SILVER PINES 3 Year Pro Forma P&L & B	alanco Shoot			-				CPI												
02/20/20	alalice Sileet							1.0275	rent											
							Daily Census	1.03	CPI 24	24	26	26	26	28	28	28	28	28	28	
						AVQL		24	24	24	26	26	26	28	28	28			28	
			-	-			Month	Sep-22	0ct-22	3 Nov-22	Dec-22	Jan-23	6 Feb-23	7 Mar-23	8 Apr-23	9 May-23	10 Jun-23	11 Jul-23	12 Aug-23	Total Year Three
P&L																				
Revenue																				
Average Daily Census (maximum : Average Daily Census % Capacity			-				1 x/32	24 75%	24 75%	24 75%	26 81%	26 81%	26 81%	28 88%	28 88%	28 88%	28 88%	28 88%	28 88%	
Monthly Total Patient Days								720	744	720	806	806	728	868	840	868	840	868	868	
Revenue Per Day per Patient Gross Revenue							\$1,460.00	\$1,460 \$1,051,200	\$1,460	\$1,460 \$1,051,200	\$1,460 \$1,176,760		\$1,460 \$1,062,880	\$1,460	\$1,460	\$1,460 \$1,267,280	\$1,460	\$1,460	\$1,460	
Total Revenues								\$1,051,200	\$1,086,240		\$1,176,760		\$1,062,880	\$1,267,280	\$1,226,400	\$1,267,280	\$1,226,400	\$1,267,280	\$1,267,280	\$14,126,96
Expenses																				
Fixed	Rent		-	-		per month 50,000	Annual 600,000	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$52,788	\$633,454
	Insurance: Property					833	10,000	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$10,609
	Insurance: GL & Prof Insurance: Medical N	essional Aalpractice (1 Doctor	r)			2,000 1,000	24,000 12,000	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$2,122 \$1,061	\$25,462 \$12,731
	Insurance: E&O Real Estate Taxes					417 3.333	5,000	\$442 \$3.536	\$442 \$3,536	\$442 \$3,536	\$442 \$3.536	\$442 \$3.536	\$442 \$3,536	\$442 \$3,536	\$442 \$3,536	\$442 \$3,536	\$442 \$3.536	\$442 \$3,536	\$442 \$3,536	\$5,305 \$42,436
	Property Manageme					1,000	12,000	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$12,731
	Building Maintenanc Company Vehicles (1		-	-	1	1,000	12,000 20.004	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$1,061 \$1,667	\$12,731 \$20.004
	Vehicle Expense					833	10,000	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$884	\$10,609
	Marketing Equipment Mainten	ance				7,500 417	90,000	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$7,500 \$1,717	\$90,000 \$20,605
	Organized Activities Laundry/Janitorial Se			_		3,000 2,000	36,000 24,000	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$3,183 \$2,122	\$38,192 \$25,462
	Stericycle Services	ivices (see Rooill to	HOVE	21)		1,000	24,000	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$1,061	\$12,731
	Utilities	Electric		-	1	3,000	36,000	\$3,183	\$3,183	\$3,183	\$3,183	\$3,183	\$3,183	\$3,183	\$3.183	\$3,183	\$3,183	\$3,183	\$3,183	\$0 \$38,192
		Gas Trash				1,250	15,000	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326	\$15,914
		Trash Water & Sewer				500 1,500	6,000 18,000	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$530 \$1,591	\$6,365 \$19,096
	Software licenses	Phone & IT	F	F		417 1,667	5,000	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$442 \$1,667	\$5,305 \$20,000
	Misc Supplies					1,000	20,000 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	\$1,326 5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$1,326 \$5,105	\$15,914 \$61,259
	Interest Accounting					3.333	40.000	\$0 \$3,333	\$0	\$0	\$0 \$3,333	\$0 \$3,333	\$0	\$0 \$3,333	\$0 \$3,333	\$0	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$40,000
	Accounting Accreditation and Co	ertification				2,000	24,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$3,333	\$3,333	\$2,000	\$24,000
Total Fixed								\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$102,592	\$1,231,10
Variable																				
	# of Clinical Payroll	Patients for Staffing	6	12	18	24														
		Medical Director Medical Prov				1		\$22,986	\$22,986	\$22,986 \$59,676	\$22,986	\$22,986	\$22,986	\$22,986	\$22,986	\$22,986 \$59,676	\$22,986	\$22,986 \$59,676	\$22,986	\$275,834 \$716,108
		Medical Prov	0.75	0.75		3	125,000	\$59,676 \$11,051	\$59,676 \$11,051	\$11,051	\$59,676 \$11,051	\$59,676 \$11,051	\$59,676 \$11,051	\$59,676 \$11,051	\$59,676 \$11,051	\$11,051	\$59,676 \$11,051	\$11,051	\$59,676 \$11,051	\$132,613
		Nurse Manag Nurse	1	1 2	1 1	1 10	105,000 80,000	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$9,283 \$70,727	\$111,395 \$848,720
		Mobile Regis		1 1	1 1	10	90,000	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$7,957	\$95,481
		Clinical Director Counselor	1.5	1 1	1 1	1 4	150,000 70.000	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$13,261 \$24,754	\$159,135 \$297.052
		Aftercare Speciali						\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$11,139	\$133,673 \$571,825
	Admin Payroll	Direct Care S		5 10	10	14	38,500	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$47,652	\$571,825
		Executive Directo Receptionist	1		1 1	1	150,000 50,000	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$13,261 \$4,420	\$159,135 \$53,045
		Intake Coordinate	4	4	1 5	5	39,520	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$17,469	\$209,634
		Database Manage Accountant	0.75	0.5		0.5	70,000	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$3,094 \$6,189	\$37,132 \$74,263
	Comment Commission	Human Resource	1	0.75	0.5	0.5	90,000	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$3,978	\$47,741
	Support Services	Chef	1	. 1	1 1	1	80,000	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$7,073	\$0 \$84,872
		Cooks Kitchen Staff	2		3 4	4	58,240 41,600	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$20,596 \$14,711	\$247,147 \$176,534
		Drivers	0.5		0.5	0.5	41,600	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$1,839	\$22,067
	Total Payroll		32	38.75	50.5	57.5		\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$371,117	\$4,453,40
	Payroll Taxes						ost per emp	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$37,112	\$445,34
	Health Care Life and Disability		25.6	31	40.4	46	18,000 40,000	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$69,000 \$5,208	\$828,00 \$62,50
	Insurance: Workers	Comp					80,000	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$10,417	\$125,00
	401k Ancillary Services	Grp fitness, massag	ge, acı	upunctu	ure, life coac	hing, & nutriti	onal counseli	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$29,904	\$358,85
								\$36,000		\$36,000										\$358,85 \$ \$483,80
	Food Smallwares	per census per day ual per # residents			32	50		\$1,697	\$37,200	\$36,000	\$40,300	\$40,300	\$36,400	\$43,400	\$42,000	\$43,400	\$42,000	\$43,400	\$43,400	\$1,69
	Uniforms	nual per employee ual per # residents		-	32	50 100		\$2,679 \$3,395												\$2,67 \$3.39
	Dues & Subscription	s			-	167	2,000	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$348	\$4,18
	Charitable Contribut Travel and entertain	ment				3,000 250	36,000	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$3,183 \$265	\$38,19 \$3,18 \$
	Employee Appreciat Background checks	ion				100	1,200	\$500												\$ \$50
	Medication Costs		per ce	nsus pe	er day	50	1,200	\$36,000	\$37,200	\$36,000	\$40,300	\$40,300	\$36,400	\$43,400	\$42,000	\$43,400	\$42,000	\$43,400	\$43,400	\$483,80
	Medical Supplies Medical Records (EH	R)				2,000		\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$959 \$2,122	\$11,51 \$25,46
	Room turn over	census days/7				50	-	\$5,143	\$5,314	\$5,143	\$5,757	\$5,757	\$5,200	\$6,200	\$6,000	\$6,200	\$6,000	\$6,200	\$6,200	\$69,11
	Pest Control Phones					58 560	700 6,720	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$62 \$594	\$74 \$7,12
Total Variable	Computer & IT Expe	nse	H		+	12,000		\$1,061 \$616,766	\$1,061 \$611,066	\$1,061 \$608,495	\$1,061 \$617,709	\$1,061 \$617,709	\$1,061 \$609,352	\$1,061 \$624,352	\$1,061 \$621,352	\$1,061 \$624,352	\$1,061 \$621,352	\$1,061 \$624,352	\$1,061 \$624,352	\$12,73 \$7,421,21
Total Expenses								\$719,358	\$713,658	\$711,087	\$720,301	\$720,301	\$711,944	\$726,944	\$723,944	\$726,944	\$723,944	\$726,944	\$726,944	\$8,652,31
Profit/Loss								\$331,842	\$372,582	\$340,113	\$456,459	\$456,459	\$350,936	\$540,336	\$502,456	\$540,336	\$502,456	\$540,336	\$540,336	\$5,474,64
			Г																	
Cash Flow																				
Operating Activities	Net Income			\perp				\$331,842	\$372,582	\$340,113	\$456,459	\$456,459	\$350,936	\$540,336	\$502,456	\$540,336	\$502,456	\$540,336	\$540,336	
	Depreciation & Amo	ortization (non cash)						5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	
	Change in Prepaid Ex	ф						(55,480)	(35,040)	35,040	(125,560)	-	113,880	(204,400)	40,880	(40,880)	40,880	(40,880)	- :	
	Change in Inventorie Change in Accounts	15	H	+	-			(1,900) 20,289	(1,200) (6,900)	1,200 (1,371)	(4,300) 4,914	-	3,900 (4,457)	(7,000) 8,000	1,400 (1,600)	(1,400) 1,600	1,400 (1,600)	(1,400) 1,600	-	
	Change in Accrued E																			
Cash Flow from Operating Activiti	es				+			\$299,856	\$334,547	\$380,086	\$336,618	\$461,564	\$469,364	\$342,041	\$548,241	\$504,761	\$548,241	\$504,761	\$545,441	
Investing Activities	Flored Association 1997																			
	Fixed Asset addition													-						
Financing Activities	Bank loans		F	H	+-												-			
l .				_				-	-	-	-	-		- :	-	-	- :			
	Member equity		-																	
Net increase (decrease) in cath								\$ 299,856	\$ 334,547	\$ 380,086	\$ 336,618	\$ 461,564	\$ 469.364	\$ 342,041	\$ 548,241	\$ 504,761	\$ 548,241	\$ 504,761	\$ 545,441	_
Net increase (decrease) in cash Cash at beginning of period Cash at end of the period								\$3,286,826	\$ 3,586,682	\$3,921,229	\$4,301,315	\$4,637,933	\$ 469,364 \$5,099,496 \$5,568,860	\$5,568,860	\$5,910,901	\$6,459,142	\$6,963,902	\$7,512,143	\$8,016,904	