Eugene caterers offer online ordering, which means that the primary methods of ordering catered lunches in Eugene/Springfield are still by phone or fax. Kidz Cater will offer fax/phone ordering with either trained students or staff taking orders with a minimum of two days in advance of delivery. During this first year, Kidz Cater will primarily serve Bright Future internal customers only and online ordering will be unnecessary. H

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## Future Products



**TIP**

As our business grows, we foresee the need to expand our current kitchen, which may mean opening a second location in which students can work to prepare meals and receive instruction. This additional kitchen must meet strict guidelines set forth by the Department of Human Services and will require our students to be transported to and from this location under adult supervision. However, this second location will allow Kidz Cater to allow an ever

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## Market & Customer Analysis

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TIP

According to the Eugene Area Chamber of Commerce, "at the heart of the Eugene economy are the homegrown small and medium-sized businesses. Most of Eugene's businesses employ fewer than 20 workers. From specialty retail shops to financial service firms, from management consultancies to ethnic groceries, Eugene's small business community is diverse, active, thriving, and well-supported. Including sole proprietorships and lim

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## Market Segmentation



TIP

Kidz Cater will serve three primary groups of customers. As our business grows, we will begin serving these groups in the order listed below as each new customer group represents a larger step into the community and therefore requires Kidz Cater to differentiate itself further from local for-profit caterers. All of our target customers may be defined as corporate clients who are continually

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TIP

- Board of Directors meetings, serving 35-45 meals per month in either a buffet or lunch box format.
- Board Sub-committee meetings, serving 40-50 meals per month in either a buffet or lunch box format.
- Bright Future Counseling Center meetings, serving approximately 25 meals each week in either a buffet or lunch box format.

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## Internal Bright Future Customers

Start Writing here...



TIP

- Catered meetings held by other nonprofit clients.

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## Nonprofit External Customers

Start Writing here...



TIP

- Rolling cart boxed lunch and college City coffee service in local government or private sector offices that are underserved by local restaurants and coffee shops.

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## For-profit External Customers

Start Writing here...

## Market Analysis

Potential Customers	Growth	Year1	Year2	Year3	Year4	Year5	CAGR
Internal Customers	1%	1	1	1	1	1	0.00%
Nonprofit External Customers	13%	13	13	15	17	19	9.95%
For-profit External Customers	4%	4	4	4	4	4	0.00%
<b>Total</b>	<b>7.46%</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>22</b>	<b>24</b>	<b>7.46%</b>

## Target Market Segment Strategy



TIP

Catering For Kids' target market segment is nonprofit customers (including internal customers). We plan to target this group for several important reasons. First, we are a nonprofit organization and believe that we are better positioned to serve the needs of other nonprofits. Secondly, we believe that nonprofit organizations are more likely to try and continue to use a fellow nonprofit for catering services. Thirdly, we do not intend to jump into

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TIP

Significant market trends for caterers are as follows:

- Consumers are value-conscious, especially during the current economic climate.
- Consumers are health-conscious with an increasing number expecting vegetarian, dairy-free, low-fat, sugar-free, and organic options

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## Market Trends

*Start Writing here...*



TIP

According to the National Restaurant Association, the restaurant industry's share of the food dollar is currently 46.1% and is expected to reach 53% in 2010. More and more Americans are choosing to buy prepared food, rather than make it themselves. As caterers are part of this industry, they are also likely to see an increase in the number of traditional meal catering engagements as fewer business people bring lunch to work each d

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## Market Growth

*Start Writing here...*

## Value Proposition



TIP

Although Kidz Cater will offer high-quality food at competitive prices, the real benefit of using our service is knowing that the money a nonprofit is spending is being used not to improve our bottom line but to improve the lives of at-risk youth in the Eugene/Springfield area. Youth from the Chambers School benefit each time a customer books a catering event with Catering For Kids. Youth involved in the program get valuable work experience and a chance

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## Competitive Edge



TIP

Kidz Cater has the ability to provide internal and external customers with high-quality catered business lunches year-round at competitive pricing while providing a valuable service to the community. We are able to provide this value because we have a pre-trained workforce - students of the Bright Future Chambers School and Safe & Sound Youth Project. These students are enrolled in the culinary arts program and have training in commercial food p

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## Marketing Strategy



TIP

Our main strategy is the growth of catering customers. A large customer base provides revenue and furthers both goals of operating a self-sustaining business and providing even more part-time employment for at-risk youth. This also positions Kidz Cater as the caterer of choice for every nonprofit in Eugene/Springfield.

The tactics to grow the customer base are:

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Start Writing here...



TIP

The distribution strategy for Kidz Cater is:

- Timely delivery of catered lunches.
- Fresh meals whose quality has not been diminished by time in transit.
- Prioritization of wholesale grocery suppliers, such as Costco Wholesale, who offer free delivery in order to make the best use of labor

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## Distribution Strategy

Start Writing here...



TIP

Our most important marketing program is the preparation of the meals itself, along with a thoughtful presentation that consistently exceeds our customers' expectations. The business manager will be responsible for ensuring that these objectives are met, with a milestone date of the 15th of October, 2003. This program is intended to cultivate and grow our customer base as well as give student workers an opportunity to see the inner workings of a

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## Marketing Programs

Start Writing here...



TIP

Because of the competitive local catering market, we walk a fine line in pricing our meals. They cannot be so expensive that we are competing with high-end caterers who have professional chefs planning their menus, but at the same time, we must cover our operating expenses, overhead, and pay for our small staff. Our ready pool of trained student workers, who will be reimbursed primarily through school district stipends, will help keep our prices

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## Pricing Strategy

*Start Writing here...*



TIP

Kidz Cater plans to utilize a low-cost, low-visibility promotion program because of our limited ability to grow rapidly in the first year. We have already introduced our service to a number of Lane County nonprofits via an email campaign. We plan to continue this campaign as we move closer to launching the business, keeping potential customers apprised of our development and eventually, of the menu and services we offer. Then, once a service

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## Promotion Strategy

*Start Writing here...*



## Competitive Analysis

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TIP

The catering industry is highly competitive and is made up of large numbers of independent participants. These participants serve the local corporate, social, and/or cultural clientele, though some find unique niches such as a local university or school district. Food costs are generally quite low, with most of a caterer's expenses attributed to labor and overhead. Demand for catering services depends on local population size, a number of businesses

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## Competitors



TIP

There are several caterers in town that will compete directly with Kidz Cater once we grow beyond serving our internal organization customers only. The key alternative caterers are:

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TIP

Of Grape & Grain, which specializes in deli-style boxed lunches and cafe-style dining. This is the caterer currently used by Bright Future.

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## Of Grape & Grain

Start Writing here...



TIP

There are specializes in event planning and cafe-style dining but which also offers deli-style corporate boxed lunches.

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## Cravings Fine Foods

Start Writing here...



**TIP**

Ariana's Deli (owned by Alpine Catering), which features online ordering of deli-style boxed lunches for delivery.

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## Ariana's Deli

Start Writing here...



**TIP**

Fettuccini and Co. which also features online ordering of deli-style boxed lunches for delivery.

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## Fetuccini and Co

Start Writing here...



**TIP**

Napoli Restaurant, which features Italian style boxed lunches with a limited menu and no delivery.

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## Napoli Restaurant

Start Writing here...



**TIP**

Brindiamo Catering, which features high-end boxed lunches with delivery, table decor and wait staff.

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## Brindiamo Catering

Start Writing here...



TIP

Wild Duck Brewery, which features hot and cold boxed lunches as well as boxed salads and offers delivery for a small fee.

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## Wild Duck Brewery

Start Writing here...



TIP

Oregon Electric Station, which specializes in high-end events such as weddings and corporate parties.

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## Oregon Electric Station

Start Writing here...



TIP

Several of the above caterers, such as Napoli Restaurant, has a primary focus on operating their restaurant and may not put as much emphasis on catering details. Others, like Wild Duck Brewery, are focused primarily on large events and require a 15 person minimum for service. Still others, like Brindiamo Catering, are focused on very high-end customers and are out of the price range of many nonprofit organizations at over \$12 per person. The

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Start Writing here...



TIP

Local and national grocery stores chains such as Albertson's that will make made-to-order deli submarine sandwiches, chips, and sides.

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## Local and national grocery stores chains

Start Writing here...



**TIP**

Local and national sandwich fast-food chains such as Togo's and Quizno's. Like grocery stores, these stores will also make made-to-order sandwich based meals that include chips and a beverage.

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## Local and national sandwich fast-food chains

Start Writing here...



**TIP**

Although these providers offer low-cost fare, they are unable to offer much in the way of custom menu planning and do not differentiate between retail consumers and business or nonprofit customers. Thus, their services are one size fits all - they have a fixed and limited menu and their delivery hours are restricted to their normal hours of operation. Patronizing this type of business also does not benefit the community directly as does the Kidz Cater.

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## Strategic Alliances



**TIP**

We would not exist without the Safe & Sound Youth Project and other organizations, which were instrumental in the planning of this endeavor. Kidz Cater has alliances with the following businesses and organizations that have provided volunteer hours to assist in the launch of this project:

- La Petite Croissant Bakery

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# Operations



The initial management team consists of the director of the Chambers School and the school's culinary arts instructor. A part-time business manager will also be hired who is able to instruct an afternoon shift of students in culinary arts and who will manage the Kidz Cater business. Additional staff will come from the culinary arts programs itself, consisting of five to ten trained high school age students with food handler's cards and a sincere interest in the business.

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## Organizational Structure



Our organization is led by the director with the instructor(s) reporting directly to this director. A volunteer advisory board offers a broad range of social services expertise and years of business experience to the team.

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## Management Team



### JOHN DOE

Director & Owner [john.doe@example.com](mailto:john.doe@example.com)

John Doe, the director of the Chambers School and Career Center, holds an MS in counseling from the University of Ohio and has been employed with Bright Future for the past 24 years. She has over 30 years of experience in working with at-risk youth and 16 years in program management including personnel, grant writing, fiscal management, contract compliance, public relations, and daily operations.



## JANE DOE

*Head of Kidz Cater Program*

Jane Doe, the head of the culinary arts program at the Chambers School and Career Center has over 23 years of restaurant business experience. While she currently owns La Pequena Taqueria, a successful food booth that has been serving the Eugene Saturday Market for 23 years, she has also owned a catering business and cafe and was a founding member of the Keystone Restaurant, a fixture in Eugene since 1981. She received her teaching credentials at Kansas State University in 1977 and has been teaching the curriculum she developed for the Chambers School since January 2002.



**TIP**

The volunteer steering committee consists of seven talented members of the Eugene/Springfield business and education communities. Combined, they bring years over 55 years of business experience, including two MBAs, to the table. These volunteers are dedicated to the success of the Kidz Cater and to ensuring that our area youth get the opportunities they deserve.

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## Management Team Gaps



**TIP**

The remaining position is that of a business manager/culinary arts instructor for the Catering For Kids. This part-time position will be funded by a grant and has not yet been filled. Beginning in August, we will begin accepting applications for this position. Like other instructors in culinary arts at the Chambers School, the ideal candidate will have experience teaching youth and successfully operating an entrepreneurial venture from start-up to

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## Personnel Plan



**TIP**

The director of the Kidz Cater is employed by the Chambers School and Career Center and therefore, her salary is not included in our budget. Likewise, the head of the culinary arts program is also employed under the auspices of Chambers School and her salary is also omitted.

The student workers, on the other hand, are paid through the Kidz Cater and their wages are included in this budget. However, as these workers

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# Financial Plan

## Important Assumptions



TIP

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- Direct food costs will be less than or equal to 30% of total direct costs.
- A slow-growth economy without a major recession or food crisis.
- No unforeseen changes in government grant funding available

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## Other General Assumptions

	Year1	Year2	Year3
Plan Month	[Amount]	[Amount]	[Amount]
Current Interest Rate	[Percentage]	[Percentage]	[Percentage]
Long-term Interest Rate	[Percentage]	[Percentage]	[Percentage]
Tax Rate	[Percentage]	[Percentage]	[Percentage]
Other	[Percentage]	[Percentage]	[Percentage]

## Fundraising Strategy



TIP

Kidz Cater is committed to balancing its budget and operating on a solid financial foundation. These efforts are based on a mixture of revenues from catering events, fundraising, partnerships with local businesses and charitable gifting. Kidz Cater is emphasizing the need to reduce reliance on donations and looks toward revenues from catering customers to support the program. Our goal is to become self-sustaining, involving our students in the pro

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## Fundraising Programs





TIP

- First-year revenues assume that internal Bright Future customers will begin using Kidz Cater in October for all catered board, committee and counseling meetings. A sales increase is anticipated in December when Kidz Cater may be used to cater to company Christmas parties.
- Per person pricing of \$6.50 is assumed and is an average number. This number may be revised up or down to reflect the costs of goods. [Read More](#)

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## Funding Forecast

Sales for year one are based on internal BrightFuture clients only. We plan to double this number in year two as we expand our business to serving external customers, especially other nonprofits. Finally, in year three, we plan to expand to serving the community at large, including retail customers.

Funding resources primarily come from school district revenues for teaching. A part-time instructor teaching for three hours a day, four days a week in an afternoon class shift of five to eight students would provide revenues of approximately \$600/month. In January of 2003, we plan to receive funding from various grants that we are in the process of applying for now. We have been successful in applying for grants in the past and are very optimistic about receiving this type of funding in the future. Revenues brought in for our current daytime culinary arts curriculum instruction are not included in this calculation as they will continue to be taught with or without the launch of Kidz Cater.

Units	Year1	Year2	Year3
Corporate boxed lunches	[Amount]	[Amount]	[Amount]
Corporate buffet lunches	[Amount]	[Amount]	[Amount]
Grant Funding	[Amount]	[Amount]	[Amount]
School District Reimbursement	[Amount]	[Amount]	[Amount]

## Start-up Summary

Our start-up costs primarily cover inventory costs, marketing materials, and the services of a business consultant from the University of Oregon. The assumptions are shown in the following tables and chart. We will use existing assets in order to keep start-up expenses and need for capital assets down in the early stages of operation.

<b>Start-up Expenses</b>	<b>Amount</b>
Dept. of Health Fees	<i>[Amount]</i>
Brochures	
Consultants	
Lease (Commercial kitchen)	
Expensed Equipment	
Software	
<b>Total Start-up Expenses</b>	
<b>Start-up Assets</b>	
Cash Required	
Start-up Inventory	
Other Current Assets	
Long-term Assets	
<b>Total Assets</b>	
<b>Total Requirements</b>	
<b>Start-up Funding</b>	
Start-up Expenses to Fund	
Start-up Assets to Fund	
<b>Total Funding Required</b>	
<b>Assets</b>	
Non-cash Assets from Start-up	
Cash Requirements from Start-up	
Additional Cash Raised	
Cash Balance on Starting Date	
<b>Total Assets</b>	
<b>Liabilities and Capital</b>	

## Income Statement (5 Year Projections)

	Year1	Year2	Year3	Year4	Year5
Net Revenue	\$239,741	\$455,539	\$640,421	\$896,589	\$1,255,225
Less: Cost of Goods Sold	\$82,560	\$99,600	\$99,600	\$99,600	\$99,600
<b>Gross Profits</b>	\$157,181	\$355,939	\$540,821	\$796,989	\$1,155,625
Less: Operating Expenses:					
Rent	\$72,000	\$79,200	\$87,120	\$95,832	\$105,415
Telephone & Internet	\$3,600	\$3,960	\$4,356	\$4,792	\$5,271
Office Supplies	\$1,200	\$1,320	\$1,452	\$1,597	\$1,757
Marketing & Advertising	\$30,000	\$34,000	\$38,000	\$42,180	\$46,820
Utilities	\$24,000	\$26,400	\$29,040	\$31,944	\$35,138
Insurance	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Total Payroll	\$49,000	\$120,000	\$133,000	\$143,500	\$153,000
Depreciation	\$2,510	\$8,710	\$15,630	\$20,217	\$25,841
<b>Total Operating Expenses</b>	\$184,710	\$275,990	\$310,998	\$342,462	\$375,642
Operating Profits	(\$27,529)	\$79,949	\$229,823	\$454,527	\$779,983
Less: Interest Expense					
<b>Net Profits Before Taxes</b>	(\$27,529)	\$79,949	\$229,823	\$454,527	\$779,983
Less: Taxes (25%)	\$0	\$19,987	\$57,456	\$113,632	\$194,996
<b>Net Profit After Taxes</b>	(\$27,529)	\$59,962	\$172,367	\$340,895	\$584,987
Less: Pref. Stock Divds.					
<b>Retained Earning</b>	(\$27,529)	\$59,962	\$172,367	\$340,895	\$584,987

## Balance Sheet (5 Year Projections)

	Year1	Year2	Year3	Year4	Year5
Current Assets:					
Cash (5% of Sales)	\$23,974	\$68,331	\$128,084	\$134,488	\$251,045
Marketable Securities	\$0	\$0	\$53,200	\$195,511	\$346,052
Accounts Receivable	\$23,974	\$45,554	\$64,042	\$134,488	\$188,284
Inventories	\$0	\$0	\$0	\$0	\$0

	Year1	Year2	Year3	Year4	Year5
<b>Total Current Assets</b>	\$47,948	\$113,885	\$245,326	\$464,488	\$785,381
Gross Fixed Assets (at cost):					
Land & Buildings	\$0	\$0	\$0	\$0	\$0
Machinery and Equipment	\$10,069	\$29,729	\$54,193	\$70,287	\$70,000
Furniture & Fixtures	\$2,480	\$13,822	\$23,955	\$30,799	\$59,204
Vehicles	\$0	\$0	\$0	\$0	\$0
Other (Inc. Fin. Leases)	\$0	\$0	\$0	\$0	\$0
Total Gross Fixed Assets	\$12,549	\$43,551	\$78,148	\$101,086	\$129,204
Less: Accumulated Depreciation	\$2,510	\$8,710	\$15,630	\$20,217	\$25,841
Net Fixed Assets	\$10,039	\$34,841	\$62,518	\$80,869	\$103,363
Other Assets					
<b>Total Assets</b>	\$57,987	\$148,727	\$307,845	\$545,357	\$888,744
Current Liabilities:	2010	2011	2012	2013	2014
Accounts Payable (5% of Sales)	\$11,987	\$22,777	\$32,021	\$44,829	\$62,761
Notes Payable	\$0	\$0	\$0	\$0	\$0
Accruals					
Taxes Payable	\$0	\$19,987	\$57,456	\$113,632	\$194,996
Other Current Liabilities					
Total Current Liabilities	\$11,987	\$42,764	\$89,477	\$158,461	\$257,757
L /T Debt (Inc. Financial Leases)	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
<b>Total Liabilities</b>	\$57,987	\$88,764	\$135,477	\$204,461	\$303,757
Preferred Stock	\$0	\$0	\$0	\$0	\$0
Common Stock	\$0	\$0	\$0	\$0	\$0
Paid-In Capital In Excess of Par	\$0	\$0	\$0	\$0	\$0
Retained Earnings	\$0	\$59,962	\$172,367	\$340,895	\$584,987
<b>Total Stockholders' Equity</b>	\$0	\$59,962	\$172,367	\$340,895	\$584,987
<b>Total Liabs. &amp; Stockholders' Equity</b>	\$57,987	\$148,727	\$307,845	\$545,357	\$888,744

## Cash Flow (5 Year Projections)

	Year1	Year2	Year3	Year4	Year5
Net Profit After Taxes		\$59,962	\$172,368	\$340,896	\$584,989
Depreciation		\$2,400	\$2,400	\$2,400	\$2,400
Decrease in Accts. Receiv.		(\$21,580)	(\$18,488)	(\$70,446)	(\$53,795)
Decrease in Inventories		\$0	\$0	\$0	\$0
The decrease in Other Assets		\$0	\$0	\$0	\$0
Increase in Accounts Pay.		\$10,790	\$9,244	\$12,808	\$17,932
Increase in Accruals		\$0	\$0	\$0	\$0
Increase in Taxes Payable		\$19,987	\$37,469	\$56,176	\$81,364
Increase in Other Cur. Lia.		\$0	\$0	\$0	\$0
<b>Cash Flow from Oper. Act.</b>		\$71,559	\$202,992	\$341,833	\$632,888
CASH FLOW FROM INVESTMENT ACTIVITIES					
Increase in Gross Fixed Assets		(\$31,002)	(\$34,597)	(\$22,938)	(\$28,118)
<b>Cash Flow from Investments</b>		(\$31,002)	(\$34,597)	(\$22,938)	(\$28,118)
CASH FLOW FROM FINANCING ACTIVITIES					
Increase in Notes Payable		\$0	\$0	\$0	\$0
Increase in Long-Term Debt		\$0	\$0	\$0	\$0
Changes in Stockholders' Equity		\$0	\$0	\$0	\$0
Preferred Dividends Paid		\$0	\$0	\$0	\$0
Common Dividends Paid (-)					
<b>Cash Flow from Financing Activities</b>		\$0	\$0	\$0	\$0
<b>Net Inc. in Cash / Mark. Securities</b>		\$40,557	\$168,395	\$318,895	\$604,770