SILVER PINES 3 Year Pro Forma P&L & B	alance Sheet							CPI												
02/20/20								1.0275												
						Avg I	Daily Census	1.03	16	16	18	18	18	20	20	20	22	22	22	
							Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
P&L								Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Year Tw
Revenue				-																
Average Daily Census (maximum 3	32)						1	16	16		18	18	18	20	20	20	22	22	22	
Average Daily Census % Capacity Monthly Total Patient Days							x/32	50% 480	50% 496	50% 480	56% 558	56% 558	56% 504	63% 620	63%	63% 620	69% 660	69% 682	69% 682	
Revenue Per Day per Patient Gross Revenue							\$1,460.00	\$1,460 \$700,800	\$1,460 \$724,160	\$1,460 \$700,800	\$1,460 \$814,680	\$1,460 \$814,680	\$1,460 \$735,840	\$1,460 \$905,200	\$1,460 \$876,000	\$1,460 \$905,200	\$1,460 \$963,600	\$1,460 \$995,720	\$1,460 \$995,720	
Total Revenues								\$700,800	\$724,160	\$700,800	\$814,680	\$814,680	\$735,840	\$905,200	\$876,000	\$905,200	\$963,600	\$995,720	\$995,720	\$10,132,4
Expenses																				
Fixed	Rent					per month 50,000	Annual 600,000	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$51,375	\$616,500
	Insurance: Property Insurance: GL & Prof	essional		-		833 2,000	10,000 24,000	\$858 \$2,060	\$858 \$2,060	\$858 \$2,060	\$858	\$858 \$2,060	\$858 \$2,060	\$10,300 \$24,720						
	Insurance: Medical N Insurance: E&O	falpractice (1 Doctor	r)			1,000 417	12,000 5,000	\$1,030 \$429	\$1,030 \$429	\$12,360 \$5,150										
	Real Estate Taxes					3,333	40,000	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$3,433	\$41,200
	Property Manageme Building Maintenanc	nt P				1,000	12,000 12,000	\$1,030 \$1,030	\$1,030 \$1,030	\$12,360 \$12,360										
	Company Vehicles (1 Vehicle Expense)			1	1,667 833	20,004	\$1,667 \$858	\$1,667 \$858	\$20,004 \$10,300										
	Marketing Equipment Maintena					7,500 417	90,000	\$7,500 \$846	\$7,500 \$846	\$90,000 \$10,150										
	Organized Activities					3,000	5,000 36,000	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$37,080
	Laundry/Janitorial Se Stericycle Services	rvices (see Room tu	rnove	r)		2,000 1,000	24,000 24,000	\$2,060 \$1,030	\$2,060 \$1,030	\$2,060 \$1,030	\$2,060	\$2,060 \$1,030	\$2,060 \$1,030	\$24,720 \$12,360						
	Utilities	Electric				3,000	36,000	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$3,090	\$0 \$37,080
		Gas				1,250	15,000	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$1,288	\$15,450
		Trash Water & Sewer				500 1,500	6,000 18,000	\$515 \$1,545	\$515 \$1,545	\$6,180 \$18,540										
	Software licenses	Phone & IT	F	1		417 1,667	5,000 20,000	\$429 \$1,667	\$429 \$1,667	\$429 \$1,667	\$429 \$1.667	\$429 \$1.667	\$429 \$1,667	\$429 \$1,667	\$429 \$1,667	\$429 \$1,667	\$429 \$1,667	\$429 \$1.667	\$429 \$1,667	\$5,150 \$20.000
	Misc Supplies					1,000	12,000	\$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
	Legal Depreciation					1,250 5,105	15,000	\$1,288 5,105	\$1,288 \$5,105	\$1,288 \$5,105	\$15,450 \$61,259									
	Interest Accounting					3,333	40,000	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$40,000
Total Fixed	Accreditation and Ce	rtification				2,000	24,000	\$2,000 \$99,556	\$2,000 \$99,556	\$24,000 \$1,194,67										
								011,000	411,000	415,000	455,555	433,000	455,555	733,333	733,333	733,310	733,330	, , , , , , , , , , , , , , , , , , ,	*******	*****
Variable		atients for Staffing	6	12	18	24														
	Clinical Payroll	Medical Director	0.5	0.5	1	1	260,000	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$22,317	\$267,800
		Medical Prov	1.5	2	3	3	225,000 125,000	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10.729	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10.729	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10,729	\$57,938 \$10,729	\$695,250
		Nurse Manag			1	1	105,000	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$9,013	\$108,150
		Nurse Mobile Regis	1	1	9	10		\$61,800 \$7,725	\$68,667 \$7,725	\$68,667 \$7,725	\$68,667 \$7,725	\$762,200 \$92,700								
		Clinical Director Counselor	1.5		1 2	1	150,000 70,000	\$12,875 \$18,025	\$12,875 \$24,033	\$12,875 \$24,033	\$12,875 \$24,033	\$154,500 \$234,325								
		Aftercare Speciali	_ 3	. 1	2	3	42,000	\$7,210	\$7,210	\$7,210	\$7,210	\$7,210	\$7,210	\$7,210	\$7,210	\$7,210	\$10,815	\$10,815	\$10,815	\$97,335
	Admin Payroll	Direct Care S		10	10	14	38,500	\$33,046	\$33,046	\$33,046	\$33,046	\$33,046	\$33,046	\$33,046	\$33,046	\$33,046	\$46,264	\$46,264	\$46,264	\$436,205 \$0
		Executive Directo Receptionist	3	1	1	1	150,000 50,000	\$12,875 \$4,292	\$12,875 \$4,292	\$154,500 \$51,500										
		Intake Coordinate	- 4	4	5	5	39,520	\$16,961	\$16,961	\$16,961	\$16,961	\$16,961	\$16,961 \$3,004	\$16,961	\$16,961	\$16,961	\$16,961	\$16,961	\$16,961	\$203,528
		Database Manage Accountant	0.8	0.75	0.5	0.5	70,000	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$3,004 \$6,008	\$72,100
	Support Services	Human Resource	1	0.75	0.5	0.5	90,000	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$3,863	\$46,350 \$0
		Chef Cooks	2	1	1 4	1 4	80,000 58,240	\$6,867 \$19,996	\$6,867 \$19,996	\$82,400										
		Kitchen Staff	2	3	4	4	41,600	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$14,283	\$171,392
		Drivers	0.5	0.5	0.5	0.5	41,600	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$1,785	\$21,424
	Total Payroll		27	38.8	50.5	57.5		\$330,609	\$330,609	\$330,609	\$330,609	\$330,609	\$330,609	\$330,609	\$330,609	\$330,609	\$360,308	\$360,308	\$360,308	\$4.056.40
				-																
	Payroll Taxes Health Care		26	31	40.4	Annual 46		\$33,061 \$60,600	\$36,031 \$60,600	\$36,031 \$60,600	\$36,031 \$60,600	\$405,64 \$727,20								
	Life and Disability Insurance: Workers 0	omp	-	-			40,000 80,000	\$4,167 \$8,333	\$4,167 \$8,333	\$50,00 \$100,00										
	401k	Grp fitness, massag				hima di mantai		\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$22,292	\$267,51
	Ancillary Services		ge, ac	upunctu		ning, acrident	onal counsell													
	Food Smallwares	per census per day rual per # residents		_	32	50		\$24,000 \$1,648	\$24,800	\$24,000	\$27,900	\$27,900	\$25,200	\$31,000	\$30,000	\$31,000	\$33,000	\$34,100	\$34,100	\$347,00 \$1,64
	Uniforms	inual per employee nual per # residents			32	50 100		\$2,601 \$3,296												\$2,60 \$3,25
	Dues & Subscriptions Charitable Contributi				-	167 3,000	2,000	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$172	\$2,0 \$37.0
	Travel and entertains	nent				3,000 250	36,000 3,000	\$3,090 \$258	\$3,090 \$258	\$3,0										
	Employee Appreciati Background checks		F	H		100	1,200	\$500												\$50
	Medication Costs Medical Supplies		er ce	nsus per	day	50	2,200	\$24,000	\$24,800	\$24,000	\$27,900	\$27,900	\$25,200	\$31,000	\$30,000	\$31,000	\$33,000	\$34,100	\$34,100	\$347,00
	Medical Records (EH					2,000		\$698 \$2,060	\$698 \$2,060	\$8,3 \$24,7										
	Room turn over Pest Control	census days/7				50 58	700	\$3,429 \$60	\$3,543 \$60	\$3,429 \$60	\$3,986 \$60	\$3,986 \$60	\$3,600 \$60	\$4,429 \$60	\$4,286 \$60	\$4,429 \$60	\$4,714 \$60	\$4,871 \$60	\$4,871 \$60	\$49,5 \$7
	Phones Computer & IT Exper	se				560 12,000	6,720	\$577	\$577	\$577 \$1,030	\$577	\$577 \$1,030	\$577	\$577	\$577 \$1,030	\$577	\$577 \$1,030	\$577	\$577	\$6,93 \$12,38
Total Variable	Computer & IT EXPER					12,000		\$1,030 \$526,480	\$1,030 \$520,149	\$518,435	\$1,030 \$526,792	\$526,792	\$1,030 \$521,006	\$1,030 \$533,435	\$531,292	\$1,030 \$533,435	\$570,389	\$1,030 \$572,746	\$1,030 \$572,746	\$6,453,69
Total Expenses								\$626,036	\$619,705	\$617,991	\$626,348	\$626,348	\$620,562	\$632,991	\$630,848	\$632,991	\$669,945	\$672,302	\$672,302	\$7,648,36
Profit/Loss								\$74,764	\$104,455	\$82,809	\$188,332	\$188,332	\$115,278	\$272,209	\$245,152	\$272,209	\$293,655	\$323,418	\$323,418	\$2,484,03
Cash Flow																				
Operating Activities																				
	Net Income Depreciation & Amo	rtization (non cash)	<u> </u>					\$74,764 5,105	\$104,455 5,105	\$82,809 5,105	\$188,332 5,105	\$188,332 5,105	\$115,278 5,105	\$272,209 5,105	\$245,152 5,105	\$272,209 5,105	\$293,655 5,105	\$323,418 5,105	\$323,418 5,105	
	Change in Accounts I Change in Prepaid Ex	teceivables	Е	Н				(67,160) 50,000	(23,360)	23,360	(113,880)		78,840	(169,360)	29,200	(29,200)	(58,400)	(32,120)		
	Change in Inventorie							(2,300)	(800)	800	(3,900)		2,700	(5,800)	1,000	(1,000)	(2,000)	(1,100)		
	Change in Accounts I Change in Accrued E	ayable IP						19,398	(7,130)	(914)	4,457		(3,086)	6,629	(1,143)	1,143	2,286	1,257		
	es							\$79,807	\$78,269	\$111,160	\$80,114	\$193,437	\$198,837	\$108,783	\$279,314	\$248,257	\$240,646	\$296,560	\$328,523	
Cash Flow from Operating Activiti																				
Cash Flow from Operating Activiti Investing Activities				_																
Cash Flow from Operating Activiti Investing Activities	Fixed Asset additions									-					-			-	-	
Cash Flow from Operating Activiti Investing Activities Financing Activities																				
Cash Flow from Operating Activiti Investing Activities Financing Activities	Fixed Asset additions Bank loans Member equity								:									:		
Cash Flow from Operating Activiti Investing Activities Financing Activities	Bank loans							\$ 79,807				\$ 193,437	\$ 198,837							