



My Learning Center

BusinessPlanMyWay
Business Plan

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1.0 Executive Summary

A career college school is a postsecondary institution that provides professional and technical, career-specific educational programs. Most career colleges or schools pay taxes yet receive no direct financial support from state governments, unlike public, not-for-profit public institutions that receive state tax support or not-for-profit private colleges that pay no taxes. Completion of a career college program can range from associate degrees to doctoral programs, to a short-term certificate or diploma. Career colleges are owned and operated by private individuals, private investors and public corporations.

Career colleges provide educational programs in over 200 occupational fields, including accounting, allied medical, automotive technology, business administration, commercial art, criminal justice and law enforcement administration, culinary and hospitality management, emergency medical technology, information technology, interior design, legal administration, mechanical engineering, network administration, nursing, radio and television broadcasting, and visual and performing arts.

Company

My Learning Center is a vocational and trade institution that has been in existence for the past sixteen years. The learning center is registered within the state of New Jersey as an S-corporation. The Institution is owned and operated by a single owner who has created an institution that currently enjoys strong demand with exceptional student results. For the past three years, My Learning Center has maintained a job replacement rate of eight percent for all graduating students. This is a result of the Principle's commitment and passion for students seeking to build new careers. My Learning Center is seeking to franchise the organization allowing others to benefit from success that center has enjoyed over the years.

My Learning Center has a mix of private paying and government sponsored student programs that subsidize tuition for some low to mid-income students. This allows for students who otherwise would have been unable to attend, obtain the skills necessary to apply to better paying jobs. Furthermore, the Center is expected to be fully accredited by the second quarter of 2011. This will further enhance the Center's position within the community by allowing the Institution to provide financial assistance to individuals who are unable to pay tuition fees.

In the last three years, the Center has experienced a tremendous amount of growth and expected to continue the growth trajectory through the next decade. Much of the success behind the Center's growth has been due to governmental programs and private contracts received, which were based on the Institutions courses and their curriculums. Furthermore, instructor commitment and compassion for each course has contributed to the Institutions success, which has positioned the Institution as a leader in vocational education for the Jersey City area.

Services

My Learning Center exists to serve the needs of individuals who are seeking to develop new skills or build on existing experience. The Center provides on-the-job training experience to its students while developing a strong presence and relationship within the community. My Learning Center trains individuals to become employable within four to nine month once graduating from one of the various training programs. The Center offers training programs in the following areas:

- Health Care
- Skilled Trade (GREEN JOBS Training)
- Computer Training
- Business Programs
- English Language Training (ESL)

Market

The market that My Learning Center competes in is extremely regulated and is highly competitive. Entry barriers exist for the industry with an over sight committee for the city, county and state governments. Much of the oversight

My Learning Center

rests on the amount of money received through governmental programs for educational businesses. This is to ensure that funds received provides for high quality instruction so students are successful in the real world.

Fierce competition exists in the educational business industry. Some vocational or trade schools offer one or two different courses that service the needs of a few. Some are specialized, focusing on one subject matter such as accounting or medical. Others provide a variety of courses to appeal to broader range of individuals. This allows for a broader course selection for the undecided student.

Five groups have been targeted based on their level of need and the benefit most will receive from courses provided at My Learning Center. These groups include the following:

- High school Students not planning to attend to college
- People on unemployment looking for a new career
- At home Female population looking to supplement house hold income.
- Immigrants without college degrees
- People looking to move out of the minimum wage income bracket

Management

My Learning Center functions with one manager who is also creator and owner of the Institution. The principle owner has a broad level of experience and education. This level of education has served him well, providing the tools to make good decisions leading to a very profitable institution.

For the past twenty years, the principle owner has acquired a Bachelor's degree in Business Management and a MBA degree. He has worked with various CEO's, CFO's, Fortune 500 companies, Realtors, Professors, Deans and many different levels of department heads. He has conducted job-coaching seminars, interview techniques and motivational speaking to students. He speaks four languages and is proficient with Microsoft Word, Excel, Power Point and Outlook. In addition, he was a previous owner of SoIn \$5 & 10\$ Clothing Store before selling it in 2002.

Financial Projections

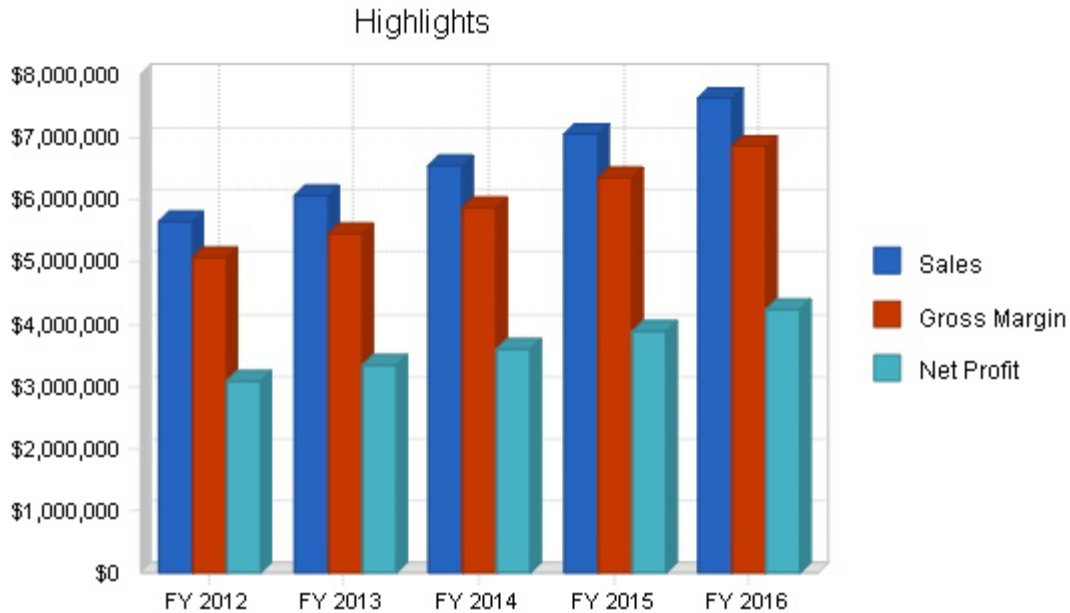
Financial projections include projected sales, profit and loss, cash flow and balance sheet. My Learning Center focuses on two sources of income, student intuition fees and government funding as a result of student attendance. These two sources have and will continue to ensure success for the Institution as well as long-term growth and expansion for the business.

Projected sales are expected to grow exceptionally well as demand for the services increase and more options are available to students. Once the Center becomes a fully accredited institution, revenue will move higher quickly. Of course, in order to be successful word must get out about financial aid options. Once the Center establishes its accredited standing in the fourth quarter of 2011, an aggressive advertising campaign must be implemented to create awareness and stimulate course demand.

Revenue is expected to grow considerably faster in 2011 over 2010. The Center's projected revenue for the first year of this plan is expected to be \$5.6 million. The second year is projected to see a 7.47% or \$6.08 billion rise in revenue, which is seven times that of the industry average. The third, fourth and fifth year are all expecting a seven percent increase in growth rate. The fifth year's revenue is expected to be \$7.6 million.

Profits are expected to be equally impressive as the owner maintains operating expenses while exploiting revenue growth. Although the projected profit structure will be comfortably high over the next five years of operations, the first year's projection will see a higher profit structure of 54.55 percent than in previous years. Furthermore, profits will continue to move higher through the remaining five years of operations. Profits will be 54.70 percent by 2012. Cash will be in a slightly better position as a capital infusion will help cover expansion and advertising expenses. The balance sheet projects net worth to be solid from the first to the last year of this plan.

Chart: Highlights



Capital Requirements

The owner is seeking \$2 million from investment capital to cover the expenses associated with advertising and expansion of the facility. No other funding will be required, as cash from revenue will serve to fund operating expenses. Investors, the owner is seeking will be from a variety of backgrounds and will help add valuable insight to the business. Each investor will receive a lucrative return on their investment at the time of exit. Specifics of the investment offering are listed in the back of this plan.

1.1 Objectives

- To provide on-the-job training experience to students
- To exceed contract size of \$180,000
- To be fully accredited by middle of 2011
- To be eligible for Pell Grants of other financial aid by fourth quarter 2011
- To double enrollment through financial aid
- To charge three times the existing fees
- To add six to eight new locations in the next five to seven years

1.2 Mission

My Learning Centre offers on-the-job training experience to students through a proven program that is renowned for optimum quality standards. The courses are designed in a unique way that will provide students with skills employers are seeking. The extensive range of courses is designed to offer the highest quality and of direct relevance to the industry of each student's choice, whether it is IT, Healthcare, Business Programs, English Language Training or Construction.

1.3 Keys to Success

- Provide attention to detail for student, employers and COS (Career One Stops) satisfaction
- Transformed the school towards a more recognizable adult vocational institute
- Establish a more reputable business clientele
- Grew revenues by 28 percent
- Increased annual enrollment 33 percent through executing a more favorable series of business and educational development initiatives that expand sales, opened new markets, and built new business relationships.
- Introduced process improvements that maintained maximum profit margins for the company and help stabilized possible employment for students
- Responsible for implementing plans in projects and getting the best out of employees
- Have completed the Initial Accreditation application and is on track to complete the process by mid 2011
- Maintained a job placement rate of 80 percent and over

2.0 Company Summary

In 2009, My Learning Center obtained approval from the New Jersey Department of Education & Workforce Development to train students in high growth, demand areas and has taken on an aggressive business expansion strategy. In 3rd Quarter of 2009 My Learning Center, for the first time in its history, received a group contract from Hudson County and the City of Jersey City to train students in various occupations. The contract size exceeded \$180,000 and it is in addition to the existing success the business has experienced for the past sixteen years. For the calendar year, 07/01/2010 to 06/30/2011, My Learning Center has received similar contracts.

2.1 Company Ownership

My Learning Center is registered as an S-corporation in the city of New Jersey, New Jersey State. The Principle owner holds 50 percent ownership in the company while Henry Avila owns the remaining 50 percent. All new locations will likely include the Principle owner as a 90 percent owner with Rachna as 10 percent owner.

2.2 Company History

During the last three years, the Institution has experience a tremendous amount of growth as stated in the below table. Although the global economy has affected the United States economy, much of that impact was felt in 2010 calendar year or the fiscal year ending January 2011. Revenue dropped 8.34 percent on lower tuition fees. Fewer students applied for the 2010 school year, resulting in a revenue drop.

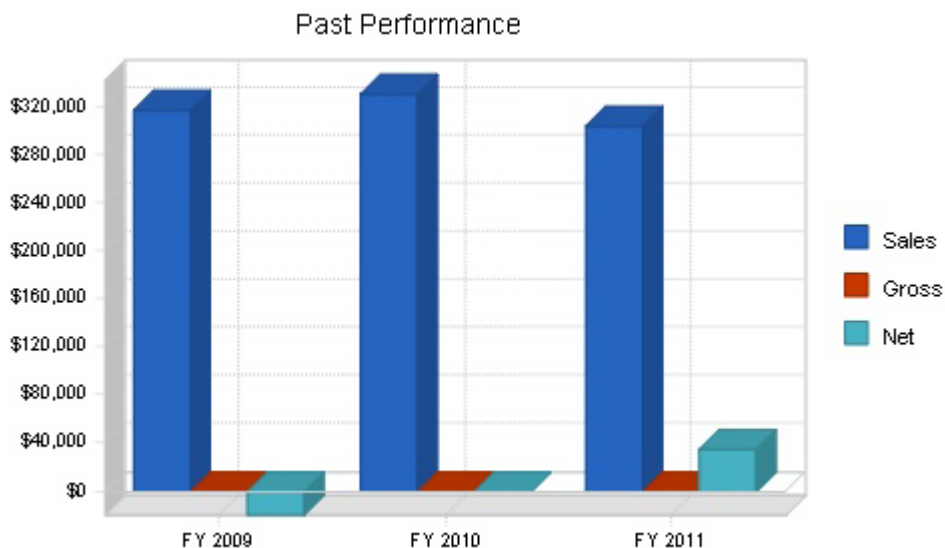
Although revenue dropped in 2010, the Center was able to reduce operating expenses as well. This means that even though the Principle owner and his staff suffered an 8.34 percent drop in revenue, they were able to eliminate operating expenses by 14.42 percent in the same time period. One reason the Principle owner was so successful with his previous business was his ability to react quickly to market conditions.

The previous three years of financial data has been included to provide a more accurate projected financial picture and the success the Institution has had capitalizing on revenue growth while tightly controlling operating expenses.

Table: Past Performance

<i>Past Performance</i>			
	FY 2009	FY 2010	FY 2011
Sales	\$316,272	\$330,083	\$302,540
Gross Margin	\$0	\$0	\$0
Gross Margin %	0.00%	0.00%	0.00%
Operating Expenses	\$311,779	\$311,055	\$266,188
Balance Sheet			
	FY 2009	FY 2010	FY 2011
Current Assets			
Cash	\$925	\$6,281	\$11,116
Other Current Assets	\$29,100	\$42,767	\$81,182
Total Current Assets	\$30,025	\$49,048	\$92,298
Long-term Assets			
Long-term Assets	\$42,097	\$42,097	\$43,297
Accumulated Depreciation	\$40,848	\$41,348	\$41,819
Total Long-term Assets	\$1,249	\$749	\$1,478
Total Assets	\$31,274	\$49,797	\$93,776
Current Liabilities			
Accounts Payable	\$735	\$0	\$735
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities (interest free)	\$22,109	\$3,434	\$29,482
Total Current Liabilities	\$22,844	\$3,434	\$30,217
Long-term Liabilities			
Total Liabilities	\$28,260	\$47,416	\$28,260
Equity			
Paid-in Capital	\$0	\$0	\$0
Retained Earnings	\$0	\$0	\$0
Earnings	(\$19,830)	(\$1,053)	\$35,299
Total Capital	(\$19,830)	(\$1,053)	\$35,299
Total Capital and Liabilities	\$31,274	\$49,797	\$93,776

Chart: Past Performance



2.3 Company Locations and Facilities

As stated previously, My Learning Center is a New Jersey, NJ based organization. The facility is located one and a half blocks away from the Path Train Station and is serviced by several bus lines. Principal of the Center has owned the building for the past eleven years.

The organization has mixed use of the facility, two retail tenants and commercial office space on the second and third floor. The total square footage of the building is 20,000 square feet. My Learning Center will occupy approximately 14,000 square feet by the end of next year and after the expansion program has concluded. This will increase prime office space to offer all programs. My Learning Center presently occupies approximately 8,000 square feet.

3.0 Services

My Learning Center provides classroom training in occupational areas, which are either unique in the State of New Jersey or very limited. The Center offers on-the-job training experience to its students while developing a strong presence and relationship with several funding agencies. All funding agencies are used to help support operating expenses and the overall financial stability of the organization. In addition, all funding agencies are funded by New Jersey Department of Labor resulting in repeated business in the form of individual student referrals and group contracts (for the past two years). The attention to detail and to the satisfaction of the students, employers and the Career One Stops (NJ Dept of Labor) have demonstrated have praised the Center for its continued success over the past sixteen years.

For the past three years, the Center has maintained a job placement rate of over 80 percent. The key to the Center's sixteen years of growth and success have been the high job placement rate of our graduating students.

3.1 Service Description

My Learning Center's service commitment lies within the on-hand-training that is provided. Instructors will be equipped to provide students with real life skills and techniques that employers are seeking. This real life experience will be derived from the instructors outside employment. Hiring instructors with outside employment will further enhance student's employment opportunities. Furthermore, each classroom has a capacity of fifteen to twenty students that is geared to provide a smaller student/teacher ratio, therefore, applying personal attention toward improving retention.

The Center trains individuals to become employable within four to nine months in the following areas:

- Health Care
- Skilled Trade (GREEN JOBS Training)
- Computer Training
- Business Programs
- English Language Training (ESL)

Following is the list of courses were added in 2009

Health Care

- Certified Clinical Medical Assistant
- Medical Office Administration with Electronic Health Records
- Medical Office Management
- Clinical Research Associate (CRA)
- Electrocardiogram
- Phlebotomy

- Ultra Sound Technician, Patient Care Technician & Certified Nursing Assistant (are in the process of being added)

Skilled Trades

- HVAC-Intro Level I & II
- Low-Voltage/Fire Alarms
- Fire Alarms
- Electronic System Technician
- Intro to Construction Trades
- General Construction
- Complete Electrical Course
- Plumbers Assistant
- Plumbers Assistant/General Construction

Computer Programs

- Intro to Computer Systems & Networking
- CCNA/SNPA- CISCO Certified Network Associate/Securing Networks with PIX and ASA

Business Programs

- Professional Office Administration
- Computer Accounting Specialist
- Small Business Management

English Programs

- FUNDAMENTALS
- LEVEL 1
- LEVEL 2
- LEVEL 3
- LEVEL 4
- LEVEL 5
- Business English
- Pronunciation and Accent Reduction
- Master Writing
- College Prep

3.2 Competitive Comparison

The competition comes in two forms:

Private and Public Vocational Schools

The most significant competition is the private vocational schools. Private vocational schools are usually considered post-secondary schools, in some instances may take the place of the final years of high school. They may be public schools and as such are operated by a government, school district or other officially sanctioned group, in which case they may or may not charge tuition. Most purely vocational schools are private schools; within this group, they may be further subdivided into non-profit and proprietary schools, operated for the economic benefit of their owners.

Community Colleges

Community colleges, sometimes called junior colleges, technical colleges, or city colleges, are primarily two-year public institutions providing higher education and lower-level tertiary education, granting certificates, diplomas, and associate's degrees. Since the community college is a public institution, 85 percent of its funding is derived from government funding while 15 percent is derived from student tuition and book fees. All community colleges provide students with two-year career programs or providing the education needed to prepare for University level education.

3.3 Sales Literature

My Learning Center will provide brochures listing the services offered and the benefits of receiving education at the center. This brochure will be developed as part of broader awareness campaign and distributed to potential students who are interested in developing a new or existing skill. Most brochures will be available at the center but many will be available at other location, vocational information centers and high schools in the New Jersey area.

Brochures will be a 3-fold full color print gloss format flyer that will provide a great appeal. They will include contact information, courses offered information, cost and information about the school. In addition, all brochures will include colorful pictures of the school, classrooms and library. Furthermore, all brochures will include pictures of students who have completed a program and their story. All collaterals will create a trusting sense of professionalism and success.

3.4 Fulfillment

There are two areas where the Center fulfills its commitment to higher quality training, each courses curriculum and the teaching staff. Each courses curriculum has been created based on the input from professors and CEO's in their field of experience. This ensures that each student will only receive training that employers are seeking.

The second area is through the teaching staff. Each instructor will have years of experience and education to provide students with the most comprehensive learning tools and the latest information around. Furthermore, each instructor will offer real time instruction as each will have a career outside of the school in their field of experience. This will have an extra-added benefit to each student and enrich his or her education and training.

3.5 Future Services

The future of My Learning Center lies in the expansions of services to other cities and states. The Center currently plans to build six to eight new facilities or acquiring existing under achieving institutions over the next five to seven years with a projected annual enrollment of 2,500 students and revenue of \$36 million per annum. This will have a profound effect on the organizations balance sheet, but more importantly, provide the service to a broader audience.

A second future goal for the Center includes becoming eligible for government funding programs. Once the Organization becomes eligible, My Learning Center will be able to provide for Pell Grants and other financial aid to students who are seeking funding in order to study and create new skills or develop existing ones.

4.0 Market Analysis Summary

My Learning Centers' market is geared toward those who are seeking to build on an existing skill or develop a new one. The Center targets individuals who have been released from a job, individuals are unhappy with their current employment and seeking new job skills, uneducated immigrants and high school students that are not interested in a University degree. The Center will reach these potential customers through public seminars, word-of-mouth referrals, brochure advertising and through recognition of expertise due to publications on the subject.

My Learning Center

Jersey City, New Jersey

As of 2009, there were 242,503 people, 92,929 households, and 30,330 families residing in the city that have at least one child under the age of 18. The population density was 4,433.2/km² (11,493.6/mi²). There were 104,648 housing units at an average density of 1,913.4/km² (4,960.3/mi²). The racial makeup of the city was:

- 34.01% White
- 28.32% African American
- 0.45% Native American
- 16.20% Asian
- 0.08% Pacific Islander
- 15.11% from other races
- 5.84% from two or more races
- Hispanic or Latino of any race was 28.31% of the population.

Largest ancestries include: Italian (6.6%), Irish (5.6%), Polish (3.0%), Arab (2.8%), and German (2.7%).

The city is genuinely diverse, with relatively large representations from many ethnicities. However, relations between ethnic groups have not always been amicable, as evidenced by incidents such as the infamous Dotbusters gang attacks of 1987 against residents of South Asian descent, and, more recently, the March 2007 defacing of a local sports field with Nazi slogans and racial slurs.

Of all households, 31.1 percent have children under the age of 18 living there, 36.4 percent were married couples living together, 20.2 percent had a female householder with no husband present, and 37.2 percent were non-families. 29.2 percent of all households were made up of individuals and 8.2 percent had someone living alone who was 65 years of age or older. The average household size was 2.67 and the average family size was 3.37.

The age distribution is spread out with 24.7 percent under the age of 18, 10.7 percent from 18 to 24, 35.1 percent from 25 to 44, 19.7 percent from 45 to 64, and 9.8 percent who were 65 years of age or older. The median age was 32 years. For every 100 females, there were 95.3 males. For every 100 females age 18 and over, there were 92.6 males.

The median income of its households is \$37,862, and the median income of its families is \$41,639. Males had a median income of \$35,119 versus \$30,494 for females. The per capita income for the city was \$19,410. About 16.4 percent of families and 18.6 percent of the population were below the poverty line, including 27.0 percent of those under age 18 and 17.5 percent of those age 65 or over.

Unemployment

The overall unemployment rate is currently 11.7 percent for New Jersey City. The ethnicity breakdown of the unemployment rate is as follows:

- Unemployment rate for White non-Hispanic males: 6.6%
- Unemployment rate for White non-Hispanic females: 5.9%

- Unemployment rate for Black males: 14.0%
- Unemployment rate for Black females: 15.3%

- Unemployment rate for American Indian and Alaska Native males: 42.0%
- Unemployment rate for American Indian and Alaska Native females: 26.0%

- Unemployment rate for Asian males: 5.9%
- Unemployment rate for Asian females: 6.0%

- Unemployment rate for other race males: 8.9%

My Learning Center

- Unemployment rate for other race females: 12.8%
- Unemployment rate for Hispanic or Latino males: 10.8%
- Unemployment rate for Hispanic or Latino females: 13.1%

Education

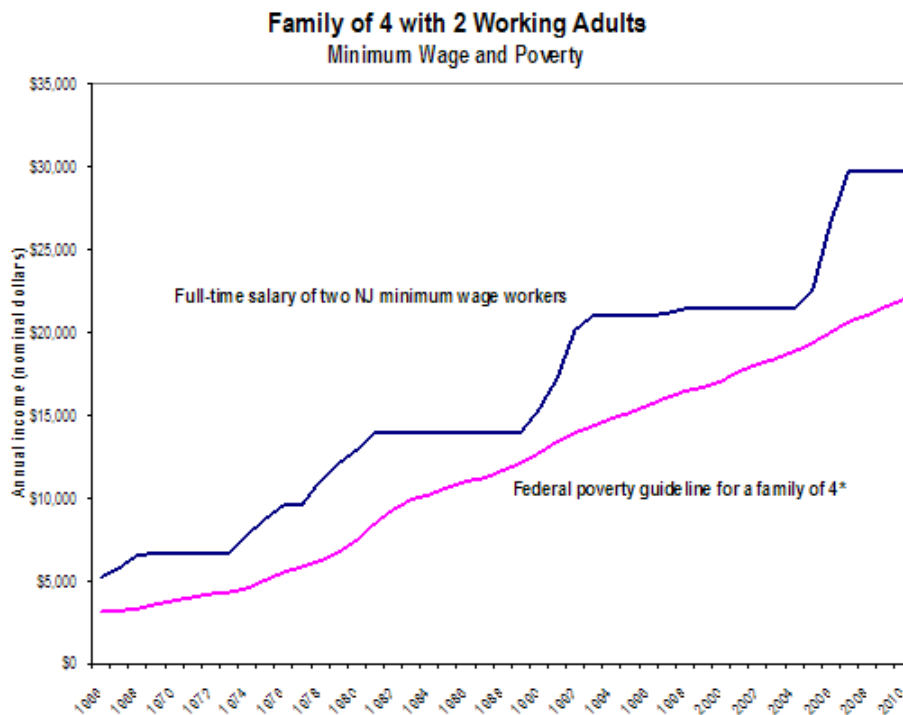
Students in private schools in grades 9 to 12 (high school): 3,152

Here: 22.7%
New Jersey: 13.0%

Students in private undergraduate colleges: 4,894

Here: 36.4%
New Jersey: 30.1%

Minimum Wage Workers



4.1 Market Segmentation

My Learning Center targets four separate segments:

- **Recently Unemployed:** This group has lost a job due to a slowing economy or their job moving overseas. Often this segment must be retrained and seek employment in a field that is unrelated to their previous position. The Center will be able to identify the recently unemployed to a program and eventually a new line of work that will be fulfilling and exciting.
- **High School Students:** Not every high school student is interested in attending a university to obtain a Bachelor's, Master's or Doctoral degree. The Center will provide those students with the tools necessary to

pursue a career that meets their interests, ideas and goals.

- **Minimum Wage Workers:** This segment will benefit from the services provided since most are uneducated and are seeking to advance their careers and earn more than minimum wage. The Center will provide counseling service and identify the right curriculum for each student.
- **Uneducated Immigrants** – This segment has been growing for the last ten years and expected to continue to grow through 2030. The Hispanic population represents the largest group in this segment and may benefit the most from the services provided at My Learning Center.

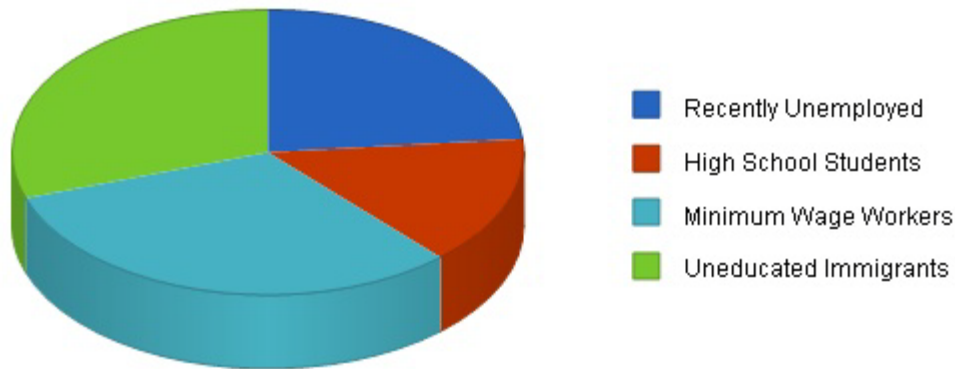
These segments are viable groups since there is a huge demand as companies reduce payroll due to a slowing economy or jobs moving overseas. These segments recognize the value that job training has and the doors that it will open once training has been completed. This recognition of value in training makes them ideal candidates. Economic downturns do affect business; however, the Center will provide guidance to students into new areas of employment.

Table: Market Analysis

Market Analysis		2011	2012	2013	2014	2015	
Potential Customers	Growth						CAGR
Recently Unemployed	2%	22,509	22,959	23,418	23,886	24,364	2.00%
High School Students	-8%	14,167	13,034	11,991	11,032	10,149	-8.00%
Minimum Wage Workers	8%	30,202	32,618	35,227	38,045	41,089	8.00%
Uneducated Immigrants	6%	29,007	30,747	32,592	34,548	36,621	6.00%
Total	4.01%	95,885	99,358	103,228	107,511	112,223	4.01%

Chart: Market Analysis (Pie)

Market Analysis (Pie)



4.2 Target Market Segment Strategy

My Learning Center has a three-part strategy for targeting the three chosen segments. The first part is through public seminars. The public seminar will be a presentation on what the Center has to offer the public. They are typically held in a library or some other public building. While public seminars are not big moneymakers (and sometimes money is lost), they bring together a diverse audience to view the seminar. This is quite valuable because within the diverse crowd are people that are unemployed, uneducated immigrants seeking a new line of work or high school students seeking to build on their high school education. It becomes a wonderful advertising tool with strong potential results.

The second way the Center will reach their target market is through visibility of printed material, specifically brochures and flyers. The Center has printed a variety of brochures and flyers that will reach out to those who might have never heard of the organization. Furthermore, these printed collaterals create a level of awareness, stimulate interest of courses and drive demand. All printed materials will be available in a variety of locations that will have the largest impact and most readability.

The last method of reaching the target market is word of mouth. Although the industry of training programs and seminars is large, those that are good concentrate on providing a broad level of courses form a group of well-known service providers. This is quite intuitive. Word-of-mouth marketing is incredibly efficient once best in industry has been established. Furthermore, word of mouth advertising can be your best friend if done correctly.

4.2.1 Market Needs

The market needs are obvious, people with limited education levels many times are finding their skills either outdated or no longer required in a global economy. They are seeking to increase their marketability as result of a lost job or renewed interest in a new career. They are seeking a vocational institution that can provide a broad level of courses with a curriculum that will meet employer requirements. Often times, individuals who are seeking job training are doing so as a result of limited income. Students are seeking an institution that can support their education costs through Pell Grants and other financial aid programs that will provide job training and employment.

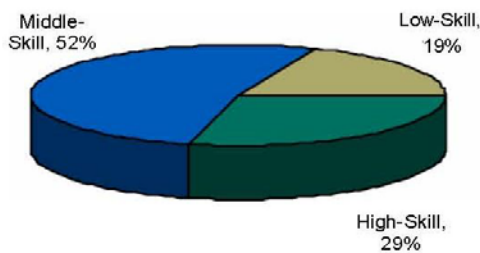
4.2.2 Market Growth and Trends

The vocational and skill type of schools will continue to grow on two fronts. One is as more jobs move overseas more people will need to redefine their skills and require some level of education, experience and training. Second growth comes from the uneducated immigrants. Uneducated immigrants account for a large growing segment in the United States. They are moving from their home country only to seek a better life. They need job skills and training that will allow them to receive employment and provide for their families.

Middle-skill jobs, which require more than high school, but less than a four-year degree, make up the largest part of America and New Jersey's labor market. All too often, key industries in New Jersey are unable to find enough sufficiently trained workers to fill these jobs. As a result, job creation and economic growth are stifled. To maintain a strong economy, New Jersey must address its middle-skills gap by investing in a skilled workforce.

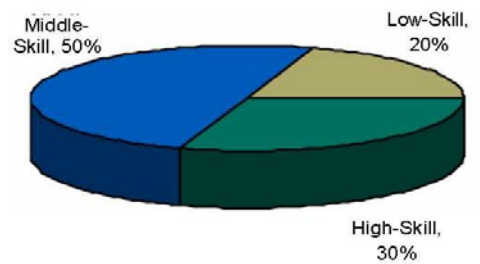
Demand for Middle-Skill Jobs is Strong, Will Remain Strong in New Jersey

New Jersey Jobs by Skill Level, 2004



Source: New Jersey Department of Labor and Workforce

New Jersey Jobs by Skill Level, 2014



Source: New Jersey Department of Labor and Workforce

4.3 Service Business Analysis

Educational business in the US is an extremely regulated industry. Entry barriers exist and there is an over sight at the city, county, state, Accreditation Board, and the US Department of Education level. Regulations exist because over \$40 Billion dollars are granted as Financial Aid to students and a large portion of funding goes to Private Vocational Schools so that high quality standards can be maintained.

My Learning Center

Vocational schools are the Centers biggest competitor and focus primarily on either Medical or Computer type programs. A handful of schools offer skilled trade programs. Furthermore, only one school offers a product line equal to My Learning Center. Most companies are large corporations specializing in service level products. However, few companies feature a small selection of low-cost programs for a broad level of students. There are many different competitors in this space:

- **Community colleges** provide a broad level of courses with little to no out-of-pocket expense as they are governmentally subsidized.
- **Vocational schools** - within this group they may be further subdivided into non-profit schools and proprietary schools, operated for the economic benefit of their owners.
- **Technical Schools** are two-year College, which provide mostly employment-preparation skills for trained labor, such as welding, culinary arts and office management.

The competition on a national scale is insignificant while local institutions are significant for the Center. Buying habits are based on word-of-mouth referrals, reputation, topic/skill needed, availability, etc.

4.3.1 Competition and Buying Patterns

The competition and buying patterns of the targeted market rests on the needs of the students. The following learning centers and technical schools provide either a broad level of courses such as the Lincoln Tech Institute or a single educational focus such as H&R Block. Schools service the needs of those who are seeking to redefine their job skills and ultimately accept a well-paid position.

4.3.2 Main Competitors

A full list of local competition is available in the appendix section of this plan.

Lincoln Tech Institute NJ Automotive, IT, Health Sciences training at Lincoln Tech Institute www.LincolnTech-USA.com New Jersey	Key Skills Learning 900 Bergen Ave # 2, Jersey City, NJ (201) 656-9394 Category: Trade School
World Wide Inc 2865 John F Kennedy Boulevard, Jersey City, NJ (201) 459-9999 Category: Trade School	Microtech Training Center 3000 John F Kennedy Blvd # 310, Jersey City, NJ (201) 216-9901 Category: Trade School
H&R Block Newport Centre, 5 Mall Drive West, Jersey City, NJ (201) 876-0468 Category: Trade School	Dorson Vocational Training 840 Bergen Avenue, Jersey City, NJ (201) 200-0037
PC AGE Photo 2815 Kennedy Blvd. 3rd Floor, Jersey City, NJ (201) 761-0144 Category: Schools-Industrial Technical & Trade	Hudson Electrical Institute 900 Bergen Ave # 3, Jersey City, NJ (201) 239-7600 Category: Schools-Industrial Technical & Trade
Jackson Hewitt Tax Service New Port Centre Mall 30 Mall Dr. W, Jersey City, NJ (201) 484-0692 Category: Trade School	Fashion Institute of Technology: Textile Development & Marketing Manhattan New York 7th Ave W 27th St, New York, NY (212) 217-7676 Category: School Business & Vocational
Institute of Culinary Education 50 W 23rd St # 5, New York, NY (212) 847-0700 Category: Education - Vocational & Technical Schools	NY Academy of Art 111 Franklin Street, New York, NY (212) 966-0300 Category: Trade School

5.0 Web Plan Summary

My Learning Center website has been the virtual business card and portfolio for the company, as well as the on-line "home."

The Center's marketing strategy has been a dynamic marketing tool for the Institution that has served the needs of students seeking to redefine their skills. The Center has provided an informational website during launch of the institution prior to grand opening defining services offered. As the Institution grows, so too will the website. During the initial stages of the business, students had the ability to view the courses and curriculum for each class directly from the website. The Institution has implemented a functional and professionally designed website that has been adapted to meet the organization's growing needs.

5.1 Website Marketing Strategy

My Learning Center will utilize the following Comprehensive Search Engine Optimization (SEO) strategies to supplement the on-line marketing and promotions. Of course, the Institution will assess the viability of the website marketing ability and eliminate programs that are working and include programs that project strong growth possibilities.

- Directory registration
- Link Building
- Keyword/phrases
- Aggressive paid inclusion of pertinent pages
- Weekly/Monthly Maintenance
- Traffic monitoring
- Pay-per- Click/Pay-per-Hit Placements

Keyword Search Engine Optimization as the primary source of online advertising will further create center awareness. Navigation Services / Search engines are one of the primary ways that Internet users find web sites; as a result, a web site with good search engine listings may see a dramatic increase in traffic. Search engine optimization means ensuring that web pages are accessible to search engines and focused in ways that help improve the chances they will be found. The search engines below are popular choices people start with when searching for vocational school websites:

- Google <http://www.google.com>
- Yahoo <http://www.yahoo.com>
- MSN Search <http://search.msn.com>
- AOL Search <http://aolsearch.aol.com>
- Ask.com <http://www.ask.com>
- HotBot <http://www.hotbot.com>
- Lycos <http://www.lycos.com>
- LookSmart <http://www.looksmart.com>

5.2 Development Requirements

The Center's website was initially developed to provide potential customers the ability to obtain school facts as well as course curriculums and contract information. As the Center moves forward, outsourced web programmers will ensure the following.

- Continue to utilize web applications using primarily PHP Implement web interfaces using XHTML, CSS, and JavaScript.
- Continue using software components
- Extend ASP functionality to support the database mySQL 2005 unique requirements
- Provide code optimization recommendations

- Prototype and implement optimization techniques
- Benchmark existing code and enhancements
- Identify and communicate best practices
- Participate in 24x7 on-call support
- Monitor site stability and performance
- Continue troubleshooting issues with software, applications and network
- Solve problems quickly and automate processes
- Document current and future configuration processes and policies
- Configure and support mySQL servers

6.0 Strategy and Implementation Summary

My Learning Center has and will continue to pursue specific, definable, market segments with a multi-tiered, multi-channel approach. Marketing will follow from broad awareness programs to specific target customer campaigns geared to meeting their needs. The Center will sell directly to people seeking to redefine their education and training skills through the Center's website, word-of-mouth advertising and through seminar and networking channels.

6.1 SWOT Analysis

The SWOT analysis provides the Institution with an opportunity to examine the internal strengths, weaknesses, opportunities and threats the Center must address. The Center will capitalize on the strengths and opportunities presented. Weakness and threats will be addressed and solutions will be created to ensure their effect is minimized. The Principle owner has a history of problem solving and solution building answers when weaknesses and threats affect operations.

6.1.1 Strengths

1. **Knowledgeable and motivated staff** – the Center has gone to great lengths to find people with a passion for teaching and sharing their real life work experience. Each staff member is both knowledgeable and eager to teach. This level will benefit students the most.
2. **State-of-the art equipment** - Part of the My Learning Center experience includes access to state-of-the-art computer equipment and software programs to help with each courses curriculum and training tools. Students will enjoy beautiful flat-screen displays, fast machines, and high-quality printers.
3. **Up-scale ambiance** - When you walk into each classroom at the Center, students feel the institution's commitment to education and training. Classrooms are small with fifteen to twenty students furthering student needs.
4. **Clear vision of the market need** – the Principle owner knows what it takes to build a successful learning center. The Center knows students needs, the skills employers are seeking, and the knowledge of bridging the two together.

6.1.2 Weaknesses

1. **A dependence on quickly changing job skills** – the Center is a place for students to experience training. Although the Center will be providing courses necessary to meet employment demand, skills change rapidly and at times, it can take a year to incorporate a new course to the Institutions course lineup. My Learning Center must keep up with what employers are seeking because student success rests on employment.
2. **Cost factor associated with keeping state-of-the-art hardware** – the Center must keep up with the technology of computer software programs. My Learning Center needs to balance instruction with technology needs and the other needs of the business. One aspect of the business cannot be sacrificed for the other.

6.1.3 Opportunities

1. **Growing population of middle-skill workers seeking new job skills** - The importance of providing courses that give recently unemployed workers with new job skills equals that of a strong work force. As more jobs are relocated overseas, so will the need for vocational and trade services that the Center offers.
2. **Growing uneducated immigrant population** - Many Hispanic immigrants that are moving from Mexico to the United States are finding that many of the top paying trade positions require on-hand-training in order to be considered for employment. The Center will provide programs to build skills that will narrow the gap for those immigrants. These programs will be designed to build customer loyalty.

6.1.4 Threats

1. **Local economy** – If the local economy should suffer a double dip, fewer students will be able to pay tuition fees at the learning center. In addition, if the Center does not receive financial aid eligibility, fewer students will be able to attend.
2. **Existing and emerging local competitors** – the Center wants to be a leader in providing vocational and training skills. However, existing and future competitors have been and will continue to be challenging for the Institution, therefore, the Center must consistently reevaluate the courses offered and eliminated useless courses while creating new courses that will further develop students.

6.2 Competitive Edge

What gives My Learning Center the competitive edge over other leading private vocational schools is by providing students with a broad variety of skilled trade programs that are geared to prepare students for a working career in as little as nine months. The instructors are committed to providing instruction that exceeds what employers are seeking while providing students with the confidence needed to get the job completed.

There are hundreds of private vocational schools in New Jersey. Most of them are focused on either medical or computer programs. Roughly, a dozen schools offer skilled trade programs with one school offering a wide range of programs similar to My Learning Center. This provides the Center an immensely competitive advantage over other schools and provides the Center growth opportunity based on price and program selection.

The top four competitive advantages include:

- The number of courses
- Each courses curriculum
- The teaching staff
- A compassion, committed administration

6.3 Marketing Strategy

My Learning Center has been and will continue to be positioned on a grand scale: that is to say, that the services provided will be positioned for the Jersey City, New Jersey area markets. These services will be of superior quality providing students with the tools necessary to meet employer expectations. Each student graduating will be recognized for his or her level of achievement and understanding of the material learned.

The marketing strategy is based mainly on providing information to the target market customer. My Learning Center wants to convey the sense of commitment and passion in every picture, every promotion, and every publication that the institution prints. The Center wants also to leverage the Institution's presences using a combination of print and high-quality images through flyers and brochures or any printed material that will create brand and company awareness.

My Learning Center

The website has been used to enhance the Institution's image but more importantly serve as source of service and contact information to students. The website will be placed on several different major search engines that will help target people who are seeking new job skills or building on existing ones.

6.3.1 Pricing Strategy

The pricing strategy is based on two assumptions, prices at other institutions and what each course will cost after salary, materials and other operating expenses are deducted. The following outlines the pricing strategy.

Course	Enrollment	Amount
HVAC	65	\$15,000
Electrical	110	\$15,000
Medical Assistant	65	\$12,000
MS Office/Accounting	40	\$10,000
Building Maintenance	55	\$12,000
EST	80	\$15,000

6.3.4 Marketing Programs

There will be several different marketing programs that will be chosen to advertise My Learning Center. All programs will be geared to create interest and stimulate demand. Marketing programs include sales brochures and flyers, Internet, newspaper, community outreach programs and high school fairs. The following provides a detail look at each advertising channel.

Advertising

Advertising will be in the form of print and website. Print advertising will be in the form of sales brochures, flyers, and newspapers. The brochure and flyer program will be printed and distributed during outreach programs, fairs and other community functions. Website advertising will focus on the Internet community and outlined in the previous Web Plan Summary.

Newspaper advertising will focus on such publications as the Star-Ledger and the New Jersey Herald. These new publications will focus on broad range of customers with a wide variety of interests. Half of the requirements of a newspaper campaign are creating awareness. The other half is stimulating inquiry and driving demand through counseling and guidance.

Sales Brochure/Flyers

The sales brochures and flyers will be created with a listing of services offered and the benefits of receiving education at the center. This brochure will be developed as part of broader awareness campaign and distributed to potential students who are interested in developing a new or existing skill. Flyers will be handed out at all high school fairs and other events. In addition, all collaterals will be outsourced to a local printing company that will provide HEI Learning Center with a quality print while delivering a value.

Community Outreach Programs

My Learning Center will provide quarterly outreach programs at several community centers in New Jersey. Although this is not a moneymaker, creating demand for courses will likely pay for each community program. Brochures, flyers and other marketing materials will be displayed to help create interest. Furthermore, a counselor will be available to speak to those attendees showing interest in the Institutions programs. In addition, high school students and the recently unemployed will be the driving force behind demand. Therefore, focusing on these two groups will be paramount to the continued success of the Institution.

My Learning Center

High School Fairs

My Learning Center will participate at high school fair and exhibition in New Jersey. These fairs and exhibitions are focused on raising the level of interest and ultimately demand within the high school environment. A Center counselor will be available at all events to answer any questions students have with respect to the Center's course selection. Again, this will have a profound effect on the Institution and its future success.

6.4 Sales Strategy

My Learning Center has a mix of private paying and government sponsored students, which include various One Stop Career Centers of New Jersey Department of Labor, Workforce Development Programs (WDP), New Jersey State Division of Vocational Rehabilitation (DVR) and Welfare to Work programs. This will help the learning center generate revenue to support operating expenses and short and long-term liabilities. Governmental contract and accreditation will also be pursued to add student enrollment and increase revenue and profits.

6.4.1 Sales Forecast

The Sales Forecast is based on the number of students that are expected to attend the learning center during the 2011 school year. The Sales Forecast focuses on the number of students times the price of each student. The below chart is divided into six sections to further identify the courses offered and the number of students that will apply and attend one of the Center's programs. Furthermore, the Sales Forecast chart assesses the cost of services sold with each student's acceptance. Cost of services sold takes into account the cost going into providing the service. The percentage of cost of services is based on an industry average and research from other career colleges.

Table: Sales Forecast

<i>Sales Forecast</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Unit Sales					
HVAC	65	70	75	81	88
Electrical	110	118	127	137	148
Medical Assistant	65	70	75	81	88
MS Office/Accounting	40	43	46	50	54
Building Maintenance	55	59	64	69	74
EST	80	86	93	100	108
Total Unit Sales	415	446	480	518	560
Unit Prices	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Electrical	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Medical Assistant	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
MS Office/Accounting	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Building Maintenance	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
EST	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Sales					
HVAC	\$975,000	\$1,050,000	\$1,125,000	\$1,215,000	\$1,320,000
Electrical	\$1,650,000	\$1,770,000	\$1,905,000	\$2,055,000	\$2,220,000
Medical Assistant	\$780,000	\$840,000	\$900,000	\$972,000	\$1,056,000
MS Office/Accounting	\$400,000	\$430,000	\$460,000	\$500,000	\$540,000
Building Maintenance	\$660,000	\$708,000	\$768,000	\$828,000	\$888,000
EST	\$1,200,000	\$1,290,000	\$1,395,000	\$1,500,000	\$1,620,000
Total Sales	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Unit Costs	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Electrical	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Medical Assistant	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60

My Learning Center

MS Office/Accounting	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00
Building Maintenance	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60
EST	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Direct Cost of Sales					
HVAC	\$99,743	\$107,415	\$115,088	\$124,295	\$135,036
Electrical	\$168,795	\$181,071	\$194,882	\$210,227	\$227,106
Medical Assistant	\$79,794	\$85,932	\$92,070	\$99,436	\$108,029
MS Office/Accounting	\$40,920	\$43,989	\$47,058	\$51,150	\$55,242
Building Maintenance	\$67,518	\$72,428	\$78,566	\$84,704	\$90,842
EST	\$122,760	\$131,967	\$142,709	\$153,450	\$165,726
Subtotal Direct Cost of Sales	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981

Chart: Revenue Monthly

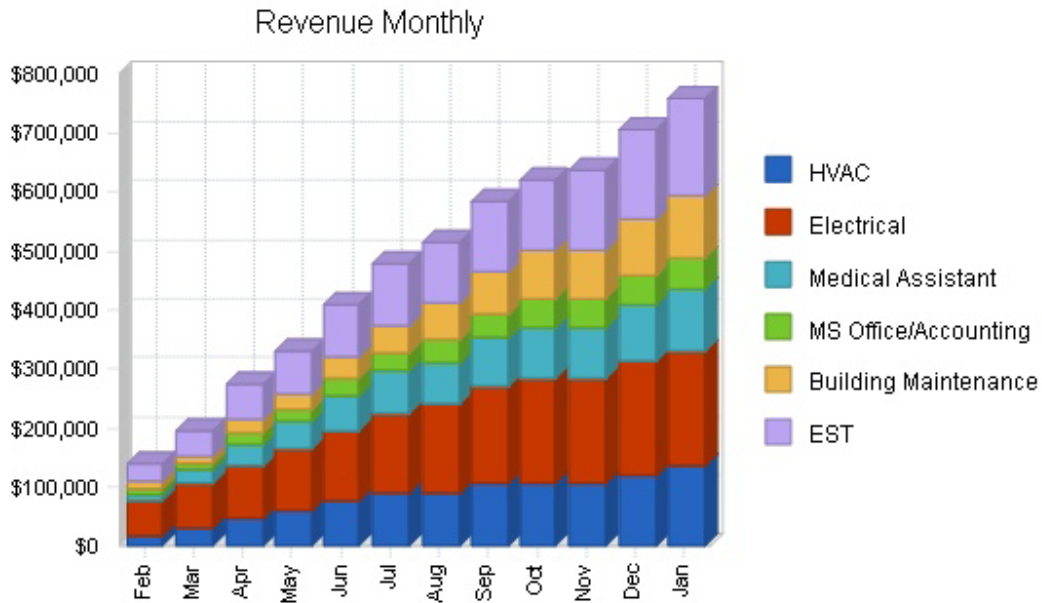
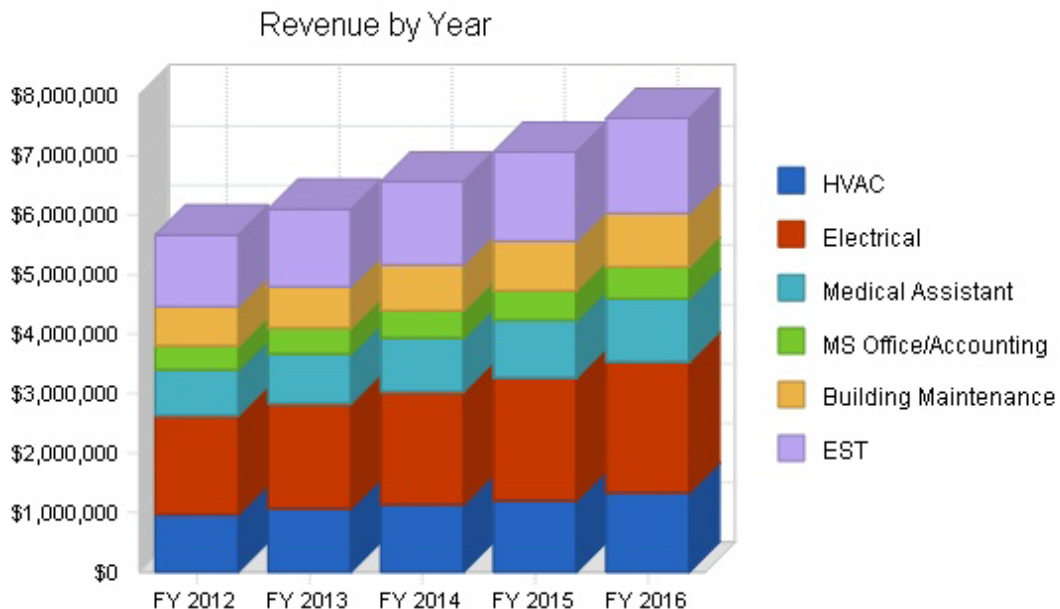


Chart: Revenue by Year



6.5 Strategic Alliances

My Learning Center focuses on cultivating strong relationships with a variety of firms that support the institution's need to service students. Currently, the Center has a strong relationship with One Stop Career Centers of New Jersey Department of Labor, Workforce Development Programs (WDP), New Jersey State Division of Vocational Rehabilitation (DVR) and Welfare to Work programs. These relationships are a crucial part of the Center's structure and long-term commitment.

7.0 Management Summary

My Learning Center is an existing business servicing the needs of students. The Institution is owned and operated by the Principle owner. He has assured that the Center's employees are only the most driven, well-educated instructors in the industry. Furthermore, each will retain their outside job to ensure their level of instruction remains fresh and is exactly what employers are seeking. It is the owner's goal that each student graduates with an above average understanding of the material that was taught. Furthermore, he will continue to focus on providing a professional team of instructors represented in their individual field of expertise for long-term success of the Institution.

7.1 Management Team

The owner has an extensive background in Business Management, Retail, Real Estate, and Vocational Education. For the past 20 years plus, He has acquired a Bachelors' degree in Business Management, and a MBA degree. He has worked extensively with Business Professionals (CEO's CFO's, Fortune 500 company executives, Realtors', Professors, Deans, and many different levels of department heads. The owner has conducted job coaching seminars, interview technique and motivational speaking to students. He speaks four languages and is proficient with Microsoft Word, Excel, Power Point presentation and Outlook. He offers excellent oral and written communication skills and is a team motivator and player.

The Principle owner has learned how to work within the parameters of regulation, added programs that are in high demand and has assembled a management team that can help him replicate his present business model in multiple locations.

The Principle owner has partnered with many financial and educational institutes to successfully turn the business towards a more positive future.

The owner has had the following success:

- Transformed the school towards a more recognizable Adult Vocational Institute
- Established a more reputable business clientele
- Grew new revenues 28%, and increased annual enrollment 33% from 2009 to 2010 by executing a more favorable series of business, and educational development initiatives that expanded sales, opened new markets, and built new business relationships.
- Introduced process improvements that maintained maximum profit margins for the company, that help stabilized possible employment
- Responsible for implementing plans in projects and getting the best out of employees
- Have completed the Initial Accreditation application and is on track to complete the process by mid 2011.

The owner has owned and operated a successful retail apparel chain in New Jersey. Soin's \$5 and \$10 Clothing Stores were quoted as being a highly profitable, growing business for the communities in New Jersey. He developed the brand before selling in 2002.

7.2 Personnel Plan

My Learning Center is an existing company with a payroll of seven. The payroll dollars are roughly \$316,000 and is expected to climb as the center grows and expands its curriculum and number of sites. Once the Center expands into the new facility, more employees' instructors will be hired to provided students with an effective curriculum. All instructors will be paid a modest salary with healthcare benefits paid after the first year of instruction. The below table outlines the projected payroll for the next five years of operations.

Table: Personnel

<i>Personnel Plan</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
Electrical	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
Medical Assistant	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
MS Office/Accounting	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Building Maintenance	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Plumbing	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
EST	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Total People	7	7	7	7	7
Total Payroll	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226

8.0 Financial Plan

The financial plan will focus on a variety of financial tools that will serve to explain the financial outlook for the future of the Institution and its new location. This section will focus on start-up funding, assumptions, break-even, profit and loss, cash flow and balance sheet.

At this time, the Institution is seeking \$2 million in investment funding to help expand into another facility, cover operating expenses and wages for the next year. As business blossoms into a successful venture, investment financing may be pursued to further provide expansion of the services provided. However, additional investment will not be required as cash from revenue will be sufficient to support expansion expenses.

Investment Funding

The financial summary also includes a section focusing on the investment received. This plan will focus on the following.

- Investment Offering
- Investment Analysis
- Payback

8.2 Break-even Analysis

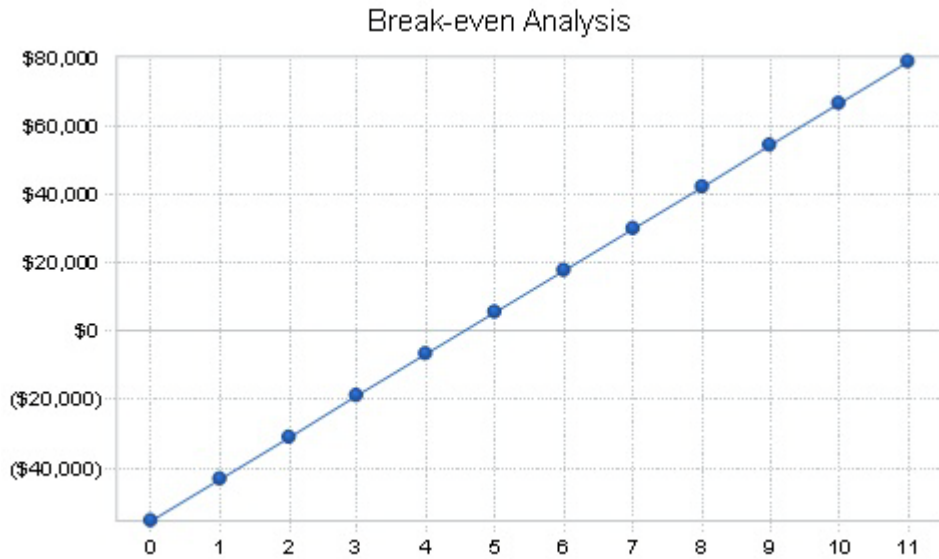
The following chart suggests that My Learning Center needs to generate \$61,992 in revenue per month to break-even (according to the assumptions). That is considerably less than the first years projected sales. The owner strongly believes that the company will succeed and provide handsome returns for the center.

For the Break-even Analysis, it is assumed that fixed costs will be approximately \$55,650 per month, which includes full payroll, advertising, and other operating expenses. Monthly variable cost will be approximately \$1,396, which includes all costs associated with providing the service.

Table: Break-even Analysis

<i>Break-even Analysis</i>	
Monthly Units Break-even	5
Monthly Revenue Break-even	\$61,992
Assumptions:	
Average Per-Unit Revenue	\$13,650.60
Average Per-Unit Variable Cost	\$1,396.46
Estimated Monthly Fixed Cost	\$55,650

Chart: Break-even Analysis



8.3 Projected Profit and Loss

The table below summarizes the projected income statement for the next five years of plans implementation, fiscal year 2011 through 2015. As with other tables, the Profit and Loss statement table is expected to exceed projected figures. For this reason when actuals are generated they will come in higher than projected figures, creating better profits and higher net cash.

My Learning Center is projecting that profits will grow at a modest rate after the first year's monumental growth rate. The remaining years will likely see a more modest growth structure of 7.81 percent through year 2015. Of course, these figures are conservative providing for a higher actual figure.

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Sales	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Cost of Sales	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981
Gross Margin	\$5,085,471	\$5,465,198	\$5,882,628	\$6,346,739	\$6,862,019
Gross Margin %	89.77%	89.77%	89.77%	89.77%	89.77%

My Learning Center

Expenses					
Payroll	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226
Marketing/Promotion	\$15,000	\$18,000	\$18,000	\$18,000	\$18,000
Depreciation	\$0	\$0	\$0	\$0	\$0
Rent	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000
Utilities	\$12,000	\$13,200	\$14,400	\$15,600	\$16,800
Insurance	\$8,004	\$9,900	\$11,100	\$13,000	\$14,900
Payroll Taxes	\$47,400	\$49,244	\$51,165	\$53,161	\$55,234
Phone/Internet	\$2,400	\$2,700	\$3,000	\$3,300	\$3,600
Books	\$15,000	\$18,000	\$21,000	\$24,000	\$27,000
Supplies	\$24,996	\$24,996	\$25,000	\$25,000	\$25,000
Auto	\$2,004	\$2,196	\$2,400	\$2,600	\$2,800
School Director	\$65,004	\$65,004	\$65,000	\$65,000	\$65,000
Admissions	\$27,000	\$32,700	\$38,400	\$44,100	\$49,900
Administration	\$21,996	\$24,180	\$26,360	\$28,540	\$30,700
Misc Office Expense	\$15,000	\$20,700	\$26,400	\$29,100	\$34,800
Total Operating Expenses	\$667,804	\$705,116	\$739,326	\$771,805	\$807,960
Profit Before Interest and Taxes	\$4,417,667	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
EBITDA	\$4,417,667	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
Interest Expense	\$2,826	\$2,826	\$2,826	\$2,826	\$2,826
Taxes Incurred	\$1,324,452	\$1,427,177	\$1,542,143	\$1,671,633	\$1,815,370
Net Profit	\$3,090,388	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Net Profit/Sales	54.55%	54.70%	54.91%	55.17%	55.41%

Chart: Profit Monthly



Chart: Profit Yearly



Chart: Gross Margin Monthly



Chart: Gross Margin Yearly



8.4 Projected Cash Flow

The projected cash flow is presented in the chart and table below. The capital required will be \$2 million. This amount of money will be funded through investment funding. The funding amount reflects an increase in long-term funds received before the first month. The Institution is planning to use the funds to expand into a new facility. The building will serve as business operations as well as the instructional facility.

Cash flow is expected to be positive for the next five years of this plan. Cash received from investment funding will serve to fund the expansion. No other funding will be required moving forward as cash flow will support the companies operating expenses and other expansion projects. In addition, cash from revenue will support investment payback outlined in the last section of this plan.

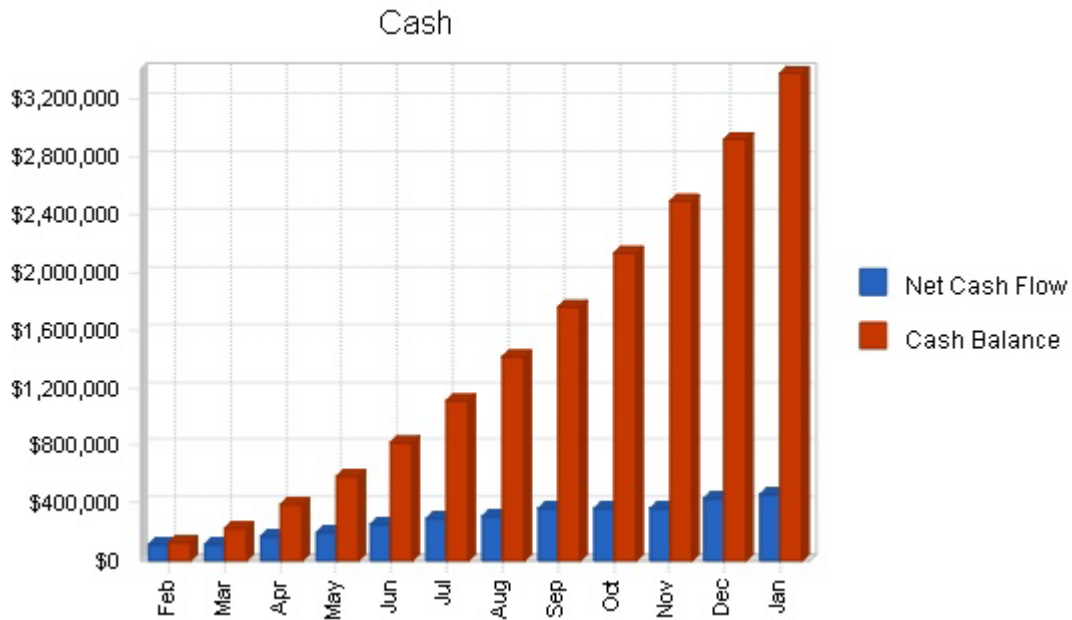
Table: Cash Flow

<i>Pro Forma Cash Flow</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Cash Received					
Cash from Operations					
Cash Sales	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Subtotal Cash from Operations	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
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	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000

My Learning Center

Expenditures	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Expenditures from Operations					
Cash Spending	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226
Bill Payments	\$1,973,622	\$2,393,303	\$2,720,799	\$2,798,554	\$3,021,435
Subtotal Spent on Operations	\$2,289,622	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
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	\$0	\$0	\$0	\$0	\$0
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	\$2,289,622	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
Net Cash Flow	\$3,375,378	\$3,366,401	\$3,491,100	\$3,917,042	\$4,254,339
Cash Balance	\$3,386,494	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376

Chart: Cash



8.5 Projected Balance Sheet

The table below suggests the projected balance sheet for 2011 - 2015 for My Learning Center. Except for current and projected operating expenses, capital assets represent equipment at a value of \$42,097. The equipment will remain in service during the transition period at which time the company moves into a new facility.

My Learning Center

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Assets					
Current Assets					
Cash	\$3,386,494	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376
Other Current Assets	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182
Total Current Assets	\$3,467,676	\$6,834,077	\$10,325,177	\$14,242,219	\$18,496,558
Long-term Assets					
Long-term Assets	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297
Accumulated Depreciation	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819
Total Long-term Assets	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478
Total Assets	\$3,469,154	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Liabilities and Capital	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Current Liabilities					
Accounts Payable	\$285,724	\$322,047	\$214,814	\$231,380	\$249,856
Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482
Subtotal Current Liabilities	\$315,206	\$351,529	\$244,296	\$260,862	\$279,338
Long-term Liabilities	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260
Total Liabilities	\$343,466	\$379,789	\$272,556	\$289,122	\$307,598
Paid-in Capital	\$0	\$0	\$0	\$0	\$0
Retained Earnings	\$35,299	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575
Earnings	\$3,090,388	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Total Capital	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438
Total Liabilities and Capital	\$3,469,154	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Net Worth	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438

8.6 Business Ratios

Standard financial ratios are shown below which suggest a plan for manageable yet aggressive growth. Industry profile ratios based on the Standard Industrial Classification (SIC) code 8249, Apprentice Training, are shown for comparison.

Table: Ratios

<i>Ratio Analysis</i>	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Industry Profile
Sales Growth	1772.48%	7.47%	7.64%	7.89%	8.12%	7.81%
Percent of Total Assets						
Other Current Assets	2.34%	1.19%	0.79%	0.57%	0.44%	46.83%
Total Current Assets	99.96%	99.98%	99.99%	99.99%	99.99%	72.99%
Long-term Assets	0.04%	0.02%	0.01%	0.01%	0.01%	27.01%
Total Assets	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Current Liabilities	9.09%	5.14%	2.37%	1.83%	1.51%	54.90%
Long-term Liabilities	0.81%	0.41%	0.27%	0.20%	0.15%	31.83%
Total Liabilities	9.90%	5.56%	2.64%	2.03%	1.66%	86.73%
Net Worth	90.10%	94.44%	97.36%	97.97%	98.34%	13.27%

My Learning Center

Percent of Sales						
Sales	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Gross Margin	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%
Selling, General & Administrative Expenses	35.22%	35.07%	34.86%	34.60%	34.36%	39.59%
Advertising Expenses	0.26%	0.30%	0.27%	0.25%	0.24%	2.89%
Profit Before Interest and Taxes	77.98%	78.19%	78.49%	78.85%	79.20%	14.31%
Main Ratios						
Current	11.00	19.44	42.27	54.60	66.22	1.12
Quick	11.00	19.44	42.27	54.60	66.22	1.10
Total Debt to Total Assets	9.90%	5.56%	2.64%	2.03%	1.66%	86.73%
Pre-tax Return on Net Worth	141.24%	73.69%	51.13%	39.93%	33.27%	208.32%
Pre-tax Return on Assets	127.26%	69.60%	49.78%	39.12%	32.71%	27.64%
Additional Ratios						
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Net Profit Margin	54.55%	54.70%	54.91%	55.17%	55.41%	n.a
Return on Equity	98.87%	51.58%	35.79%	27.95%	23.29%	n.a
Activity Ratios						
Accounts Payable Turnover	7.90	7.54	12.17	12.17	12.17	n.a
Payment Days	27	46	37	29	29	n.a
Total Asset Turnover	1.63	0.89	0.63	0.50	0.41	n.a
Debt Ratios						
Debt to Net Worth	0.11	0.06	0.03	0.02	0.02	n.a
Current Liab. to Liab.	0.92	0.93	0.90	0.90	0.91	n.a
Liquidity Ratios						
Net Working Capital	\$3,152,469	\$6,482,548	\$10,080,881	\$13,981,357	\$18,217,220	n.a
Interest Coverage	1,563.22	1,684.39	1,819.99	1,972.73	2,142.27	n.a
Current Debt/Total Assets	9%	5%	2%	2%	2%	n.a
Acid Test	11.00	19.44	42.27	54.60	66.22	n.a
Sales/Net Worth	1.81	0.94	0.65	0.51	0.42	n.a

8.7 The Investment Offering

The Principle owner will be seeking an investor(s) who will bring more to My Learning Center than just financing. The ideal investor should bring expertise in the areas of marketing, business experience, accounting, education, vocational and college experience as they pertain to the business venture. Although these attributes of an ideal investor are important, they are not required.

The success of this plan is predicated on securing funding of \$2 million from an investor(s) in exchange for a minority equity stake in the company. The owner will seek one or several investors to help fund the business venture. Additional second round funding will not be required, as cash flow, from revenue, will serve to fund the expansion into other services. This will ensure that the Company's risks are minimized, therefore, increasing the ROI for investors.

Table: Investment Offering

<i>Investment Offering</i>	<i>Seed</i>	<i>Round 1</i>	<i>Round 2</i>	<i>Exit</i>
Proposed Year:	1	2	3	7
Valuation, Investment, Shares				
Investment Amount	\$2,000,000	\$0	\$0	
Equity Share Offering Percentage	49.00%	0.00%	0.00%	
Valuation	\$4,081,633	\$0	\$0	\$18,190,438
Investor Exit Payout	\$8,913,315	\$0	\$0	
Investor Years Until Exit	6	5	4	
Investor IRR	28.28%	0.00%	0.00%	

My Learning Center

	Year 1	Year 2	Year 3	Year 7
Share Ownership				
Founders' Shares	1,000	1,000	1,000	1,000
Stock Split Multiple		0	0	0
Stock Options Issued	0	0	0	0
Investor Shares Issued	961	0	0	
Price per share	\$2,081.63	\$0.00	\$0.00	\$9,277.12
Options Holders' Shares	0	0	0	0
Year 1 Investors' Shares	961	961	961	961
Year 2 Investors' Shares		0	0	0
Year 3 Investors' Shares			0	0
Total Shares Outstanding	1,961	1,961	1,961	1,961
Equity Ownership Percentage				
Founders' Equity	51.00%	51.00%	51.00%	51.00%
Option Holders' Equity	0.00%	0.00%	0.00%	0.00%
Year 1 Investors' Equity	49.00%	49.00%	49.00%	49.00%
Year 2 Investors' Equity		0.00%	0.00%	0.00%
Year 3 Investors' Equity			0.00%	0.00%
Total Equity	100.00%	100.00%	100.00%	100.00%
Investors' Equity	49.00%	49.00%	49.00%	49.00%
Founders' & Employees' Equity	51.00%	51.00%	51.00%	51.00%

8.8 Valuation

It is anticipated that the ending total valuation of the Center at the time of sale in year seven will be \$18,190,498. The Investment Analysis table suggests projected valuation of an investor's equity will be \$4,081,633. For an initial outside investment of \$2 million, an internal rate of return will be valued at \$14,826,000 in 2016. This forecast is based on the Center's exit strategy, where the investor's preferred participating stock would be entitled to a substantial increase on their first round seed money. It is believed that the Center will be sold for more than two times EBIT in year five, based on comparable deals in the vocational and college industry.

Table: Valuation

<i>Investment Analysis</i>	Start	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Initial Investment						
Investment	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0
Ending Valuation	\$0	\$0	\$0	\$0	\$0	\$14,826,000
Combination as Income Stream	\$0	\$0	\$0	\$0	\$0	\$14,826,000
Percent Equity Acquired	35%					
Net Present Value (NPV)	\$8,368,890					
Internal Rate of Return (IRR)	0%					
Assumptions						
Discount Rate	10.00%					
Valuation Earnings Multiple		10	10	10	10	10
Valuation Sales Multiple		2	2	2	2	2
Investment (calculated)	\$0	\$0	\$0	\$0	\$0	\$0
Dividends		\$0	\$0	\$0	\$0	\$0
Calculated Earnings-based Valuation		\$30,900,000	\$33,300,000	\$35,980,000	\$39,000,000	\$42,360,000
Calculated Sales-based Valuation		\$11,330,000	\$12,180,000	\$13,110,000	\$14,140,000	\$15,290,000
Calculated Average Valuation		\$21,115,000	\$22,740,000	\$24,545,000	\$26,570,000	\$28,825,000

8.9 Payback

Payback is a long-term goal that allows for management and investors to build a strong relationship. This relationship supports trust between management and investors for developing and maintaining a well run operation, generating strong revenue and maintaining a high profit structure. This will ensure that all payback meets all scheduled payment.

Table: Payback

Payback						
Projected Payback Calculation	Investment	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Investment	\$8,913,315					
Cash Returns by Year		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Combination as Income Stream	(\$8,913,315)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Cumulative Net Cash Flow to Investors	(\$8,913,315)	(\$7,913,315)	(\$6,913,315)	(\$5,913,315)	(\$4,913,315)	(\$3,913,315)
Payback Period	10 years					

Chart: Payback

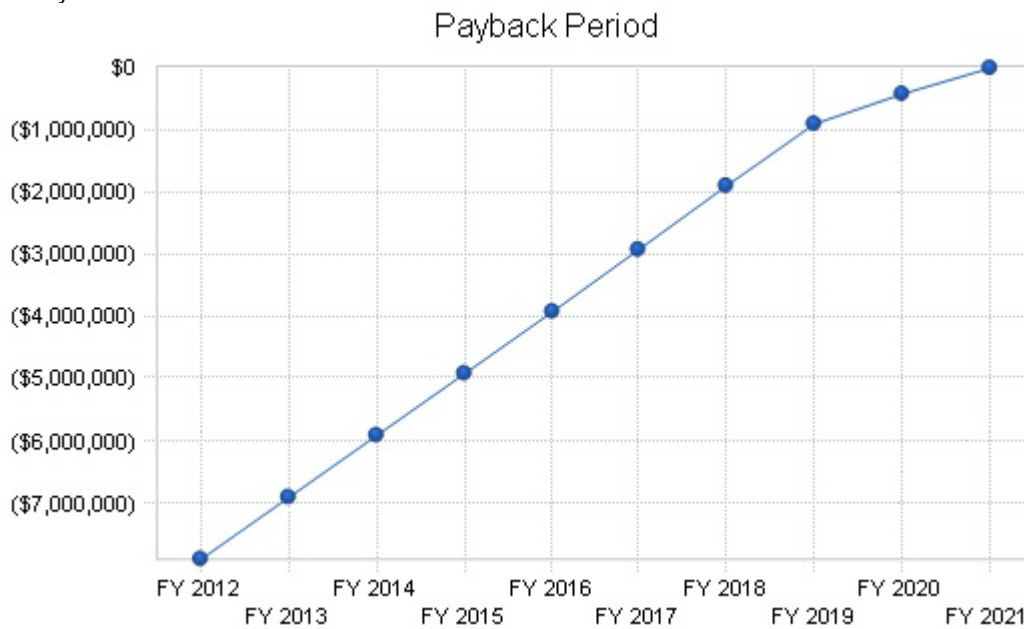


Table: HVAC Competition

Program Name		Total Clock Hours	Total Cost of Program
<u>Ac/Refrigeration, Major Home Appliance</u> Apex Technical School New York, Out of State	Average Program Rating(1-6): N/A (0) Add Your Comments	900	\$17,163.00
<u>Air Conditioning & Refrigeration I</u> Hudson County Schools of Technology - North Bergen North Bergen, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	180	\$450.00
<u>Air Conditioning, Heating, Ventilation and Refrigeration</u> Bergen County Technical Schools, Adult and Continuing Education Hackensack, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	1053	\$9,975.00
<u>Air Conditioning, Refrigeration, Heating Technology (Day/Eve)</u> Lincoln Technical Institute - Union - PVS Union, Union	Average Program Rating(1-6): N/A (0) Add Your Comments	1320	\$22,126.00
<u>Air conditioning & Refrigeration II</u> Hudson County Schools of Technology - North Bergen North Bergen, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	180	\$450.00
<u>Basic HVAC Maintenance</u> HoHoKus School of Trade and Technical Sciences Paterson, Passaic	Average Program Rating(1-6): N/A (0) Add Your Comments	100	\$2,230.00
<u>Electrical Assistant & HVAC</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	640	\$10,000.00
<u>HVAC - Intro Level I & II</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	400	\$5,000.00
<u>HVAC Preventive Maintenance</u> Lincoln Technical Institute - Union - PVS Union, Union	Average Program Rating(1-6): N/A (0) Add Your Comments	480	\$3,995.00
<u>Heating Ventilation and Air Conditioning</u> Bergen County Technical Schools, Adult and	Average Program Rating(1-6): N/A (0) Add Your Comments	1053	\$9,975.00

Continuing Education Hackensack, Bergen		
<u>Heating, Ventilation & Air Conditioning</u> Essex County Vocational & Technical Schools - Adult Program Newark, Essex	Average Program Rating(1-6): N/A (0) Add Your Comments	480 \$300.00
<u>Heating, Ventilation, Air Conditioning Technology (HVAC)</u> HoHoKus School RETS - Nutley - PVS Nutley, Essex	Average Program Rating(1-6): N/A (0) Add Your Comments	1200 \$20,015.00

Table: Electronic Assistant Competition

Program Name		Total Clock Hours	Total Cost of Program
<u>Advanced Electrician's Assistant Course:</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6):  (2) View Comments Add Your Comments	320	\$4,000.00
<u>Basic Residential Electric Repair</u> HoHoKus School of Trade and Technical Sciences Paterson, Passaic	Average Program Rating(1-6): N/A (0) Add Your Comments	100	\$2,230.00
<u>Complete Electrical Assistant Course</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	960	\$15,025.00
<u>Electrcal and Advanced Electrical</u> Apex Technical School New York, Out of State	Average Program Rating(1-6): N/A (0) Add Your Comments	900	\$17,266.00
<u>Electrical Grounding</u> IBEW Training Academy Local 164 Paramus, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	40	\$865.00
<u>Electrical Assistant</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6):  (1) View Comments Add Your Comments	320	\$5,000.00
<u>Electrical Assistant & HVAC</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	640	\$10,000.00
<u>Electrical Assistant with Employment Skills</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	700	\$2,900.00
<u>Electrical Technology</u> Bergen County Technical Schools, Adult and Continuing Education Hackensack, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	1200	\$10,831.00
<u>Electrician</u> Essex County Vocational & Technical Schools - Adult Program	Average Program Rating(1-6): N/A (0) Add Your Comments	480	\$200.00

Newark, Essex			
<u>Electrician Apprentice</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	576	\$9,000.00
<u>Electrician Apprenticeship Program</u> HoHoKus School of Trade and Technical Sciences Paterson, Passaic	Average Program Rating(1-6): N/A (0) Add Your Comments	900	\$17,825.00
<u>Electricity I</u> Hudson County Schools of Technology - North Bergen North Bergen, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	180	\$399.00
<u>Electricity II</u> Hudson County Schools of Technology - North Bergen North Bergen, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	180	\$399.00
<u>Fire Alarm Systems</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	80	\$900.00
<u>Fire Alarm Systems (Advanced - Addressable)</u> IBEW Training Academy Local 164 Paramus, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	40	\$800.00
<u>High Voltage Cable Splicing</u> IBEW Training Academy Local 164 Paramus, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	40	\$950.00
<u>Low Voltage/Fire Alarms</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	160	\$1,750.00
<u>Motor Controls</u> IBEW Training Academy Local 164 Paramus, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	42	\$830.00
<u>NJIEC Electrical Apprenticeship Training</u> HoHoKus School RETS - Nutley - PVS	Average Program Rating(1-6): N/A (0) Add Your Comments	600	\$10,095.00
<u>National Electrical Code and Law</u> IBEW Training Academy Local 164	Average Program Rating(1-6): N/A (0) Add Your Comments	40	\$810.00

Table: MS Office/Accounting Competition

Program Name	Total Clock Hours	Total Cost of Program
Accounting/ Bookkeeping Program Dorson Vocational Training Institute, Inc. - Jersey City Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	120	\$4,000.00
Bookkeeping Specialist Chiron Training Center - TP Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	650	\$5,638.00
Bookkeeping Specialist with ESL Chiron Training Center - TP Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	650	\$5,663.00
Computerized Accounting World Wide Educating Services, Inc. Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	420	\$4,000.00
Accounting Applications II/MicroComputer KeySkills Learning, Inc. - Clifton - PVS Clifton, Passaic Average Program Rating(1-6): N/A (0) Add Your Comments	30	\$465.00
Computer Accounting Specialist HEI Learning Center Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	40 0	\$5,000.00
Computerized Financial Accounting KeySkills Learning, Inc. - Clifton - PVS Clifton, Passaic Average Program Rating(1-6): N/A (0) Add Your Comments	36 5	\$4,545.00
MOUS & Computerized Accounting MSF(Millennium Solution Focus), Inc. - PVS Bloomfield, Essex Average Program Rating(1-6): N/A (0) Add Your Comments	32 0	\$4,500.00
Professional Office Administration & Computer Accounting Specialist HEI Learning Center Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	82 0	\$10,000.00

Table: Build Maintenance Competition

Program Name	Total Clock Hours	Total Cost of Program
<u>Assistant Building Maintenance</u> HEI Learning Center Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	320	\$4,000.00
<u>Building Maintenance</u> Ace Computer Training Center New York, Out of State Average Program Rating(1-6): N/A (0) Add Your Comments	100	\$3,300.00
<u>Building Maintenance & Custodial Services</u> PEELE Career Institute/Community Agencies Corporation of NJ Newark, Essex Average Program Rating(1-6): N/A (0) Add Your Comments	560	\$4,200.00
<u>Building Maintenance Program</u> Union County College - Special Distance Learning Elizabeth, Union Average Program Rating(1-6): N/A (0) Add Your Comments	170	\$4,000.00
<u>Building Maintenance Superintendent</u> HoHoKus School of Trade and Technical Sciences Paterson, Passaic Average Program Rating(1-6): N/A (0) Add Your Comments	900	\$16,725.00
<u>Building Maintenance Training</u> Hudson Community Enterprises Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	250	\$1,550.00
<u>EZ Janitorial Program</u> First Class Championship Development Center, Inc. Newark, Essex Average Program Rating(1-6): N/A (0) Add Your Comments	700	\$3,900.00
<u>General Construction</u> HEI Learning Center Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	320	\$5,000.00
<u>Plumber's Asst./Building Maintenance</u> HEI Learning Center Jersey City, Hudson Average Program Rating(1-6): N/A (0) Add Your Comments	640	\$12,000.00

Table: Electronic Systems Technician Competition

Program Name		Total Clock Hours	Total Cost of Program
<u>AAS, I/D Tech, Electronics</u> Bergen Community College Paramus, Bergen	Average Program Rating(1-6): N/A (0) Add Your Comments	1520	\$8,400.00
<u>Communication Systems Installer and Repairer</u> Union County College - Center For Economic & Workforce Development - Elizabeth Elizabeth, Union	Average Program Rating(1-6): N/A (0) Add Your Comments	585	\$4,000.00
<u>Computer Technology - AAS Degree</u> Hudson County Community College Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	1335	\$9,154.00
<u>Electronic Engineering Technology Certificate Programs</u> Passaic County Community College - Paterson, Passaic	Average Program Rating(1-6): N/A (0) Add Your Comments	1980	\$8,200.00
<u>Electronic System Technician Level I & II</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	320	\$5,000.00
<u>Electronic Systems Technician</u> Lincoln Technical Institute - Union - PVS Union, Union	Average Program Rating(1-6): N/A (0) Add Your Comments	1080	\$20,019.00
<u>Electronics Engineering Tech - Associate</u> Hudson County Community College Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	1365	\$10,166.00
<u>Electronics Technology - Certificate</u> Hudson County Community College Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	562	\$4,909.00
<u>Fiber Optics Cabling</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	50	\$1,500.00
<u>Network Cabling Assistant</u> HEI Learning Center Jersey City, Hudson	Average Program Rating(1-6): N/A (0) Add Your Comments	100	\$1,500.00

Appendix

Table: Sales Forecast

<i>Sales Forecast</i>																	
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Unit Sales																	
HVAC	1	2	3	4	5	6	6	7	7	7	8	9	65	70	75	81	88
Electrical	4	5	6	7	8	9	10	11	12	12	13	13	110	118	127	137	148
Medical Assistant	1	2	3	4	5	6	6	7	7	7	8	9	65	70	75	81	88
MS Office/Accounting	1	1	2	2	3	3	4	4	5	5	5	5	40	43	46	50	54
Building Maintenance	1	1	2	2	3	4	5	6	7	7	8	9	55	59	64	69	74
EST	2	3	4	5	6	7	7	8	8	9	10	11	80	86	93	100	108
Total Unit Sales	10	14	20	24	30	35	38	43	46	47	52	56	415	446	480	518	560
Unit Prices																	
HVAC	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Electrical	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Medical Assistant	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
MS Office/Accounting	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Building Maintenance	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
EST	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Sales																	
HVAC	\$15,000	\$30,000	\$45,000	\$60,000	\$75,000	\$90,000	\$90,000	\$105,000	\$105,000	\$105,000	\$120,000	\$135,000	\$975,000	\$1,050,000	\$1,125,000	\$1,215,000	\$1,320,000
Electrical	\$60,000	\$75,000	\$90,000	\$105,000	\$120,000	\$135,000	\$150,000	\$165,000	\$180,000	\$180,000	\$195,000	\$195,000	\$1,650,000	\$1,770,000	\$1,905,000	\$2,055,000	\$2,220,000
Medical Assistant	\$12,000	\$24,000	\$36,000	\$48,000	\$60,000	\$72,000	\$72,000	\$84,000	\$84,000	\$84,000	\$96,000	\$108,000	\$780,000	\$840,000	\$900,000	\$972,000	\$1,056,000
MS Office/Accounting	\$10,000	\$10,000	\$20,000	\$20,000	\$30,000	\$30,000	\$40,000	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$400,000	\$430,000	\$460,000	\$500,000	\$540,000
Building Maintenance	\$12,000	\$12,000	\$24,000	\$24,000	\$36,000	\$48,000	\$60,000	\$72,000	\$84,000	\$84,000	\$96,000	\$108,000	\$660,000	\$708,000	\$768,000	\$828,000	\$888,000
EST	\$30,000	\$45,000	\$60,000	\$75,000	\$90,000	\$105,000	\$105,000	\$120,000	\$120,000	\$135,000	\$150,000	\$165,000	\$1,200,000	\$1,290,000	\$1,395,000	\$1,500,000	\$1,620,000
Total Sales	\$139,000	\$196,000	\$275,000	\$332,000	\$411,000	\$480,000	\$517,000	\$586,000	\$623,000	\$638,000	\$707,000	\$761,000	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Unit Costs																	
HVAC	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Electrical	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Medical Assistant	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60
MS Office/Accounting	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00
Building Maintenance	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60
EST	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Direct Cost of Sales																	
HVAC	\$1,535	\$3,069	\$4,604	\$6,138	\$7,673	\$9,207	\$9,207	\$10,742	\$10,742	\$10,742	\$12,276	\$13,811	\$99,743	\$107,415	\$115,088	\$124,295	\$135,036
Electrical	\$6,138	\$7,673	\$9,207	\$10,742	\$12,276	\$13,811	\$15,345	\$16,880	\$18,414	\$18,414	\$19,949	\$19,949	\$168,795	\$181,071	\$194,882	\$210,227	\$227,106
Medical Assistant	\$1,228	\$2,455	\$3,683	\$4,910	\$6,138	\$7,366	\$7,366	\$8,593	\$8,593	\$8,593	\$9,821	\$11,048	\$79,794	\$85,932	\$92,070	\$99,436	\$108,029
MS Office/Accounting	\$1,023	\$1,023	\$2,046	\$2,046	\$3,069	\$3,069	\$4,092	\$4,092	\$5,115	\$5,115	\$5,115	\$5,115	\$40,920	\$43,989	\$47,058	\$51,150	\$55,242
Building Maintenance	\$1,228	\$1,228	\$2,455	\$2,455	\$3,683	\$4,910	\$6,138	\$7,366	\$8,593	\$8,593	\$9,821	\$11,048	\$67,518	\$72,428	\$78,566	\$84,704	\$90,842
EST	\$3,069	\$4,604	\$6,138	\$7,673	\$9,207	\$10,742	\$10,742	\$12,276	\$12,276	\$13,811	\$15,345	\$16,880	\$122,760	\$131,967	\$142,709	\$153,450	\$165,726
Subtotal Direct Cost of Sales	\$14,220	\$20,051	\$28,133	\$33,964	\$42,045	\$49,104	\$52,889	\$59,948	\$63,733	\$65,267	\$72,326	\$77,850	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981

Appendix

Table: Sales Forecast 2nd Year (Planned)

Sales Forecast		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
Unit Sales																	
HVAC	0%	2	3	4	5	5	6	6	7	7	8	8	9	70	75	81	88
Electrical	0%	4	5	6	7	8	9	10	11	12	13	15	18	118	127	137	148
Medical Assistant	0%	2	3	4	5	5	6	6	7	7	8	8	9	70	75	81	88
MS Office/Accounting	0%	1	1	2	2	3	3	4	4	5	5	6	7	43	46	50	54
Building Maintenance	0%	1	2	3	4	4	5	5	6	6	7	8	8	59	64	69	74
EST	0%	2	3	4	5	6	7	8	9	9	10	11	12	86	93	100	108
Total Unit Sales		12	17	23	28	31	36	39	44	46	51	56	63	446	480	518	560
Unit Prices																	
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
HVAC		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Electrical		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Medical Assistant		\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
MS Office/Accounting		\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Building Maintenance		\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
EST		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Sales																	
HVAC		\$30,000	\$45,000	\$60,000	\$75,000	\$75,000	\$90,000	\$90,000	\$105,000	\$105,000	\$120,000	\$120,000	\$135,000	\$1,050,000	\$1,125,000	\$1,215,000	\$1,320,000
Electrical		\$60,000	\$75,000	\$90,000	\$105,000	\$120,000	\$135,000	\$150,000	\$165,000	\$180,000	\$195,000	\$225,000	\$270,000	\$1,770,000	\$1,905,000	\$2,055,000	\$2,220,000
Medical Assistant		\$24,000	\$36,000	\$48,000	\$60,000	\$60,000	\$72,000	\$72,000	\$84,000	\$84,000	\$96,000	\$96,000	\$108,000	\$840,000	\$900,000	\$972,000	\$1,056,000
MS Office/Accounting		\$10,000	\$10,000	\$20,000	\$20,000	\$30,000	\$30,000	\$40,000	\$40,000	\$50,000	\$50,000	\$60,000	\$70,000	\$430,000	\$460,000	\$500,000	\$540,000
Building Maintenance		\$12,000	\$24,000	\$36,000	\$48,000	\$48,000	\$60,000	\$60,000	\$72,000	\$72,000	\$84,000	\$96,000	\$708,000	\$768,000	\$828,000	\$888,000	
EST		\$30,000	\$45,000	\$60,000	\$75,000	\$90,000	\$105,000	\$120,000	\$135,000	\$135,000	\$150,000	\$165,000	\$180,000	\$1,290,000	\$1,395,000	\$1,500,000	\$1,620,000
Total Sales		\$166,000	\$235,000	\$314,000	\$383,000	\$423,000	\$492,000	\$532,000	\$601,000	\$626,000	\$695,000	\$762,000	\$859,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Unit Costs																	
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	10%	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Electrical	10%	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Medical Assistant	10%	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60
MS Office/Accounting	10%	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00	\$1,023.00
Building Maintenance	10%	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60	\$1,227.60
EST	10%	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50	\$1,534.50
Direct Cost of Sales																	
HVAC		\$3,069	\$4,604	\$6,138	\$7,673	\$7,673	\$9,207	\$9,207	\$10,742	\$10,742	\$12,276	\$12,276	\$13,811	\$107,415	\$115,088	\$124,295	\$135,036
Electrical		\$6,138	\$7,673	\$9,207	\$10,742	\$12,276	\$13,811	\$15,345	\$16,880	\$18,414	\$19,949	\$23,018	\$27,621	\$181,071	\$194,882	\$210,227	\$227,106
Medical Assistant		\$2,455	\$3,683	\$4,910	\$6,138	\$6,138	\$7,366	\$7,366	\$8,593	\$8,593	\$9,821	\$9,821	\$11,048	\$85,932	\$92,070	\$99,436	\$108,029
MS Office/Accounting		\$1,023	\$1,023	\$2,046	\$2,046	\$3,069	\$3,069	\$4,092	\$4,092	\$5,115	\$5,115	\$6,138	\$7,161	\$43,989	\$47,058	\$51,150	\$55,242
Building Maintenance		\$1,228	\$2,455	\$3,683	\$4,910	\$4,910	\$6,138	\$6,138	\$7,366	\$7,366	\$8,593	\$9,821	\$9,821	\$72,428	\$78,566	\$84,704	\$90,842
EST		\$3,069	\$4,604	\$6,138	\$7,673	\$9,207	\$10,742	\$12,276	\$13,811	\$13,811	\$15,345	\$16,880	\$18,414	\$131,967	\$142,709	\$153,450	\$165,726
Subtotal Direct Cost of Sales		\$16,982	\$24,041	\$32,122	\$39,181	\$43,273	\$50,332	\$54,424	\$61,482	\$64,040	\$71,099	\$77,953	\$87,876	\$622,802	\$670,372	\$723,261	\$781,981

Appendix

Table: Personnel

<i>Personnel Plan</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,337	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
Electrical	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,337	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
Medical Assistant	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,333	\$4,337	\$52,000	\$54,024	\$56,131	\$58,320	\$60,594
MS Office/Accounting	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,337	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Building Maintenance	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,337	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Plumbing	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,337	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
EST	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,337	\$40,000	\$41,556	\$43,177	\$44,861	\$46,611
Total People	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Total Payroll	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,359	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226

Appendix

Table: Personnel 2nd Year (Planned)

<i>Personnel Plan</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
HVAC	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$54,024	\$56,131	\$58,320	\$60,594
Electrical	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$54,024	\$56,131	\$58,320	\$60,594
Medical Assistant	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$4,502	\$54,024	\$56,131	\$58,320	\$60,594
MS Office/Accounting	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$41,556	\$43,177	\$44,861	\$46,611
Building Maintenance	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$41,556	\$43,177	\$44,861	\$46,611
Plumbing	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$41,556	\$43,177	\$44,861	\$46,611
EST	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$3,463	\$41,556	\$43,177	\$44,861	\$46,611
Total People	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Total Payroll	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$328,296	\$341,101	\$354,404	\$368,226

Appendix

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Sales	\$139,000	\$196,000	\$275,000	\$332,000	\$411,000	\$480,000	\$517,000	\$586,000	\$623,000	\$638,000	\$707,000	\$761,000	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Cost of Sales	\$14,220	\$20,051	\$28,133	\$33,964	\$42,045	\$49,104	\$52,889	\$59,948	\$63,733	\$65,267	\$72,326	\$77,850	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$14,220	\$20,051	\$28,133	\$33,964	\$42,045	\$49,104	\$52,889	\$59,948	\$63,733	\$65,267	\$72,326	\$77,850	\$579,530	\$622,802	\$670,372	\$723,261	\$781,981
Gross Margin	\$124,780	\$175,949	\$246,868	\$298,036	\$368,955	\$430,896	\$464,111	\$526,052	\$559,267	\$572,733	\$634,674	\$683,150	\$5,085,471	\$5,465,198	\$5,882,628	\$6,346,739	\$6,862,019
Gross Margin %	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%
Expenses																	
Payroll	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,359	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226
Marketing/Promotion	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000	\$18,000	\$18,000	\$18,000	\$18,000
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000
Utilities	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000	\$13,200	\$14,400	\$15,600	\$16,800
Insurance	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$667	\$8,004	\$9,900	\$11,100	\$13,000	\$14,900
Payroll Taxes	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,950	15% \$3,954	\$47,400	\$49,244	\$51,165	\$53,161	\$55,234
Phone/Internet	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	15% \$200	\$2,400	\$2,700	\$3,000	\$3,300	\$3,600
Books	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	15% \$1,250	\$15,000	\$18,000	\$21,000	\$24,000	\$27,000
Supplies	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	15% \$2,083	\$24,996	\$24,996	\$25,000	\$25,000	\$25,000
Auto	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	15% \$167	\$2,004	\$2,196	\$2,400	\$2,600	\$2,800
School Director	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	15% \$5,417	\$65,004	\$65,004	\$65,000	\$65,000	\$65,000
Admissions	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	15% \$2,250	\$27,000	\$32,700	\$38,400	\$44,100	\$49,900
Administration	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	15% \$1,833	\$21,996	\$24,180	\$26,360	\$28,540	\$30,700
Misc Office Expense	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$1,250	\$15,000	\$20,700	\$26,400	\$29,100	\$34,800
Total Operating Expenses	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,648	\$55,680	\$667,804	\$705,116	\$739,326	\$771,805	\$807,960
Profit Before Interest and Taxes	\$69,133	\$120,302	\$191,220	\$242,389	\$313,307	\$375,248	\$408,463	\$470,405	\$503,619	\$517,085	\$579,026	\$627,470	\$4,417,667	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
EBITDA	\$69,133	\$120,302	\$191,220	\$242,389	\$313,307	\$375,248	\$408,463	\$470,405	\$503,619	\$517,085	\$579,026	\$627,470	\$4,417,667	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
Interest Expense	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$2,826	\$2,826	\$2,826	\$2,826	\$2,826
Taxes Incurred	\$20,669	\$36,020	\$57,295	\$72,646	\$93,921	\$112,504	\$122,468	\$141,051	\$151,015	\$155,055	\$173,637	\$188,170	\$1,324,452	\$1,427,177	\$1,542,143	\$1,671,633	\$1,815,370
Net Profit	\$48,228	\$84,046	\$133,689	\$169,507	\$219,150	\$262,509	\$285,759	\$329,118	\$352,369	\$361,795	\$405,154	\$439,064	\$3,090,388	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Net Profit/Sales	34.70%	42.88%	48.61%	51.06%	53.32%	54.69%	55.27%	56.16%	56.56%	56.71%	57.31%	57.70%	54.55%	54.70%	54.91%	55.17%	55.41%

Appendix

Table: Profit and Loss 2nd Year (Planned)

<i>Pro Forma Profit and Loss</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
Sales	\$166,000	\$235,000	\$314,000	\$383,000	\$423,000	\$492,000	\$532,000	\$601,000	\$626,000	\$695,000	\$762,000	\$859,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Direct Cost of Sales	\$16,982	\$24,041	\$32,122	\$39,181	\$43,273	\$50,332	\$54,424	\$61,482	\$64,040	\$71,099	\$77,953	\$87,876	\$622,802	\$670,372	\$723,261	\$781,981
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$16,982	\$24,041	\$32,122	\$39,181	\$43,273	\$50,332	\$54,424	\$61,482	\$64,040	\$71,099	\$77,953	\$87,876	\$622,802	\$670,372	\$723,261	\$781,981
Gross Margin	\$149,018	\$210,960	\$281,878	\$343,819	\$379,727	\$441,668	\$477,576	\$539,518	\$561,960	\$623,902	\$684,047	\$771,124	\$5,465,198	\$5,882,628	\$6,346,739	\$6,862,019
Gross Margin %	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%	89.77%
Expenses																
Payroll	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$328,296	\$341,101	\$354,404	\$368,226
Marketing/Promotion	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000	\$18,000	\$18,000	\$18,000
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$96,000	\$96,000	\$96,000	\$96,000
Utilities	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$13,200	\$14,400	\$15,600	\$16,800
Insurance	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$825	\$9,900	\$11,100	\$13,000	\$14,900
Payroll Taxes	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$4,104	\$49,244	\$51,165	\$53,161	\$55,234
Phone/Internet	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$225	\$2,700	\$3,000	\$3,300	\$3,600
Books	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000	\$21,000	\$24,000	\$27,000
Supplies	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$2,083	\$24,996	\$25,000	\$25,000	\$25,000
Auto	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$183	\$2,196	\$2,400	\$2,600	\$2,800
School Director	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$5,417	\$65,004	\$65,000	\$65,000	\$65,000
Admissions	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$2,725	\$32,700	\$38,400	\$44,100	\$49,900
Administration	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$2,015	\$24,180	\$26,360	\$28,540	\$30,700
Misc Office Expense	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$1,725	\$20,700	\$26,400	\$29,100	\$34,800
Total Operating Expenses	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$58,760	\$705,116	\$739,326	\$771,805	\$807,960
Profit Before Interest and Taxes	\$90,259	\$152,200	\$223,118	\$285,059	\$320,967	\$382,909	\$418,817	\$480,758	\$503,200	\$565,142	\$625,288	\$712,365	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
EBITDA	\$90,259	\$152,200	\$223,118	\$285,059	\$320,967	\$382,909	\$418,817	\$480,758	\$503,200	\$565,142	\$625,288	\$712,365	\$4,760,081	\$5,143,302	\$5,574,934	\$6,054,059
Interest Expense	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$236	\$2,826	\$2,826	\$2,826	\$2,826
Taxes Incurred	\$27,007	\$45,589	\$66,865	\$85,447	\$96,220	\$114,802	\$125,574	\$144,157	\$150,889	\$169,472	\$187,516	\$213,639	\$1,427,177	\$1,542,143	\$1,671,633	\$1,815,370
Net Profit	\$63,016	\$106,375	\$156,018	\$199,377	\$224,512	\$267,871	\$293,007	\$336,366	\$352,076	\$395,434	\$437,537	\$498,490	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Net Profit/Sales	37.96%	45.27%	49.69%	52.06%	53.08%	54.45%	55.08%	55.97%	56.24%	56.90%	57.42%	58.03%	54.70%	54.91%	55.17%	55.41%

Appendix

Table: Cash Flow

<i>Pro Forma Cash Flow</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Cash Received																	
Cash from Operations																	
Cash Sales	\$139,000	\$196,000	\$275,000	\$332,000	\$411,000	\$480,000	\$517,000	\$586,000	\$623,000	\$638,000	\$707,000	\$761,000	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Subtotal Cash from Operations	\$139,000	\$196,000	\$275,000	\$332,000	\$411,000	\$480,000	\$517,000	\$586,000	\$623,000	\$638,000	\$707,000	\$761,000	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Additional Cash Received																	
Subtotal Cash Received	\$139,000	\$196,000	\$275,000	\$332,000	\$411,000	\$480,000	\$517,000	\$586,000	\$623,000	\$638,000	\$707,000	\$761,000	\$5,665,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Expenditures	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Expenditures from Operations																	
Cash Spending	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,331	\$26,359	\$316,000	\$328,296	\$341,101	\$354,404	\$368,226
Bill Payments	\$2,883	\$65,147	\$86,601	\$115,686	\$137,140	\$166,374	\$191,618	\$205,764	\$231,009	\$244,486	\$250,729	\$276,184	\$1,973,622	\$2,393,303	\$2,720,799	\$2,798,554	\$3,021,435
Subtotal Spent on Operations	\$29,214	\$91,478	\$112,932	\$142,017	\$163,471	\$192,705	\$217,949	\$232,095	\$257,340	\$270,817	\$277,060	\$302,543	\$2,289,622	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
Additional Cash Spent																	
Subtotal Cash Spent	\$29,214	\$91,478	\$112,932	\$142,017	\$163,471	\$192,705	\$217,949	\$232,095	\$257,340	\$270,817	\$277,060	\$302,543	\$2,289,622	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
Net Cash Flow	\$109,786	\$104,522	\$162,068	\$189,983	\$247,529	\$287,295	\$299,051	\$353,905	\$365,660	\$367,183	\$429,940	\$458,457	\$3,375,378	\$3,366,401	\$3,491,100	\$3,917,042	\$4,254,339
Cash Balance	\$120,902	\$225,424	\$387,492	\$577,475	\$825,003	\$1,112,299	\$1,411,349	\$1,765,254	\$2,130,914	\$2,498,097	\$2,928,037	\$3,386,494	\$3,386,494	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376

Appendix

Table: Cash Flow 2nd Year (Planned)

<i>Pro Forma Cash Flow</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
Cash Received																
Cash from Operations																
Cash Sales	\$166,000	\$235,000	\$314,000	\$383,000	\$423,000	\$492,000	\$532,000	\$601,000	\$626,000	\$695,000	\$762,000	\$859,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Subtotal Cash from Operations	\$166,000	\$235,000	\$314,000	\$383,000	\$423,000	\$492,000	\$532,000	\$601,000	\$626,000	\$695,000	\$762,000	\$859,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Additional Cash Received																
Subtotal Cash Received	\$166,000	\$235,000	\$314,000	\$383,000	\$423,000	\$492,000	\$532,000	\$601,000	\$626,000	\$695,000	\$762,000	\$859,000	\$6,088,000	\$6,553,000	\$7,070,000	\$7,644,000
Expenditures	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
Expenditures from Operations																
Cash Spending	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$27,358	\$328,296	\$341,101	\$354,404	\$368,226
Bill Payments	\$288,245	\$76,481	\$102,246	\$131,479	\$156,761	\$171,984	\$197,266	\$212,490	\$237,586	\$247,421	\$273,038	\$298,307	\$2,393,303	\$2,720,799	\$2,798,554	\$3,021,435
Subtotal Spent on Operations	\$315,603	\$103,839	\$129,604	\$158,837	\$184,119	\$199,342	\$224,624	\$239,848	\$264,944	\$274,779	\$300,396	\$325,665	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
Additional Cash Spent																
Subtotal Cash Spent	\$315,603	\$103,839	\$129,604	\$158,837	\$184,119	\$199,342	\$224,624	\$239,848	\$264,944	\$274,779	\$300,396	\$325,665	\$2,721,599	\$3,061,900	\$3,152,958	\$3,389,661
Net Cash Flow	(\$149,603)	\$131,161	\$184,396	\$224,163	\$238,881	\$292,658	\$307,376	\$361,152	\$361,056	\$420,221	\$461,604	\$533,335	\$3,366,401	\$3,491,100	\$3,917,042	\$4,254,339
Cash Balance	\$3,236,890	\$3,368,052	\$3,552,448	\$3,776,611	\$4,015,493	\$4,308,150	\$4,615,526	\$4,976,678	\$5,337,734	\$5,757,955	\$6,219,560	\$6,752,895	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376

Appendix

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Assets	Starting Balances																	
Current Assets																		
Cash	\$11,116	\$120,902	\$225,424	\$387,492	\$577,475	\$825,003	\$1,112,299	\$1,411,349	\$1,765,254	\$2,130,914	\$2,498,097	\$2,928,037	\$3,386,494	\$3,386,494	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376
Other Current Assets	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182
Total Current Assets	\$92,298	\$202,084	\$306,606	\$468,674	\$658,657	\$906,185	\$1,193,481	\$1,492,531	\$1,846,436	\$2,212,096	\$2,579,279	\$3,009,219	\$3,467,676	\$3,467,676	\$6,834,077	\$10,325,177	\$14,242,219	\$18,496,558
Long-term Assets																		
Long-term Assets	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297
Accumulated Depreciation	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819
Total Long-term Assets	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478
Total Assets	\$93,776	\$203,562	\$308,084	\$470,152	\$660,135	\$907,663	\$1,194,959	\$1,494,009	\$1,847,914	\$2,213,574	\$2,580,757	\$3,010,697	\$3,469,154	\$3,469,154	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Liabilities and Capital	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
Current Liabilities																		
Accounts Payable	\$735	\$62,293	\$82,769	\$111,147	\$131,623	\$160,002	\$184,788	\$198,079	\$222,866	\$236,157	\$241,545	\$266,332	\$285,724	\$285,724	\$322,047	\$214,814	\$231,380	\$249,856
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482
Subtotal Current Liabilities	\$30,217	\$91,775	\$112,251	\$140,629	\$161,105	\$189,484	\$214,270	\$227,561	\$252,348	\$265,639	\$271,027	\$295,814	\$315,206	\$315,206	\$351,529	\$244,296	\$260,862	\$279,338
Long-term Liabilities	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260
Total Liabilities	\$58,477	\$120,035	\$140,511	\$168,889	\$189,365	\$217,744	\$242,530	\$255,821	\$280,608	\$293,899	\$299,287	\$324,074	\$343,466	\$343,466	\$379,789	\$272,556	\$289,122	\$307,598
Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings	\$0	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$35,299	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575
Earnings	\$35,299	\$48,228	\$132,274	\$265,963	\$435,471	\$654,621	\$917,130	\$1,202,889	\$1,532,007	\$1,884,376	\$2,246,171	\$2,651,324	\$3,090,388	\$3,090,388	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Total Capital	\$35,299	\$83,527	\$167,573	\$301,262	\$470,770	\$689,920	\$952,429	\$1,238,188	\$1,567,306	\$1,919,675	\$2,281,470	\$2,686,623	\$3,125,687	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438
Total Liabilities and Capital	\$93,776	\$203,562	\$308,084	\$470,152	\$660,135	\$907,663	\$1,194,959	\$1,494,009	\$1,847,914	\$2,213,574	\$2,580,757	\$3,010,697	\$3,469,154	\$3,469,154	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Net Worth	\$35,299	\$83,527	\$167,573	\$301,262	\$470,770	\$689,920	\$952,429	\$1,238,188	\$1,567,306	\$1,919,675	\$2,281,470	\$2,686,623	\$3,125,687	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438

Appendix

Table: Balance Sheet 2nd Year (Planned)

<i>Pro Forma Balance Sheet</i>	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	FY 2013	FY 2014	FY 2015	FY 2016
Assets																
Current Assets																
Cash	\$3,236,890	\$3,368,052	\$3,552,448	\$3,776,611	\$4,015,493	\$4,308,150	\$4,615,526	\$4,976,678	\$5,337,734	\$5,757,955	\$6,219,560	\$6,752,895	\$6,752,895	\$10,243,995	\$14,161,037	\$18,415,376
Other Current Assets	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182	\$81,182
Total Current Assets	\$3,318,072	\$3,449,234	\$3,633,630	\$3,857,793	\$4,096,675	\$4,389,332	\$4,696,708	\$5,057,860	\$5,418,916	\$5,839,137	\$6,300,742	\$6,834,077	\$6,834,077	\$10,325,177	\$14,242,219	\$18,496,558
Long-term Assets																
Long-term Assets	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297	\$43,297
Accumulated Depreciation	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819	\$41,819
Total Long-term Assets	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478	\$1,478
Total Assets	\$3,319,550	\$3,450,712	\$3,635,108	\$3,859,271	\$4,098,153	\$4,390,810	\$4,698,186	\$5,059,338	\$5,420,394	\$5,840,615	\$6,302,220	\$6,835,555	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Liabilities and Capital																
Current Liabilities																
Accounts Payable	\$73,105	\$97,891	\$126,270	\$151,056	\$165,425	\$190,212	\$204,581	\$229,367	\$238,348	\$263,134	\$287,202	\$322,047	\$322,047	\$214,814	\$231,380	\$249,856
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482	\$29,482
Subtotal Current Liabilities	\$102,587	\$127,373	\$155,752	\$180,538	\$194,907	\$219,694	\$234,063	\$258,849	\$267,830	\$292,616	\$316,684	\$351,529	\$351,529	\$244,296	\$260,862	\$279,338
Long-term Liabilities	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260	\$28,260
Total Liabilities	\$130,847	\$155,633	\$184,012	\$208,798	\$223,167	\$247,954	\$262,323	\$287,109	\$296,090	\$320,876	\$344,944	\$379,789	\$379,789	\$272,556	\$289,122	\$307,598
Paid-in Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retained Earnings	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$3,125,687	\$6,455,766	\$10,054,099	\$13,954,575
Earnings	\$63,016	\$169,391	\$325,409	\$524,786	\$749,298	\$1,017,169	\$1,310,176	\$1,646,542	\$1,998,617	\$2,394,052	\$2,831,588	\$3,330,079	\$3,330,079	\$3,598,333	\$3,900,476	\$4,235,863
Total Capital	\$3,188,703	\$3,295,078	\$3,451,096	\$3,650,473	\$3,874,985	\$4,142,857	\$4,435,863	\$4,772,229	\$5,124,305	\$5,519,739	\$5,957,276	\$6,455,766	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438
Total Liabilities and Capital	\$3,319,550	\$3,450,712	\$3,635,108	\$3,859,271	\$4,098,153	\$4,390,810	\$4,698,186	\$5,059,338	\$5,420,394	\$5,840,615	\$6,302,220	\$6,835,555	\$6,835,555	\$10,326,655	\$14,243,697	\$18,498,036
Net Worth	\$3,188,703	\$3,295,078	\$3,451,096	\$3,650,473	\$3,874,985	\$4,142,857	\$4,435,863	\$4,772,229	\$5,124,305	\$5,519,739	\$5,957,276	\$6,455,766	\$6,455,766	\$10,054,099	\$13,954,575	\$18,190,438

Appendix

Table: Payback (Long-term)

<i>Payback</i>											
Projected Payback Calculation											
	Investment	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Investment	\$8,913,315										
Cash Returns by Year		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000	\$413,315
Combination as Income Stream	(\$8,913,315)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000	\$413,315
Cumulative Net Cash Flow to Investors	(\$8,913,315)	(\$7,913,315)	(\$6,913,315)	(\$5,913,315)	(\$4,913,315)	(\$3,913,315)	(\$2,913,315)	(\$1,913,315)	(\$913,315)	(\$413,315)	\$0
Payback Period	10 years										