

ECO GROUP



ENVIRONMENTAL CONSULTING
SERVICES

BUSINESS PLAN 2020

CONFIDENTIAL AND PROPRIETARY

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Company Summary

SECTION
01



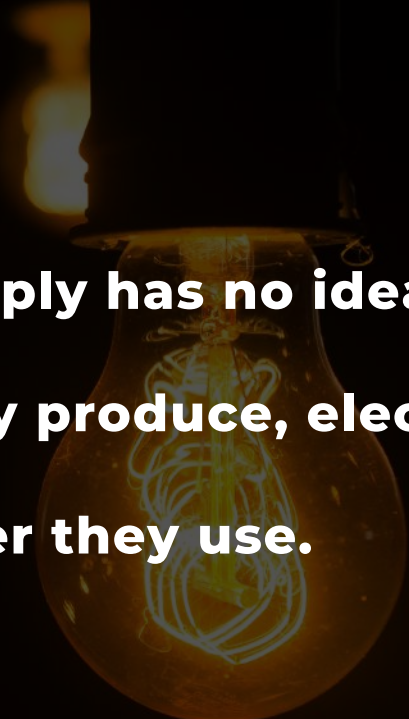
EXECUTIVE SUMMARY

Eco Group

Eco Group is an environmental consulting company with a mission to inspire and educate people about the most up to date sustainable practices and available resources on the market today.

The founder, Melissa Cromwell, will work with clients to help them understand how they can achieve monetary savings while they reduce their carbon footprint through the use of a sustainable and healthy living assessment. The assessment is generated from a discussion with the client and provides tailored recommendations with specific products to meet the

client's specific goals. Eco Group is focused on the “triple bottom line,” meaning the Company’s success is measured on environmental, social, and economic impact. In other words, the Company’s goals are based on supporting and sustaining the planet, increasing the health and well-being of all people, and creating profits at the same time.



The average homeowner simply has no idea how much unnecessary waste they produce, electricity they burn, and water they use.

The Market Opportunity

People do not have tools to quantify their impact on the environment and do not realize how much they can reduce their impact and utility bills by utilizing sustainable products.

- Eco Group will initially target the 9,900 households in the Pacific Palisades. As the Company grows it will gradually expand its target market to the 3.2 million homes in Los Angeles.
- By recommending products and services that promote healthy lifestyles and sustainability, Eco Group will position itself to take advantage of the tremendous growth in environmentally conscious consumer products.

Service Offerings

Eco Group creates personalized plans to live sustainable, healthy lifestyles. The Company utilizes strategic partnerships with environmentally friendly product manufacturers and retailers to build bridges between clients and available resources. Eco Group's service offerings are based on three tiers:

Tier 1: The Sustainable/Healthy Living Assessment

Eco Group's introductory product includes a sustainable and healthy living assessment, which is a starting point for every engagement. The report is generated from a discussion with the client and provides tailored recommendations for meeting the client's goals. The report outlines potential monetary savings as well as the potential reduction in carbon footprint. The sustainable/healthy living assessment includes an evaluation of the following areas:

Energy Consumption

Eco Group evaluates different opportunities to reduce energy consumption and recommends the best products, services, and energy-saving resources. The Company's recommendations can help reduce household energy bills by 10% to 50%.

Water Use

Eco Group educates clients on zero-cost ways to reduce water consumption inside and outside the home and recommends low-flow and other water-saving devices to generate further reductions.

Waste Reduction and Recycling

Eco Group helps families develop recycling and composting systems and educates them on how to reduce other hard-to-recycle waste through reduction, re-use and other national recycling services.

Green Building and Home Improvement

Eco Group provides education and resources on green-building alternatives that make homes safer and more energy efficient and have the potential to reduce operating and maintenance costs.

Tier 2: "Basket" of Customized Products and Services

Many clients when presented with the recommendations and solutions will be interested in purchasing the products and learning more about sustainable living immediately. For these clients, Eco Group will provide a basket of all of the recommended products that can be installed and implemented on the spot. Products in the basket include: Light bulbs (CFL and/or LED), light sensors, power strips, HVAC filters, rechargeable batteries, since aerators, low flow shower heads, Britta pitchers, washable "paper towels", recycle bins, rain barrels, compost bins, battery and light bulb bins, and installation of all these products.

Tier 3: Major Renovations and Upgrades

For customers who want to implement major renovations and upgrades such as solar panels, energy efficient windows, solar heaters, and energy retrofits, Eco Group will provide recommendations and contacts of the best local providers for the job.

Business Model

Eco Group generates revenue from consulting services, installation fees, and from referral and affiliate fees from product partners.

TIER 1

\$250

Charged for the initial sustainable/healthy living assessment

TIER 2

\$2,270

Includes products, installation, and consulting

*50% of Tier 1 customers are expected to purchase these services too

TIER 3

\$10,000

Expected average cost of major renovations and upgrades



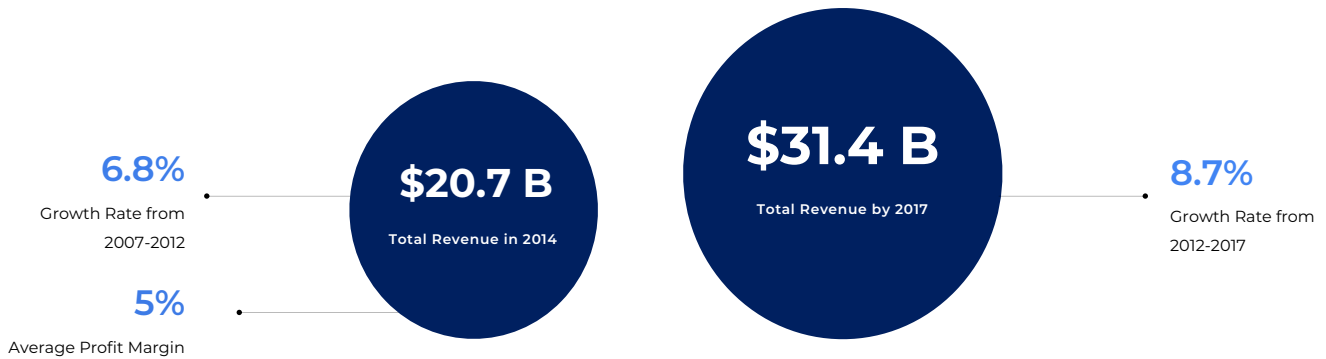
Opportunity Analysis

SECTION
02



OPPORTUNITY ANALYSIS

Environmental Consulting Industry Snapshot



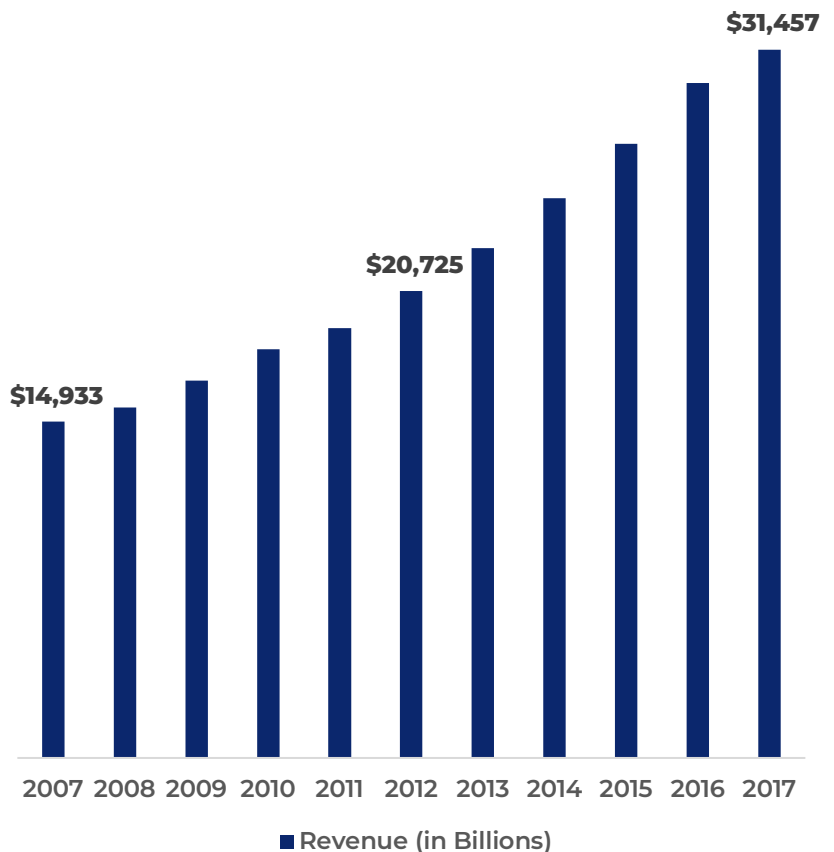
Industry Overview

Companies in the environmental consulting industry provide advice to consumers, businesses, and federal governments on environmental issues, such as the control of environmental contamination from pollutants, toxic substances, and hazardous materials. There are an estimated 71,713 businesses operating in the industry as of 2012, and non-employing firms account for more than 83% of these businesses.

This \$20.7 billion industry **has experienced strong, consistent growth over the past five years**. The industry grew at an average annual rate of 6.8% between 2007 and 2012, unaffected by the recession in 2008 because environmental consultants can save companies and individuals money by creating plans to reduce consumption and waste.

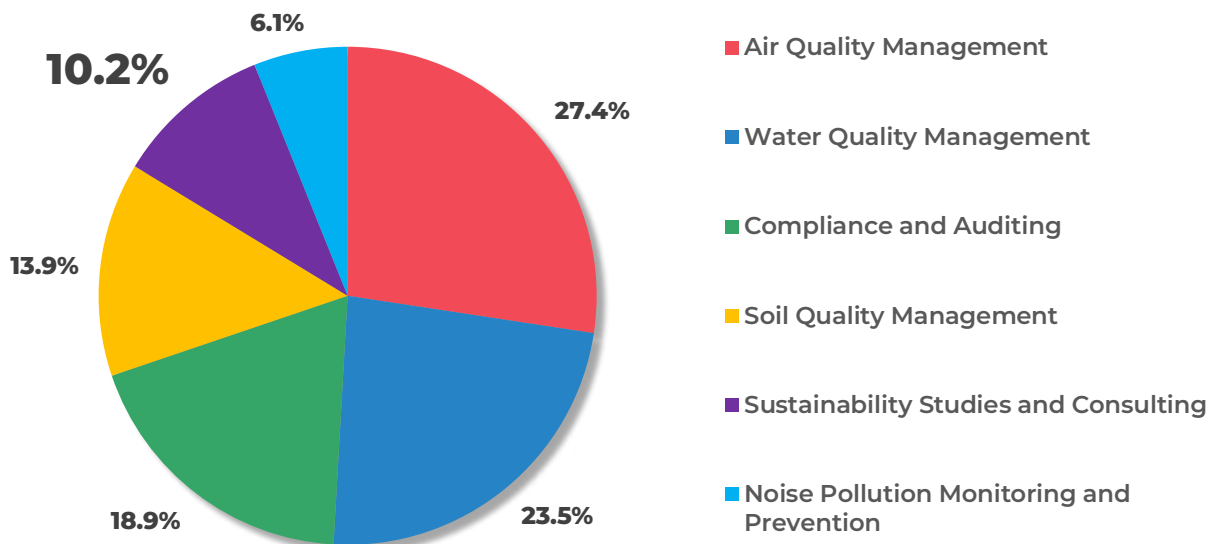
Eco Group benefits from the strong growth prospects for the environmental consulting industry. Over the next five years the industry is expected to grow at an average annual rate of 8.7% from \$20.7 billion in 2012 to \$31.5 billion in 2017.

Industry Revenues from 2007-2012



Key Products and Services

The industry's services revolve around the quality management of air, water, and soil. Together air, water, and soil quality management account for 65% of industry revenues. **Eco Group operates in the sustainability studies and consulting segment, which accounts for 10.2% of industry revenues.** The figure below highlights the largest industry segments by percentage of revenue.



Major Markets

Approximately 80.0% of the Environmental Consulting industry's revenue is generated by services to the private sector. The largest clients are in the construction, manufacturing, and energy industries. Most companies in these sectors rely on consultants to ensure that their land and manufacturing plants are in compliance with federal environmental policies. Eco Group primarily serves households, which account for 5% of the industry's revenue or an expected \$1.04 billion in 2012. The household market is becoming an increasing consumer of environmental consulting services. As the public becomes more aware of their effect on the environment, they will become more inclined to live "green."

Costs

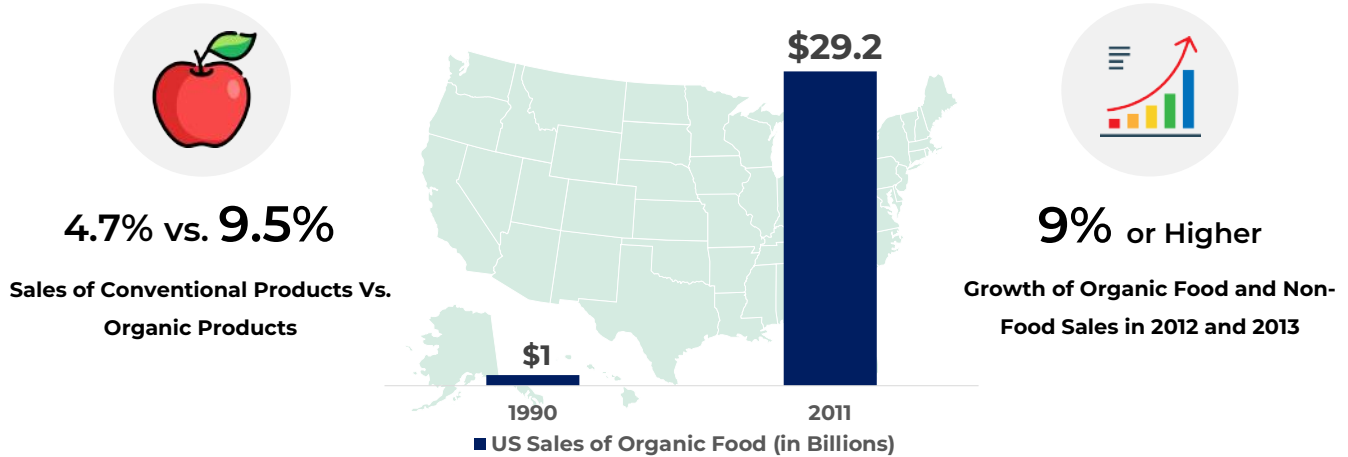
Industry operators are expected to generate operating profit margins of 5.6% in 2012. Labor costs account for the largest expense in the industry because a firm's performance depends heavily on the quality of its employees. Wages and subcontracting fees combined account for 77% of industry revenue. Other significant costs include marketing expenses of an average of 7.9% of revenues. The figure below outlines the average expected costs for an environmental consulting firm.

Industry Trends

Eco Group benefits from and supports trends that are driving American consumers to become increasingly conscious about their personal wellbeing and the wellbeing of the environment. By recommending products and services that promote healthy lifestyles and sustainability, Eco Group will position itself to take advantage of the tremendous growth in environmentally conscious consumer products.

Organic Foods

A good example of the demand for environmentally conscious products is the demand for organic foods. The organic food and beverage industry has grown at a dramatic pace in recent years. More Americans are demanding food and beverage producers to utilize natural and sustainable farming practices. Below are highlights of the organic food industry's tremendous growth:

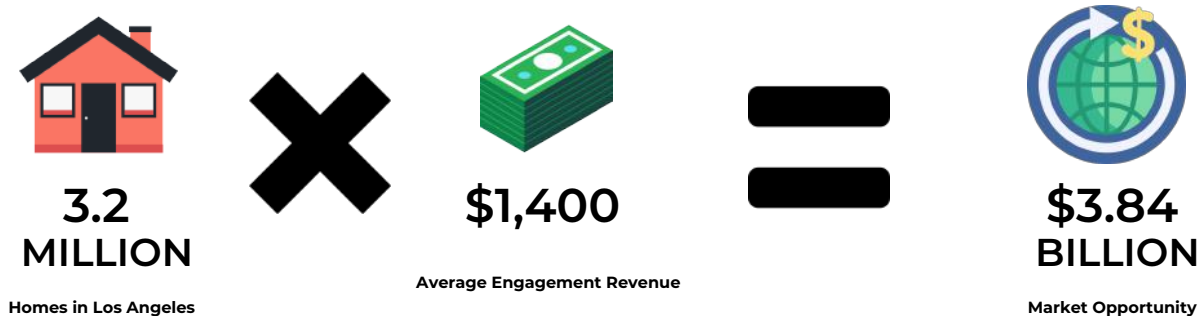


LED Lighting

One recommendation that Eco Group makes to all of its clients is to install LED lighting whenever possible. A study by McKinsey on the global lighting market in 2011 found that the LED lighting market is expected to grow from \$10.1 billion in 2010 to \$57.8 billion, a staggering 34% annual growth rate. The LED lighting market is expected to grow to \$94 billion and account for roughly 60% of the total lighting market by 2020.

Market Opportunity

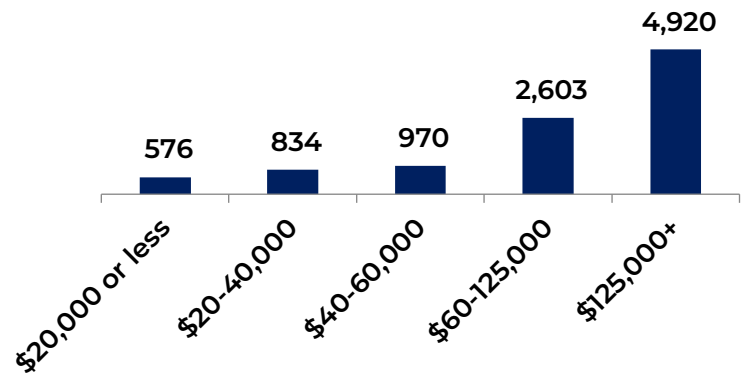
Eco Group will target households in the Pacific Palisades and neighborhoods directly surrounding this area during its first two years of operations. Starting in year three, Eco Group will extend its reach San Fernando Valley, an area with over 1.7 million people and more than 200,000 homeowners. Eco Group will expand strategically, developing relationships with local service providers in each neighborhood and leveraging these relationships to market Eco Group as a trusted local advisor on sustainability and healthy living solutions. By its fourth year of operations Eco Group will target all of the 3.2 million households in Los Angeles County.



Demand Determinants

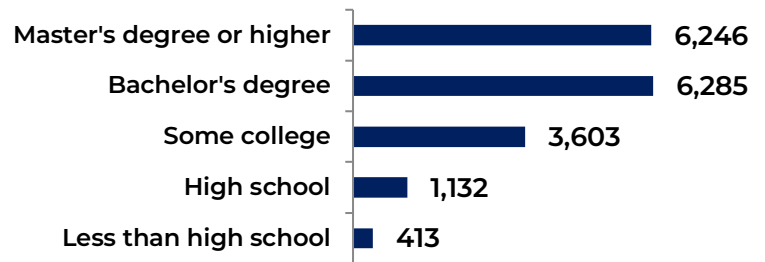
Income

In 2008 the median household income in the Pacific Palisades was \$168,000. Roughly 50% of all households had incomes greater than \$125,000 and over 75% of households had incomes above \$60,000 as of 2008. The incredible concentration of wealth in their neighborhood will be advantageous for Eco Group as clients will be able to afford the increased costs of environmentally sustainable products.



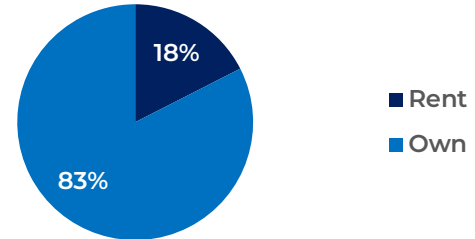
Education

Of residents 25 and older, 70.9% have a four-year degree. Additionally, 35% of residents have advanced degrees. This highly educated group is an ideal market for Eco Group because these people will understand the long-term benefits of using sustainable and clean household products.



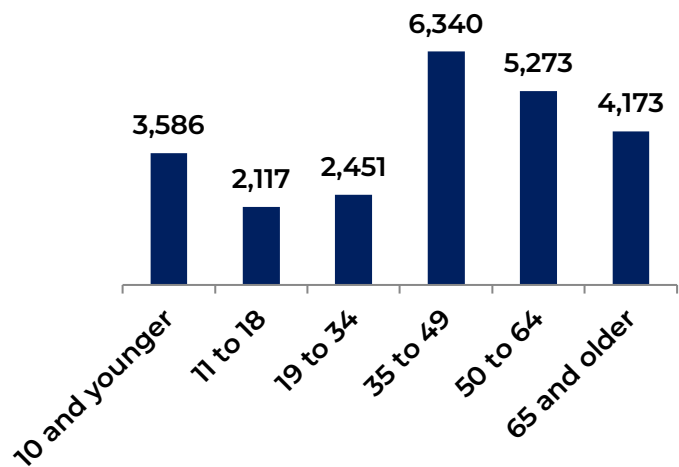
Housing

The average household size in the Pacific Palisades is 2.4 people and the median home price is over \$1.7 million. The home ownership rate is also very high at 82.5%. Eco Group will benefit from these housing characteristics. Homeowners will have the ability to make larger renovations and upgrades and clients will buy more products for larger houses.



Age

The median age in the Pacific Palisades is 43. This is old for the city of Los Angeles. The 35 to 49-year-old age group is the largest group in the neighborhood. There are also a large number of families, 14% of residents are 10 years old and younger. Eco Group will benefit from the large family presence in the Pacific Palisades. Moms are an attractive target market because they are responsible for many household purchasing decisions and will be influenced by thinking about their kid's health.





Competitive Analysis

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03

Competitive Analysis

Environmental Consultants

Eco Group will compete directly with consultants and websites based in Los Angeles that offer information, products, and services related to sustainable living. There are an estimated 71,713 businesses operating in the environmental consulting industry as of 2014. Below are the top three competitors.



LowImpactLiving.com generates revenues from selling advertising, payments for product and service listings, and from consulting services in the Los Angeles area.

Green Built Consultants provide little information on their website; the Company's focus is on customized solutions delivered in-person to the local community.

LEED Accredited Professionals from the US Green Building Council, Certified Green Building Professionals/Green Point Raters from Build-it-Green.

Description	LowImpactLiving.com	GreenBuiltConsultants.com	Eco Consulting LA
Website Address	www.lowimpactliving.com	www.greenbuiltconsultants.com	www.ecoconsultingla.com
Monthly Web Traffic	8,968 Average Monthly Unique Visitors	15,203 Average Monthly Unique Visitors	6,491 Average Monthly Unique Visitors
Location	Los Angeles, CA	Santa Monica, CA	Los Angeles, CA
Services	Data about resources and waste, environmental impact calculator, environmental recommendations, listings for green products and service providers, and sustainability / LEED Consulting Services	In home analysis for sustainable lifestyle recommendations, analysis and feedback for planned construction projects, construction consultations (materials as well as technology selection), green building practices and recommendations	Home performance testing, LEED consulting, green design consulting, educating contractors, home and business owners on sustainability
Business Model	Generates revenue through advertising, payments for products and listings, and consulting services	Packages start at \$790 for the in-home analysis. Packages including contraction consultations start at \$4,900.	The company provides consulting services that are priced on a project by project basis.

Key Competitive Advantages

The following analysis is meant to shed further light on the competitive environment surrounding Eco Group:



STRENGTHS

- Ideal local target market
- Agile team can easily adjust business model or service offerings
- Lower initial cost than competing consulting firms

WEAKNESSES

- Unknown brand and absence of track record
- Lack of marketing expertise
- Limited marketing and advertising budget

OPPORTUNITIES

- Eco-consulting is a new and rapidly growing field
- Market trends towards sustainable living will generate strong demand for Eco Group's services
- Ability to significantly enhance company's revenue and profit by hiring and training new consultants

THREATS

- Competition from websites with free material and consultants with greater ranges of service offerings or certifications
- General public does not understand the benefit of sustainable living



INFO

STRATEGY = ←

Marketing Plan

SECTION
04

Marketing Plan

Market Positioning

The mission of Eco Group is to inspire and educate people about the most up to date sustainable practices and available resources to utilize in their homes and their lives.

To deliver on this mission, the elements of the Company's business strategy include:



DIGITAL MARKETING

Website Development

Social Media

Pay-Per-Click and Digital Advertising Campaigns

Email Campaigns



DIRECT MARKETING

Word of Mouth Referrals

Print Advertising

Press Releases

Events, Media Coverage, and Testimonials

Marketing Strategies

Eco Group plans to advantageously operate within its competitive landscape by creating brand awareness through word of mouth, online resources, public relations, and by partnering with similarly focused companies in related industries. Eco Group's goal is to promote eco-friendly, sustainable lifestyles and to support the products and service providers involved in creating these solutions. Based on this overarching objective, Eco Group will operate with a goal of continually building upon the following key foundational elements:

- Build lasting, mutually beneficial relationships with eco-friendly, sustainable product manufacturers, suppliers, and service providers
- Continually expand product and service offerings
- Utilize social media to keep members engaged and to provide excellent customer service
- Provide industry leadership

Online Channels

Online Presence

Eco Group will build brand awareness through its online presence by utilizing the following resources:

- Website and blog with free information and frequent updates
- Facebook and Twitter accounts to engage with partners and clients, offer helpful tips, and special offers
- Direct emails to clients with information, updates, and links to the website and social media accounts

Website Development



MODERN AND RESPONSIVE DESIGN

Eco Group will expand its website to highlight its service offerings and client testimonials.

The website will include a feedback mechanism for concerns, comments and questions, along with useful general information and a help tips blog for clients.

Potential clients will be able to input their email in order to get a better understanding of the service offerings provided by Eco Group.

SEO, PPC, and Digital Advertising

Eco Group will implement an aggressive search engine optimization (SEO) strategy, whereby the Company will optimize content using keywords related to its business and keywords related to its eco-consulting services. By optimizing the website's content, the Company will organically aggregate higher on Google, Bing, and Yahoo search engines and generate form-fills and inquiries from potential clients and candidates.

The Company will also utilize Google, Yahoo, and Bing paid search campaigns to target customers. This will include pay-per-click (PPC) campaigns that target high search volume terms to drive traffic to the website. The Company will analyze and bid for keywords related to clients seeking its eco-consulting services.



Social Media Marketing

Eco Group will also leverage social media marketing by establishing an active presence on social media websites such as Facebook, LinkedIn, and other industry specific directories.



Regularly create content to engage with homeowners such as blog posts, case studies, and more



Have trained team members ready to address any feedback, questions or queries



Examine paid advertising on social media platforms particularly LinkedIn and Facebook



Offline Marketing Channels

Public Relations

Eco Group's goal is to generate substantial press interest after its first year of operations. The target market will consist of homeowners that are interested in alternative and renewable energy sources for their home. When considering which print publications to pitch, Eco Group will utilize metrics such as circulation, readership and reader demographics. Melissa Cromwell will meet and present to editors based in the Los Angeles area periodically.

Event Marketing

Eco Group will attend industry conferences, seminars, and events with goals of showcasing the Eco Group brand, staying up to date about the newest products and solutions available in the market, and networking with potential partners.

Strategic Partnerships / Endorsements

Eco Group is developing partnerships with the providers of the products and services that the Company recommends to clients to take advantage of cross-promotional opportunities. Eco Group is also developing relationships with local real estate agents, interior designers, solar installers, and green builders that could promote Eco Group's eco-consulting services as an additional benefit to their own customers.

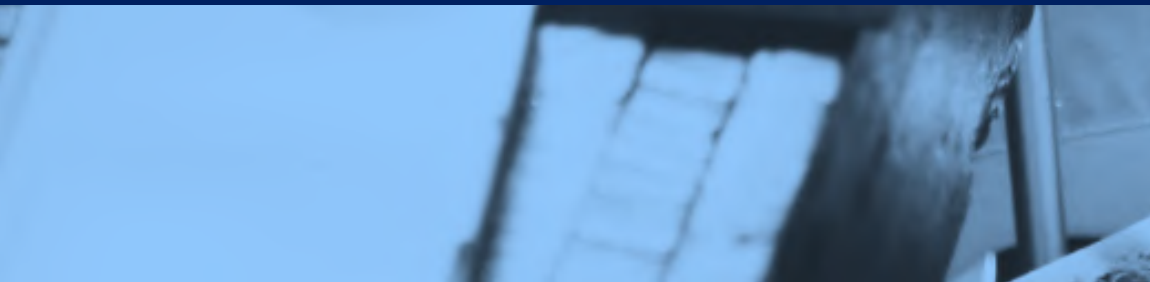
Word of Mouth/ Referrals / Testimonials

According to the New York Times, 65% of new business comes through referrals. It is for that reason that referral fees will be instituted in order to award partners that bring new consulting opportunities to the Company. Case studies and video testimonials of extremely satisfied clients and candidates will serve as a marketing tool to educate future clients on the benefits of working with Eco Group.



Operations Plan

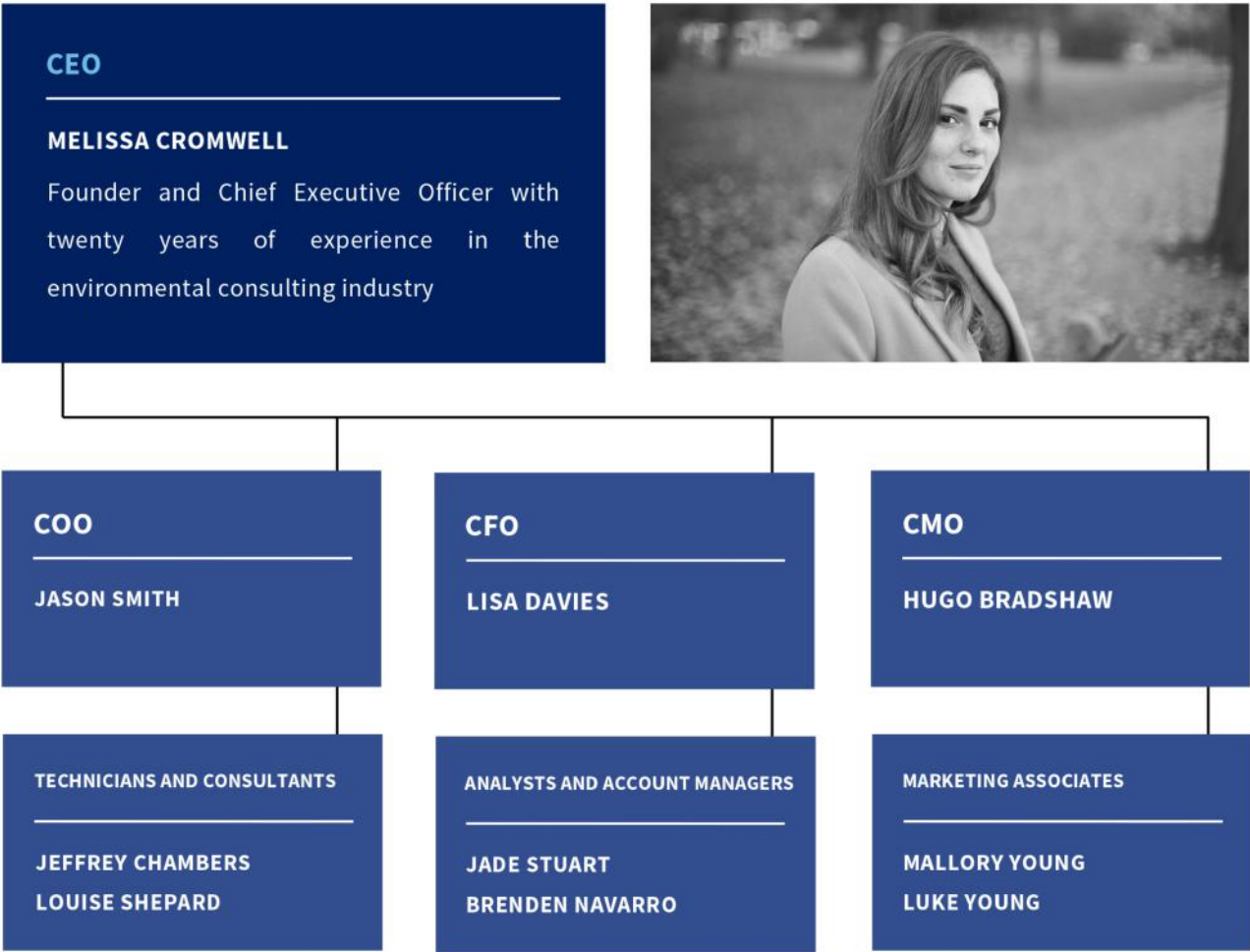
SECTION
05



Operations Plan

Corporate Information

Eco Group will be incorporated as a for-profit social enterprise. The major distinguishing characteristic between a social enterprise and another type of business is that the common good is Eco Group’s primary purpose. Eco Group is owned and operated by its founder, Melissa Cromwell. The breakdown of the organizational structure can be seen in the figure below.



Management Team

For the first year of operations, Melissa Cromwell will be the sole management team member of Eco Group, with the goal of onboarding a COO, CFO, and CMO within the second year. Melissa will manage all engagements with a team of contractors to start, with the goal of creating an engagement team following year one. The Company will also need to hire technical support team members when needed, in the areas of information technology, programming, tax/accounting, and legal. As the CEO and Founder, Melissa will be responsible for managing and overseeing the day to day operations of the business. Melissa brings over 20 years of experience in the environmental consulting industry, with direct expertise in business development and operations management. Melissa seeks to hire and train additional team members to support her in the launch and operation of the business.

Key Operating Milestones

The Company has identified the below immediate milestones and goals that the Company would like to accomplish prior to the full launch of the business.

TIMELINE	
1//	<p>Year 1</p> <ul style="list-style-type: none"> Develop Online Presence Establish Strategic Partnerships Solidify Pricing Structure
2//	<p>Year 2</p> <ul style="list-style-type: none"> Promote Brand Through PR Complete 275 Engagements \$400,000 in Sales with a >20% Net Profit Margin
3//	<p>Year 3</p> <ul style="list-style-type: none"> Expand Operations in Pacific Palisades Complete 350 Engagements \$550,000 in Sales with a >20% Margin
4//	<p>Year 4</p> <ul style="list-style-type: none"> Continue to Expand Operations Complete 500 Engagements \$1.10 million in Sales with a >18% Margin
5//	<p>Year 5</p> <ul style="list-style-type: none"> Expand into the Greater Los Angeles County Market Complete 700 Engagements \$1.60 million in Sales with a >16% Margin



Financial Plan

SECTION

06

Financial Plan

Eco Group requires \$250,000 in funding for initial capital expenses and operating expenses for the first year of operations.

CASH RESERVES

\$100,000

To ensure adequate liquidity for any of Eco Group's obligations and expenses

OPERATING EXPENSES

\$150,000

To provide enough capital to cover rent, salaries, and marketing budgets for the year

TOTAL STARTUP EXPENSES



\$250,000

This figure represents the sum of our expected expenses over one year's worth of operations. Given current projections, the founder estimates this value will be enough to sustain the Company's operations as it acquires more clients and builds its brand among homeowners in the Pacific Palisades

By the end of the first year of business activities, Eco Group projects a net revenue \$234,236 along with a net income of \$49,703. This would represent a net income margin of 21%, in line with the founder's conservative projections for the Company.



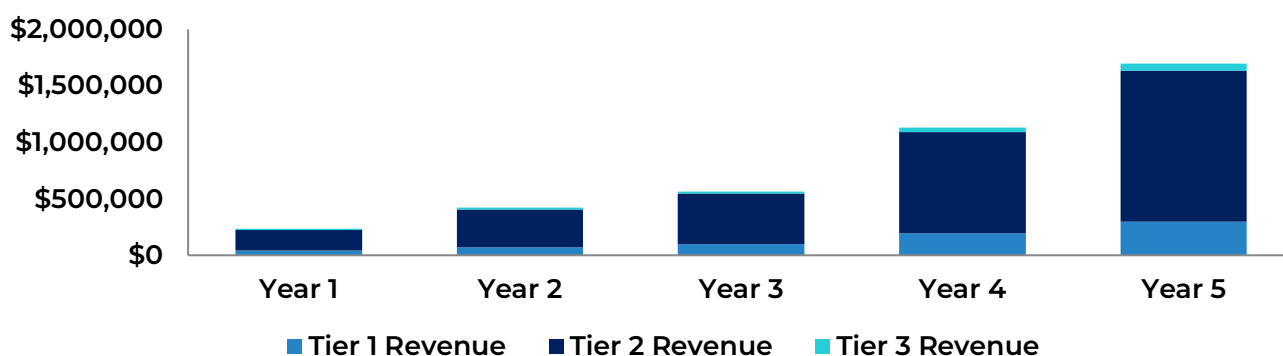
■ Year 1 Projections

Financial Summary

The Company projects revenues to grow from \$234,000 in its first year to \$1.7 million by the end of year five. Profit margins are expected to remain steady around 20% but decrease slightly in the fourth and fifth year due to the inclusion of an office and the hiring of new employees during these years.

	Year 1	Year 2	Year 3	Year 4	Year 5
Net Revenue	\$234,236	\$420,654	\$565,094	\$1,130,187	\$1,695,281
Direct Costs					
Product Costs	\$146,665	\$263,389	\$353,829	\$707,657	\$1,061,486
GROSS PROFIT	\$87,571	\$157,265	\$211,265	\$422,530	\$633,795
<i>Gross margin (%)</i>	37%	37%	37%	37%	37%
Operating Expenses					
Total Non-Personnel Expenses	\$16,857	\$17,232	\$17,621	\$48,024	\$49,341
Total Personnel Expenses	\$0	\$0	\$0	\$96,728	\$199,260
Total Operating Expenses	\$16,857	\$17,232	\$17,621	\$144,752	\$248,601
EBITDA	\$70,714	\$140,033	\$193,645	\$277,779	\$385,194
EBITDA %	30%	33%	34%	25%	23%
Depreciation	\$0	\$400	\$400	\$400	\$400
EBIT	\$70,714	\$139,633	\$193,245	\$277,379	\$384,794
<i>EBIT%</i>	30%	33%	34%	25%	23%
Income Tax Expense	-\$19,329	-\$38,686	-\$53,762	-\$77,388	-\$107,538
NET INCOME	\$49,703	\$99,479	\$138,244	\$198,997	\$276,526
<i>Net Profit Margin (%)</i>	21%	24%	24%	18%	16%

The figure below highlights the expected revenue distributions during the first five years of Eco Group's operations. The largest portion of revenue is expected to come from Tier 2 consulting engagements:



Annual Income Statement

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
Tier 1 Revenue	\$40,740	\$73,164	\$98,286	\$196,571	\$294,857
Tier 2 Revenue	\$184,961	\$332,163	\$446,217	\$892,434	\$1,338,651
Tier 3 Revenue	\$8,535	\$15,328	\$20,591	\$41,182	\$61,773
Net Revenue	\$234,236	\$420,654	\$565,094	\$1,130,187	\$1,695,281
Direct Costs					
Product Costs	\$146,665	\$263,389	\$353,829	\$707,657	\$1,061,486
Total Direct Costs	\$146,665	\$263,389	\$353,829	\$707,657	\$1,061,486
GROSS PROFIT	\$87,571	\$157,265	\$211,265	\$422,530	\$633,795
<i>Gross margin (%)</i>	37%	37%	37%	37%	37%
Other Expenses					
Business Insurance	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
Legal/Accounting	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701
Travel Expenses	\$2,457		\$2,709	\$2,844	\$2,987
Marketing Expense	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Rent	\$0	\$0	\$0	\$30,000	\$30,900
General Office Expenses	\$3,600	\$3,708	\$3,819	\$3,934	\$4,052
Total Personnel Expenses	\$0	\$0	\$0	\$96,728	\$199,260
Total Other Expenses	\$16,857	\$17,232	\$17,621	\$144,752	\$248,601
EBITDA	\$70,714	\$140,033	\$193,645	\$277,779	\$385,194
EBITDA %	30%	33%	34%	25%	23%
Depreciation	\$0	\$400	\$400	\$400	\$400
EBIT	\$70,714	\$139,633	\$193,245	\$277,379	\$384,794
<i>EBIT%</i>	30%	33%	34%	25%	23%
Interest Expense-Debt	-\$1,681	-\$1,468	-\$1,239	-\$993	-\$730
Pretax Income	\$69,033	\$138,165	\$192,006	\$276,385	\$384,064
Taxable Income	\$69,033	\$138,165	\$192,006	\$276,385	\$384,064
Income Tax Expense	-\$19,329	-\$38,686	-\$53,762	-\$77,388	-\$107,538
NET INCOME	\$49,703	\$99,479	\$138,244	\$198,997	\$276,526
<i>Net Profit Margin (%)</i>	21%	24%	24%	18%	16%

Annual Balance Sheet

Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5
ASSETS					
Current Assets					
Cash	\$216,429	\$249,001	\$287,005	\$331,095	\$378,214
Accounts Receivable	\$6,332	\$6,687	\$7,004	\$7,301	\$7,586
Inventory	\$4,750	\$5,012	\$5,244	\$5,465	\$5,671
Prepaid Expenses	\$18,995	\$20,061	\$21,011	\$21,904	\$22,758
Total Current Assets	\$246,506	\$280,761	\$320,264	\$365,765	\$414,229
Fixed Assets					
Total Fixed Assets	\$0	\$0	\$0	\$0	\$0
(Less Accumulated Depreciation)	\$0	\$0	\$0	\$0	\$0
Intangible Assets Investments					
Total Intangibles	\$0	\$0	\$0	\$0	\$0
(Less Accumulated Amortization)	\$0	\$0	\$0	\$0	\$0
Total Assets	\$246,506	\$280,761	\$320,264	\$365,765	\$414,229
LIABILITIES & EQUITY					
Current Liabilities					
Accounts Payable	\$1,583	\$1,671	\$1,748	\$1,822	\$1,890
Accrued Expenses	\$4,005	\$4,364	\$4,536	\$4,712	\$4,892
Current Portion of Debt	\$10,330	\$10,967	\$11,643	\$12,361	\$13,124
Total Current Liabilities	\$15,918	\$17,001	\$17,927	\$18,895	\$19,906
Long Term Liabilities					
Long Term Debt	\$229,892	\$217,958	\$205,288	\$191,836	\$177,555
Total Long-Term Liabilities	\$229,892	\$217,958	\$205,288	\$191,836	\$177,555
Total Liabilities	\$245,810	\$234,959	\$223,215	\$210,731	\$197,461
Equity					
Common Stock	\$0	\$0	\$0	\$0	\$0
Retained Earnings	\$696	\$45,802	\$97,048	\$155,033	\$216,769
Total Equity	\$696	\$45,802	\$97,048	\$155,033	\$216,769
Total Liabilities and Equity	\$246,506	\$280,761	\$320,264	\$365,765	\$414,229

Annual Cash Flow Statement

Cash Flow Statement	Year 1	Year 2	Year 3	Year 4	Year 5
OPERATIONS					
Cash Flow From Operations					
Net Income	\$696	\$45,106	\$51,246	\$57,985	\$61,735
Plus Depreciation	\$0	\$0	\$0	\$0	\$0
Plus Amortization	\$0	\$0	\$0	\$0	\$0
Changes in Working Capital					
Changes in A/R	-\$6,332	-\$355	-\$317	-\$298	-\$285
Changes in Inventory	-\$4,750	-\$262	-\$232	-\$221	-\$206
Changes in Prepaid Costs	-\$18,995	-\$1,065	-\$950	-\$893	-\$855
Changes in A/P	\$1,583	\$87	\$77	\$74	\$69
Changes in Accrued Expenses	\$4,005	\$359	\$172	\$176	\$180
Total Cash Flow From Operations	-\$23,793	\$43,870	\$49,998	\$56,823	\$60,638
INVESTMENTS					
Fixed Asset Investments					
Total Fixed Assets	\$0	\$0	\$0	\$0	\$0
Intangible Assets Investments					
Total Intangible Investments	\$0	\$0	\$0	\$0	\$0
Total Cash Flow From Investments	\$0	\$0	\$0	\$0	\$0
CASH FLOW FROM FINANCING					
Financing					
Paid In Capital	\$0	\$0	\$0	\$0	\$0
Debt	\$240,222	-\$11,297	-\$11,994	-\$12,734	-\$13,519
Total Current Liabilities	\$240,222	-\$11,297	-\$11,994	-\$12,734	-\$13,519
TOTAL CASH FLOW	\$216,429	\$32,572	\$38,004	\$44,090	\$47,119
Cash at the Beginning of Period	\$0	\$216,429	\$249,001	\$287,005	\$331,095
Cash at the End of Period	\$216,429	\$249,001	\$287,005	\$331,095	\$378,214

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**Thank
You**

