



Vintage Home & Residential Care

Business Plan

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Bonita, CA 91902

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Business Plan created by:



The Startup Garage



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EXECUTIVE SUMMARY

Vintage Home & Residential Care provides assisted living solutions for senior adults.

Vintage is dedicated to providing the highest quality care to San Diego senior citizens who require or desire an assisted living facility.

Vintage is dedicated to providing the highest quality care to San Diego senior citizens who require or desire an assisted living facility. Vintage is located in an ideal climate in the community of

Bonita, California. Seniors experience pleasant conditions of a combination of coastal and inland valley climates. This climate is perfect for seniors who may suffer arthritis, joint problems, or are susceptible to colds.

Vintage is an alternative to the typically larger, less personal senior assisted living facilities and specializes in the ability to provide a very high level of care in a smaller, more personalized environment. Vintage provides assistance to seniors in their activities of daily living which includes assisting with medicine, meals, reminders, personal grooming, physical therapy, etc. Vintage also provides an opportunity for entertainment, companionship, and activities which enable seniors to find fulfillment. A goal of Vintage is to service seniors with residential care providing seniors with the best of both worlds -- a private home environment mixed with the companionship and activities that a larger facility affords.

Alice Smith, the owner and operator of Vintage has been using her home over the last several years to care for a senior citizen who is also a member of her family. Through this experience, Alice has gained invaluable experience and knowledge, and at the same time has continued to develop her already strong passion for helping others. As this passion has grown, Alice has decided to convert her residential dwelling into a personalized care facility for seniors that are at a stage of their life where they require assisted living. In addition to the personalized care that residents of Vintage will receive, Vintage also provides amenities that are unavailable at other residential care facilities, such as a pool and meditation garden.

With 272,220 elderly people in San Diego, there is a sufficient market for Vintage. The number of elderly people in San Diego has grown by 17.34% from 2000 to 2010, and will continue to grow in the coming years as the "baby boomer" generation ages further. Estimates have this number growing by 157% through 2050.

Vintage will start operations with a capacity of three guests increasing to a total of five guests at the beginning of year two, which is an occupancy level that allows the business to be profitable. Plans for future expansion include renovation of the facility to increase the capacity to 7 guests, as well as the possibility of opening a second facility.



MISSION & VISION

MISSION STATEMENT

Vintage Home & Residential Care’s mission is to maximize the quality of life of seniors in need of assisted living by providing personalized, high quality care in a facility that promotes a safe, healthy, and caring environment.

CORE VALUES

- | | |
|---|--|
| <ul style="list-style-type: none">▪ To provide a safe environment for seniors <hr/> | <ul style="list-style-type: none">▪ To provide a quality of care that exceeds the competition <hr/> |
| <ul style="list-style-type: none">▪ To promote physical and mental health <hr/> | <ul style="list-style-type: none">▪ To make profit through the quality of care that we provide <hr/> |
| <ul style="list-style-type: none">▪ To hire and train qualified and ethical staff members | |

CORE PURPOSE

To provide senior adults with an economical alternative to paying for assistance at home or living in a larger, less personal facility, all while increasing the quality of life of the individual we serve.



PRODUCT & SERVICE DESCRIPTION

OVERVIEW OF PRODUCTS & SERVICES

Vintage Home & Residential Care provides assisted living solutions for senior adults. The Vintage mission is to provide a healthy and safe environment enabling senior adults to enjoy as much independence as possible. Vintage provides assistance to seniors in their activities of daily living which includes assisting with medicine, meals, reminders, personal grooming, physical therapy, etc. However, we also provide an opportunity for entertainment, companionship, and activities which enable seniors to find fulfillment and utilize their special gifts and talents. A goal of Vintage is to service seniors with residential care that provides the best of both worlds -- a private home environment that combines the companionship and activities that a larger facility affords.

Vintage Home & Residential Care is a care facility for seniors owned and operated by Alice Smith. It is located in the beautiful Bonita area of San Diego County. The residence provides maximum care for seniors while promoting independent living with the support of a well-trained staff. Vintage has the capacity to hold up to 6 residents. Most rooms have private access to one of the many patio areas in the residence. The rooms are furnished with all of the basic amenities; including furniture, linens, and toiletries. Vintage provides cleaning and laundry services on weekly basis for all residents; however, if a resident prefers, the laundry room is available for use by the residents.

Residents will have access to a swimming pool and spa which is equipped with an ADA compliant lift for seniors with difficulties entering the pool or spa area. The pool is fenced in for the safety of the residents. There are several common room areas including two living areas, two dining areas, and a large kitchen. A patio extends around the entire home affording many private areas where residents can visit or have time of solitude. Beautiful gardens surround the home which overlooks a view of the hills of Bonita. There is a raised garden where seniors can exercise their talents at gardening and a courtyard with a fountain and sitting area for others. The more active seniors can spend time with table tennis, croquet, horseshoes, Wii, or other activities that are appealing to the guests.

Vintage will provide 3 meals and 2 snacks per day. Reminders will be provided for those residents who are able to manage their own medication. If a resident manages their own medication, a locked container will be provided in the resident’s room for the purpose of safely storing medication. Medications will be locked and secured in a centrally located area for those residents who prefer or require the assistance of the staff. Transportation to medical appointments will be available as needed by the resident.

Monthly pricing at Vintage has a base of \$3,500 per month, with additional monthly fees for certain products and services listed below. There is also a one-time pre-admission fee of \$2,000.

Product/Service	Price
Private room	\$500/month
Additional hour/day ADL's	\$500/month
Incontinence Care/Supplies	\$300/month
Dementia Care	\$300/month
Transportation to Medical Visits	\$20/hour plus \$4/mile



COMPARISON OF SERVICES

	Vintage Residential	Erachel Board & Care, Inc	Sun Life Manor	Bonita K Care
<u>Services</u>				
Single Rooms	X	X	X	X
Shared Bedrooms	X		X	X
Food Services	X	X	X	X
Cleaning Services	X	X	X	X
Transportation for Medical Appointments	X	X	X	X
Planned Activities	X	X		
Bathing Assistance	X	X	X	X
Medical Assistance		X	X	
Dental Assistance	X			
Medication Support	X	X	X	X
Bedside Care for Temporary Illnesses	X	X	X	X
<u>Price</u>				
	Assisted Living: \$3,500-\$5,000 /mo	Assisted Living Private: \$6,020/mo	Assisted Living Private: \$6,020/mo	In-Home Care With Certified Professional: \$21,730/mo In-Home Care With Only a Licensed Professional: \$3,900/mo A Licensed Homemaker: \$3,880/mo



PROBLEMS, CAUSES & SOLUTIONS

As individuals get older they may start to lose mobility and need constant assistance with their daily activities. This is troublesome for the loved ones of the individuals who are unable to leave their busy schedules to continuously assist them, or lack the knowledge and ability to help them.

Vintage Home & Residential Care offers a solution and relief for clients with special need seniors. Vintage takes the responsibility of tending to the elderly and making their transition to late life comfortable and easy. The benefit of this service enables seniors to be well taken care of while still leading an active life, and gives family members peace of mind.

PRODUCT ADVANTAGES

Vintage is located in an ideal climate in the community of Bonita, California. Seniors experience pleasant conditions of a combination of coastal and inland valley climates. Staying warmer and sunnier during “May Gray” and “June Gloom” periods, the area is also not as hot during summer and spring seasons. This is perfect for seniors who may suffer arthritis, joint problems, or are susceptible to colds.

PRODUCT LIABILITY

The liabilities in a senior care home facility are high if not taken seriously. Initially, in order to be an established facility the owner must adhere to local and federal regulations of the home. Once implemented, owners ensure that nurses, staff members and residents are being taken care of and treated cautiously.

The death of a resident due to malpractice or negligence of a member can lead to a serious lawsuit against the individual and/or establishment.

In response to reports of widespread neglect and abuse in senior care homes in the 1980’s, congress passed a legislation act in 1987. Some of the requirements include a sufficient nursing staff, developing a comprehensive care plan for each resident, and preventing the deterioration of a resident’s ability to bathe, dress, groom, eat, and communicate.¹

Additionally, a facility must have all the necessary precautions in order to safe guard the health of residents. Gates must be enforced if hosting a resident with Alzheimer’s or Dementia. Bathrooms must have grips and handles in order to prevent any falls that can lead to serious injuries while bathing.

¹ [Nursing Home Alert, Federal Regulations](#)



PRODUCT DEVELOPMENT ACTIVITIES

An area of future development that Vintage may pursue would be opening a second facility after several years of operation in the current home. This second location would offer the same quality of service and would ensure residents a high quality of lifestyle while staying at the facility.

Below is a table of various scenarios Vintage Homes & Residential Care is prepared for in the coming years.

Scenario	Total # of Available Beds	New Direct Costs	Other Effects
Current Scenario (current licensing) <ul style="list-style-type: none"> Alice’s aunt lives in second bed room Alice lives in second bed room 	3		Capacity limited to only 3 guests
Scenario 1 (Planned for Year 2) <ul style="list-style-type: none"> Alice moves off site: second bedroom (2 additional beds) available 	5	Alice’s new living expenses	Capacity increased to 5 guests (this scenario will NOT have live in staff as it is cheaper to hire 3 rd shift wake staff.)
Scenario 2 <ul style="list-style-type: none"> Build another bedroom (2 beds) in the garage for office/break room or living quarters for Alice 	5	\$40,000 to build out new bedroom.	Capacity remains at 5 guests
Scenario 3 <ul style="list-style-type: none"> Use room in garages as a residence room (2 beds). Alice moves off site. 	7	Additional cost of making garage accessible from kitchen.	Capacity increases to 7 guests.



MARKET ANALYSIS

Vintage Home and Residential Care's products and services are available in the business-to-consumer (B2C) segment. Specifically, Vintage will target the following segments:

Business-to-Consumer:

- 1) Individual Seniors who may be ambulatory or non-ambulatory, with mild confusion, depression, and need for social interaction.

- 2) Senior Couples who may be ambulatory or non-ambulatory, with mild confusion, depression, and need for social interaction



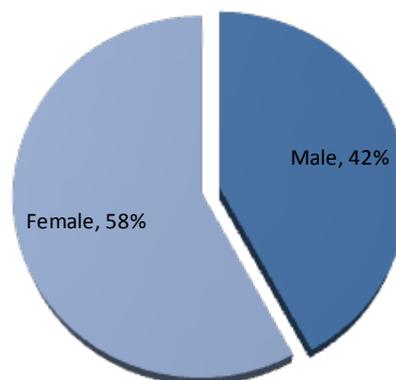
MARKET SEGMENTATION – B2C

	Segment 1	Segment 2
Brief Description	Individual Seniors who may be ambulatory or non-ambulatory, with mild confusion, depression, and need for social interaction.	Senior Couples who may be ambulatory or non-ambulatory, with mild confusion, depression, and need for social interaction.
Demographics		
Age range	60+	60+
Location	San Diego Area	San Diego Area
Income level	<ul style="list-style-type: none"> - Median income of households in San Diego is \$72,963. - Living on pension or savings for retirement - Might opt to work part-time to earn additional income. - Some health and long term care insurance policies may cover some of the costs associated with assisted living. - Medicaid, the joint federal and state program pay for the healthcare of older people and those with disabilities who are unable to afford these expenses. 	<ul style="list-style-type: none"> - Median income of households in San Diego is \$72,963. - Living on pension or savings for retirement - Might opt to work part-time to earn additional income. - Some health and long term care insurance policies may cover some of the costs associated with assisted living. - Medicaid, the joint federal and state program pay for the healthcare of older people and those with disabilities who are unable to afford these expenses.
Occupation	Retired or may work part-time	Retired or may work part-time
Family Structure	Widow/widower or unmarried single person. Person living alone; children living in a different location	Married. Couples living alone, children based in a different location
Psychographics		
Personality	Financially independent senior citizens, unwilling to live independently or are unable to fully take care of themselves.	Financially independent senior citizens unwilling to live independently or are unable to fully take care of themselves.
Values	Elderly people requiring assistance in their daily tasks. Senior citizens looking for a friendly environment, whom do not want to stay alone and aloof. Unable to cope with younger generation, they are more comfortable with likeminded and same age people.	Elderly people requiring assistance in their daily tasks. Senior citizens looking for a friendly environment, whom do not want to stay alone and aloof. Unable to cope with younger generation, they are more comfortable with likeminded and same age people.
Interests	Sports, music, arts and crafts or gardening, membership in clubs or social networks.	Sports, music, arts and crafts or gardening, membership in clubs or social networks.
Lifestyle	<ul style="list-style-type: none"> - Hobbies are key part of lifestyle though some feel loss of interest in daily activities. - Need some level of care due to health and physical problems stemming from old age. - Options like driving or walking alone are not feasible for them. - However, residents with restricted health conditions are not accepted 	<ul style="list-style-type: none"> - Hobbies are key part of lifestyle though some feel loss of interest in daily activities. - Need some level of care due to health and physical problems stemming from old age. - Options like driving or walking are not feasible for them. - However, residents with restricted health conditions are not accepted
Motivations	<ul style="list-style-type: none"> - In house care takers to assist in the daily tasks. - Home like environment with caretakers available 24 hours. - Cost effective when compared to a home healthcare facility. - Facilities are safer for elderly individuals than living alone in non-guarded houses. - Facility members become like family, often substituting for lack of existing family. - Housekeeping services are offered at these facilities leading to a safer and easier life. - Assisted living facility gives flexibility to the people to keep their own schedule, which is a challenge with home healthcare nurses. 	<ul style="list-style-type: none"> - In house care takers to assist in the daily tasks. - Home like environment with caretakers available 24 hours. - Cost effective when compared to a home healthcare facility. - Facilities are safer for elderly individuals than living alone in non-guarded houses. - Facility members become like family, often substituting for lack of existing family. - Housekeeping services are offered at these facilities leading to a safer and easier life. - Assisted living facility gives flexibility to the people to keep their own schedule, which is a challenge with home healthcare nurses.
Attitudes towards your company	<ul style="list-style-type: none"> - Concerned with social environment and quality of care takers in such facilities. - Likes to talk to the care takers before deciding on a facility. - Concerned with services included in base rate and cost of additional services. 	<ul style="list-style-type: none"> - Concerned with social environment and quality of care takers in such facilities. - Likes to talk to the care takers before deciding on a facility. - Concerned with services included in base rate and cost of additional services.



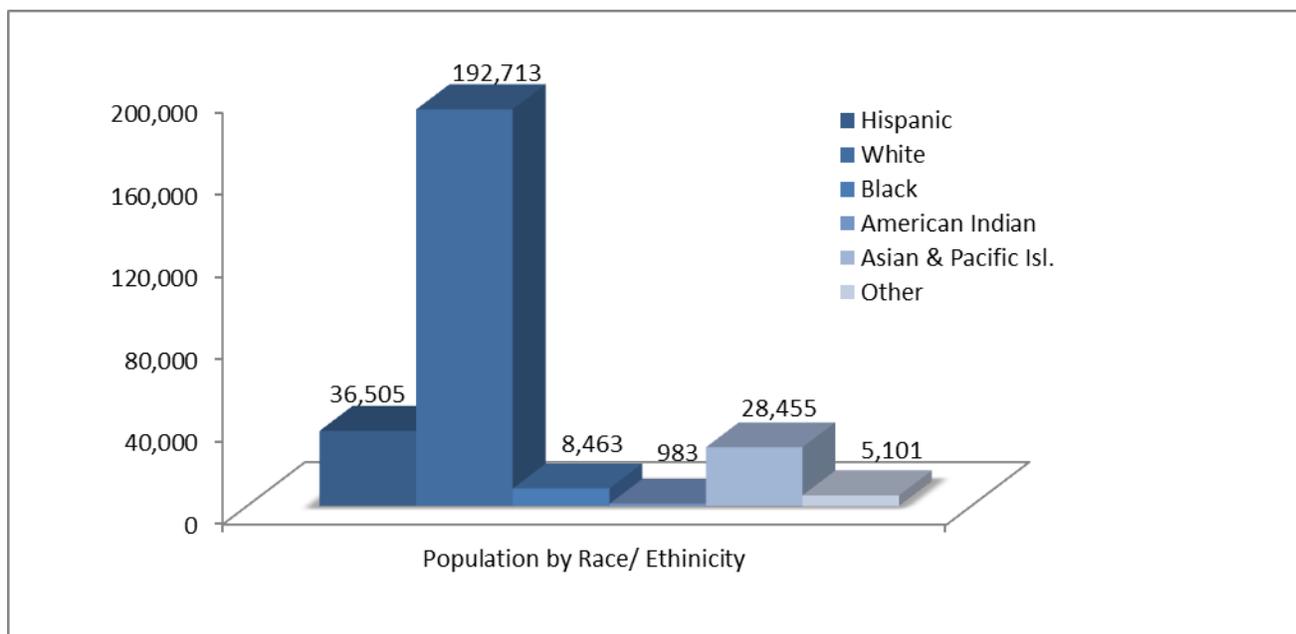
MARKET TRENDS & GROWTH PATTERNS²

The total estimated target market is 272,220 elderly people in San Diego. It has grown by 17.34% from 2000 to 2010. The female population over the age of 70 accounts for as much as 58% (157,711) of the total senior population of the region, resulting in being the largest market for residential care facilities. Senior male individuals form the remaining 42% (114,509) of the target market.



Total Population over 70+ years in San Diego

The Non-Hispanic white ethnicity group forms more than 70% of the total market segment in San Diego, with the Hispanic community being the second largest contributor followed by Asians and Pacific Islanders. The graph below highlights the population distribution in San Diego based on race and ethnicity:



Even though non-Hispanic whites are the largest contributors to the target market, they have only grown only by 3.54% over the last decade. Meanwhile, the Hispanic community and the Asian community has grown by over 61.74% and 105.85% respectively during the same time and seem to be more promising segments in the future.

² [San Diego's Regional Planning Agency](#)



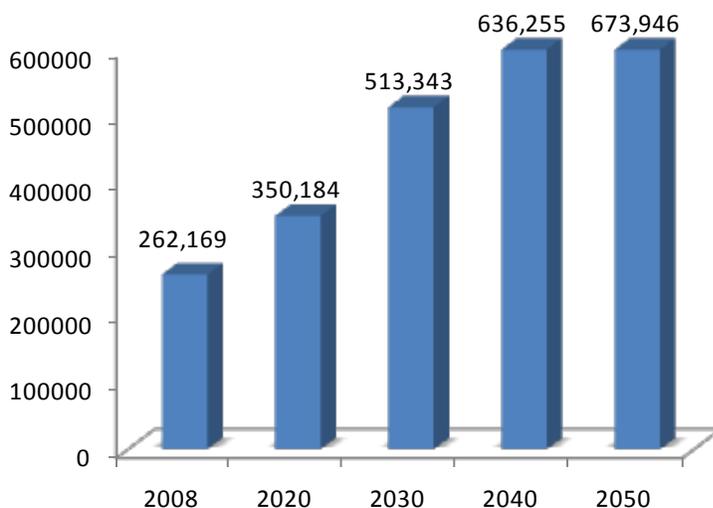
With the median income of around \$72,000 per annum in San Diego (2009), Vintage’s pricing at \$3,500-\$5,000 is competitive. The ideal target market would be in a higher income group. Since the middle income group earns an annual income of around \$72,000, this target market could still be price sensitive.³

At the expected price point, potential customers would be looking for a service-oriented facility with above standard amenities and excellent support from the care takers. Additionally, a variety of bonus services covered in the base price that normally cost extra would make a difference in the decision making process of the target market.

MARKET SIZE AND POTENTIAL

A typical assisted living facility would include all meals, housekeeping activities as well as day-to-day care taking responsibilities. Having taken care of all these basic needs, an assisted living facility is more affordable when compared to keeping an in-house nurse or healthcare facility.

San Diego is estimated to have around 272,220 residents over the age of 70 years in 2009 - 2010 spread across the region. The current market size has grown at 17.34% over a period of 10 years from 2000 to 2010 and the market is expected to grow at 157% through 2050. The graph below highlights the expected population of residents who are over 70 years of age in the San Diego region:



Estimated no. of residents over 70 years of age in San Diego

The non-Hispanic market in the San Diego area will remain the main contributor over the next four decades, however, their growth is projected to slow as compared to Hispanics and Asian and Pacific Islanders.

³ SANDAG.org



INDUSTRY ANALYSIS

OVERVIEW

Vintage Home and Residential Care falls under several industry classifications within the Homes for the Elderly Sector. This sector comprises of establishments primarily engaged in providing residential and personal care services for (1) the elderly or other persons who are unable to fully care for themselves and/or (2) the elderly or other persons who do not desire to live independently. The three industry classifications that pertain to Vintage are:

- Community Care Facilities for the Elderly (corresponding NAICS code 623312);
- Continuing Care Retirement Communities (corresponding NAICS code 623311); and
- Nursing Care Facilities (corresponding NAICS code 623310).

In total, the assisted living industry brought in revenues of \$36.8 billion in 2009.⁴

The demographic trends indicate that assisted living facilities have been growing and will continue to grow as an aging population, declining sizes of families, and demand for new and unique medical services and assistance are on the rise. The assisted living facility industry was hit by the economic recession, however, the industry still saw positive growth at 1% between 2008 and 2009. While the growth rate slowed significantly as compared to previous years, the positive growth demonstrates that this industry is somewhat recession proof as compared to most industries that experienced negative growth rates during the same period. Furthermore, the future of the assisted living facility industry looks bright as the senior population is expected to grow at 26% through 2040.

INDUSTRY PARTICIPANTS

There are a few national level associations promoting business and operational excellence in assisted living communities while offering information at one place to the senior citizens. Some of these associations are:

- Assisted Living Federation of America
- Elder care
- National Center for Assisted Living
- American Association of Homes and Services for the Aging
- The Florida Assisted Living Association
- California Assisted Living Association
- National Investment Center for the Seniors Housing & Care Industry

The graph on the following page provides an overview of the major companies that operate within the assisted living industry:

⁴ Census.gov



Major Companies ⁵	Description	Revenue (2009)	Year Est.	Link
Emeritus Corp.	An assisted living company focused on providing high quality service and care at an affordable price for people needing extra help with daily activities.	\$898.7 million	1993	www.emeritus.com
Sunrise Senior Living	To champion quality of life for seniors in a home-like, resident-centered environment, unlike existing, more institutional options.		1981	www.sunrise-seniorliving.com
Brookdale Senior Living	Brookdale Senior Living® communities provide active retirement living for thousands of residents, serving seniors and their families since 1978.	\$925.9 million	1978	www.brookdaleliving.com
Five Star Quality Care	Five Star Quality Care, Inc. is a national healthcare and senior living services provider. Five Star has three major operating divisions: Five Star Senior Living, Five Star Rehabilitation Services, and Five Star Pharmacy Services.	\$774.4 million		www.fivestarseniorliving.com
Assisted Living Concepts	Assisted Living Concepts, Inc. and its subsidiaries operate more than 200 communities which include licensed assisted living and senior living residences with capacity for over 9k adults in 20 states in the United States.	\$228.7 million		www.alcco.com
Merrill Gardens	Merrill Gardens is committed to providing an alternative to traditional retirement housing. Merrill Gardens has grown from eight employees to over 2,600 and currently owns and operates 56 communities in 10 states.	\$165 million	1993	www.merrillgardens.com
HCR ManorCare	HCR ManorCare is a leading provider of short- and long-term medical and rehabilitation care. Care is provided through a nationwide network of skilled nursing and rehabilitation centers, assisted living facilities, outpatient rehabilitation clinics, and hospice and home care agencies.			www.hcr-manorcare.com
One Eighty-Leisure Care	Leisure Care Management provides community management, operations, and development as well as general consulting services. They operate over 40 communities and nearly 7k units in the US, Canada, India, and Mexico.			www.leisurecare.com
Benchmark Assisted Living	Benchmark Senior Living, based centrally out of Wellesley, Massachusetts, is the largest provider of Senior housing in the New England region.	\$233.6 million		www.benchmarkquality.com
Hearthstone Senior Services	Hearthstone offers Assisted Living, Alzheimer’s and dementia care Hospice Short-term stays to senior citizens.		1993	www.hsslp.com

INDUSTRY TRENDS & GROWTH⁶

About 1.5 million Americans live in assisted living facilities. That number is expected to double by 2030. According to the U.S. Census Bureau, the number of people in the United States between the ages of 65 and 84 will increase by almost 40% between 2010 and 2020.

As of 2006, retirement community residents were 69% female and 31% male, with the typical resident in an assisted living facility being an 85 year old female. People over 85 years old make up the largest percentage of people in assisted living facilities.

With Baby Boomers representing more than 70% of all of the financial assets in the United States, they are and will continue to be the main target market of this industry.

Many assisted living communities try to create a home like environment rather than giving an institutional feeling. With this in mind, amenities being offered in the future may be more upscale such as commercial kitchens, beauty salons, spas, indoor pools and pet friendly communities.

⁵ [Top 40 Assisted Living Companies](#)

⁶ [Industry Trends and Growth](#)



COMPETITIVE ANALYSIS

COMPETITIVE OVERVIEW

Vintage Home & Residential Care is classified under the Homes for the Elderly Sector, with a focus on the San Diego area. Facilities within this sector vary in skill and specialization of elderly care, but all provide the same basic service: to provide a safe and healthy environment for elderly individuals to reside in. This may vary in the care of individuals to help meet their daily physical, medical, social and psychological needs.

Direct Competitors:

Vintage's direct competitors include establishments that are categorized as assisted living, independent living and micro community for seniors. They are residential facilities providing personal care services for elderly that need assistance with various daily activities. This includes:

- Taking medication
- Bathing
- Eating
- Moving without assistance

Residents or family members of the residents must schedule their own doctor and dental appointments. The facility may provide transportation to health care appointments but residents are free to come and go from the facility as they wish. Most assistant living homes provide social and outdoor activities to make day to day living easier and more enjoyable for those who need assistance.

Direct competitors of Vintage who offer these services are Erachel Board & Care, Sun life Manor, Bonita K Care, Bermuda Dunes Stellar Care, Bonita Valley Ranch, D&B Bonita View, and Richview.

Indirect Competitors:

Vintage's indirect competitors include nursing homes, also known as Skilled Nursing Facilities, rest homes and Rehabilitation Centers. Such facilities are intended for seniors who require continuous medical care along with various daily activities. These needs surpass the assistance of daily medication intake and include:

- Complex medications
- IV's
- Wound care
- Catheters
- Ventilators
- And more

Certified nursing staff checks patients' vitals daily and keeps detailed records of the residents' health. Most indirect competitors have larger volume of bed capacity and may be located on a hospital site.

Indirect competitors are located in and around Bonita such as Sunrise Living at Bonita, Grossmont Skilled Nursing Facility and St. Paul's Health Care Center.



DIRECT COMPETITORS

	Vintage Home & Residential Care, Inc	Erachel Board & Care, Inc	Sun Life Manor	Bonita K Care	Bermuda Dunes Stellar Care	Bonita Valley Ranch	D&B Bonita View	Richview
Name of Owner	Alice Smith	Mr and Mrs Victa	Edna Mae C. Bay	Remy Gomez	N/A	Stephen Streib	Mr and Mrs DeMars	Marylynne Navarro
Company HQ	415 Merlot Dr, Bonita, CA	3857 Alameda Way, Bonita, CA	3417 Kennelworth Lane, Bonita, CA	5735 Sunny View Dr, Bonita, CA	4030 Bermuda Dunes Pl, Bonita, CA	3698 Valley Vista Rd Bonita, CA	310 C. Del Cerro Grande, Bonita, CA	1086 Calle Mesita Bonita, CA
Year Founded	N/A	1984	1998	2004	N/A	N/A	N/A	1998
Contact Info	619.271.3834	619.203.4727	619.475.4036	619.472.8884	(619) 292-2439	619-479-6147	(619) 434-4930	(619) 475-4244
Website URL	None	www.erachelboardandcare.org	www.sunlifept.com	www.kcareresidential.com	www.stellarcaresd.com	www.bonitavalleyranch.com	www.dbbonitaview.com	None
Type of Entity	Corporation	Corporation	Proprietorship	Proprietorship	Corporation	Private	Private	Private
# of Locations	1	7	1	2	2	1	1	1
Region of Focus	San Diego	San Diego	San Diego	San Diego	San Diego	San Diego	San Diego	San Diego
Product/Service Summary	<ul style="list-style-type: none"> Capacity: 6 residents Resident activity programs 3 meals a day Snacks daily Medication assistance Bathing assistance Assistance with personal hygiene Laundry service Dental Services Transportation for healthcare needs Pool 	<ul style="list-style-type: none"> Capacity: 6 residents Assisted living, hospice, rehabilitation and residential, short term, Alzheimer's and incontinent care 3 Meals + Snacks Medication, bathing, personal hygiene and dressing assist. Weight and blood pressure check Activity programs Daily housekeeping Laundry service In-house podiatry and dental services 	<ul style="list-style-type: none"> Capacity 6 residents Assisted living Alzheimer's care Hospice Residential care facility Registered nurses Licensed practical nurse Certified nurse aids Short and long term stays Cook 3 meals a day Snacks Transportation for healthcare needs and daily activity 	<ul style="list-style-type: none"> Capacity: 6 residents In-home care: intermediate Pool activities on site Gated Alarm for wanderers 3 meals a day Snacks No set activities 	<ul style="list-style-type: none"> Capacity: 6 residents Medication, bathing, personal hygiene, transportation and dressing assist. Individualized care plans Entertainment: music and "happy hours", family night, celebration of special events, student visits, field trips to SD, Games, cards and books 	<ul style="list-style-type: none"> Capacity: 6 residents Garden area CNA and EMT trained staff Transportation to medical appointments Meals Laundry Housekeeping Grooming Dressing Medication management 	<ul style="list-style-type: none"> Capacity: 6 residents Television Housekeeping Meals 24/7 caregivers Safety and security check Medication management Laundry 	<ul style="list-style-type: none"> 6 Beds Television Meals Laundry Dementia Hospice waiver Three care givers, one always on site Medication management Transportation Board games Walks Outdoor exercises Guest bands Trips to movies, mall, parks, etc.
Target Market	60 years and older	55 years and older	60 years and older	60 years and older	60 years and older	60 years and older	60 years and older	60 years and older
Pricing	Assisted Living: 3,500-5,100/mo	Assisted Living Private: \$6,020/mo	Nursing Home: \$6,520/mo Nursing Home Semi-Private: \$6,020/mo Assist Living: \$6,020/mo	Nursing Home Private: \$6,520/mo Nursing Home Semi-Private: \$6,020/mo	Private Bedroom: starts at \$3,500/mo plus a one-time \$1,500 community fee and \$500 room deposit	Independent Living: \$2,500-\$3,800/mo Assisted Living: \$3,950-\$6,500/mo	Shared Rooms: \$3,000-\$5,000/mo Private Rooms: \$3,500-\$5,000/mo	Private: \$3,200/mo Semi Private: \$2,900/mo Preferential Care: \$3,700/mo
Strengths	Daily activities outside the home. Pool activities.	Takes Veteran's Benefits	Close to other facility, fire department, and police department	Medicare, Medicaid, Vet. Benefits & Long Term Care Insurance	Outside entertainment brought in, different site for dementia care	Experienced staff, 90% caregiver certified with 5+ years of experience	Run by the elderly for the elderly	Certified care giver is always on site, hospice certified
Weaknesses	Additional transportation costs. Outside entertainment not brought in.	Website not informative. No pool	Website lacks vital information, not very professional	Website lacks vital information, no planned activities, or interaction with seniors	Expensive, community fees	No outside entertainment, no pool.	No in-house entertainment such as local musicians.	Additional transportation costs, no website.



INDIRECT COMPETITORS

	Vintage Home & Residential Care, Inc	Sunrise Senior Living at Bonita	St. Pauls Health Care Center	Grossmont Hospital D/P Snf
Name of Owner	Alice Smith	Mark S. Ordan, CEO	St. Paul's Episcopal Home, Inc	
Company HQ	415 Merlot Drive, Bonita, CA	7900 Westpark Drive, Ste T-900 McLean, VA	235 Nutmeg Ss San Diego, CA	5555 Grossmont Center Dr, La Mesa, CA
Year Founded	2010	1981	1953	
Contact Info	619.271.3834	703. 273.7500	619.236.0034	619.465.0711
Website URL		www.sunriseseniorliving.com	www.stpaulseniors.org	www.sharp.com/grossmont/
Type of Entity	Corporation	Corporation	Corp: Non Profit	Corp: Non Profit
# of Locations	1	6	5	8
Focus Region	San Diego	International	San Diego	San Diego
Product/Service Summary	<ul style="list-style-type: none"> •Capacity: 7 residents •Resident Activity Programs •3 meals a day •Snacks daily •Medication assistance •Bathing assistance •assistance with personal hygiene •Laundry service •Dental Services •transportation for health care needs 	<ul style="list-style-type: none"> •Capacity: 96 residents •Assisted Living •Alzheimer's & Memory Care •Independent Living •Skilled Nursing •Short-Term Stays •Daily physical fitness, •recreational activities •scheduled group trip •three meals daily •Daily Snack •Monthly wellness visits by a licensed on-staff nurse •Weekly housekeeping •Weekly personal laundry •Social and educational programs for families 	<ul style="list-style-type: none"> •Capacity: 59 residents •Nursing Home •Skilled Nursing Facility •Assisted Living •In-Home Care •Short Term Care: Rehabilitation, •Respite •Hospice •Day Care •3 meals a day •Snack 	<ul style="list-style-type: none"> •Capacity: 30 residents •Hospital onsite •Nursing Home •Skilled Nursing Facility •Activities •Administration and storage of blood services •Clinical laboratory •Dental services •Dietary services •Housekeeping s •Nursing services •Occupational therapy •Pharmacy •Physical therapy •Physician •Podiatry services •Social work •Speech/language pathology •Therapeutic recreation specialist •Diagnostic Xray
Target Market	60 years and older	60 years and older	62 years and older	60 and older
Pricing	Assisted Living: 3,500-5,100/mo	Assisted Living Private: \$6,020/mo In-Home Care With Certified Professional: \$21,730/mo In-Home Care With Only a Licensed Professional: \$3,900/mo A Licensed Homemaker: \$3,880/mo	Nursing Home Private: \$7,220/mo Nursing Home Semi-Private: \$5,890/mo Assisted Living Private: \$5,890/mo In-Home Care With Certified Professional: \$4,480/mo In-Home Care With Only a Licensed Professional: \$4,070/mo A Licensed Homemaker: \$3,950/mo	Nursing Home Private: \$6,520/mo Nursing Home Semi-Private: \$6,020/mo ⁷
Strengths	Daily activities outside the home. Pool activities.	Financial Services, Veteran's Benefits, Long Term Care Insurance, Nationwide, let residents to bring their senior pet	Accept payments from Medicare, Medicaid, Veteran's Benefits, Long Term Care Insurance. This is a nonprofit facility	Accept payments from Medicare, Medicaid. Hospital on site
Weaknesses	No transportation to outside events and outside entertainment is not brought in.	Extremely large home, which makes it feel more of a facility than a home. Multi story making it difficult for seniors with arthritis	Large establishment not focused on individual care	Residents stay on the premise and do not venture out.

⁷ OurParents.com



COMPETITIVE ADVANTAGES

Vintage's competitive advantage relies on the experience of care which Alice Smith has already established. Through her care for seniors she has created a detailed activity list in which many assisted living homes do not have. The residential home has a pool which allows for recreational use during warm weather, which benefits seniors who cannot endure difficult resistance training or workouts.

MARKET SHARE ANALYSIS

There are 68 assisted living centers in Bonita alone and 881 in all of San Diego County. Many of these facilities are privately owned and are run from a residential home.⁸ The primary limitation for these types of home facilities is the size of the home.

Vintage will only have six beds with the goal of opening a new facility in the future to fulfill demand. Though the market is competitive in Bonita, we believe that the market is large enough and that our superior facilities and level of service will allow us to meet our minimum occupancy goals.

BARRIERS TO ENTRY

There are various California state laws and regulations, depending on the type of facility that must be met in order to be a legitimate institution. In 2006, Governor Arnold Schwarzenegger of California raised standards of senior home facilities. This legislation raises home inspection standards, improves the rights of residents in uncertified nursing homes, and requires training of residential care facility employees who distribute medication to seniors.

This thorough home inspection can make it more difficult to establish a facility but ensures a level of safety and confidence for seniors and their families. The California Department of Health Services must inspect all nursing homes for violations of both Federal and California laws (Ch.895, SB 1312). This includes laws of minimum staffing requirements, nurse's assistants requirements and details regarding nursing home abuse.⁹

Facilities must also contract liability insurance when handling and administering medication to others. Not having funds to adhere to regulations and insurance payments can make it difficult for business owners to enter the market and maintain competitive pricing.

⁸ [San Diego City Search](#)

⁹ [Elder Abuse Information](#)



SALES & MARKETING PLAN

SALES GOALS

During its first year, Vintage Home & Residential Care plans to have 3 long term residents. In its second year Vintage expects to bring in two additional residents, bringing the total to five long term residents.

MARKETING GOALS

Marketing goals for Vintage will be fairly modest. Due to the long term relationship Vintage expects to establish with clients, and the limited capacity, there will not be a need for an intensive, ongoing marketing campaign. The marketing goal for the first year is to build a waiting list of 10 prospective new residents. This will be done so that when year two begins, two candidates will be pre-screened and selected from the waiting list that has been built throughout the course of the first year. If there is an unexpected vacancy level at any given time during its operations a more active marketing strategy may be implemented as needed.

TARGET MARKET

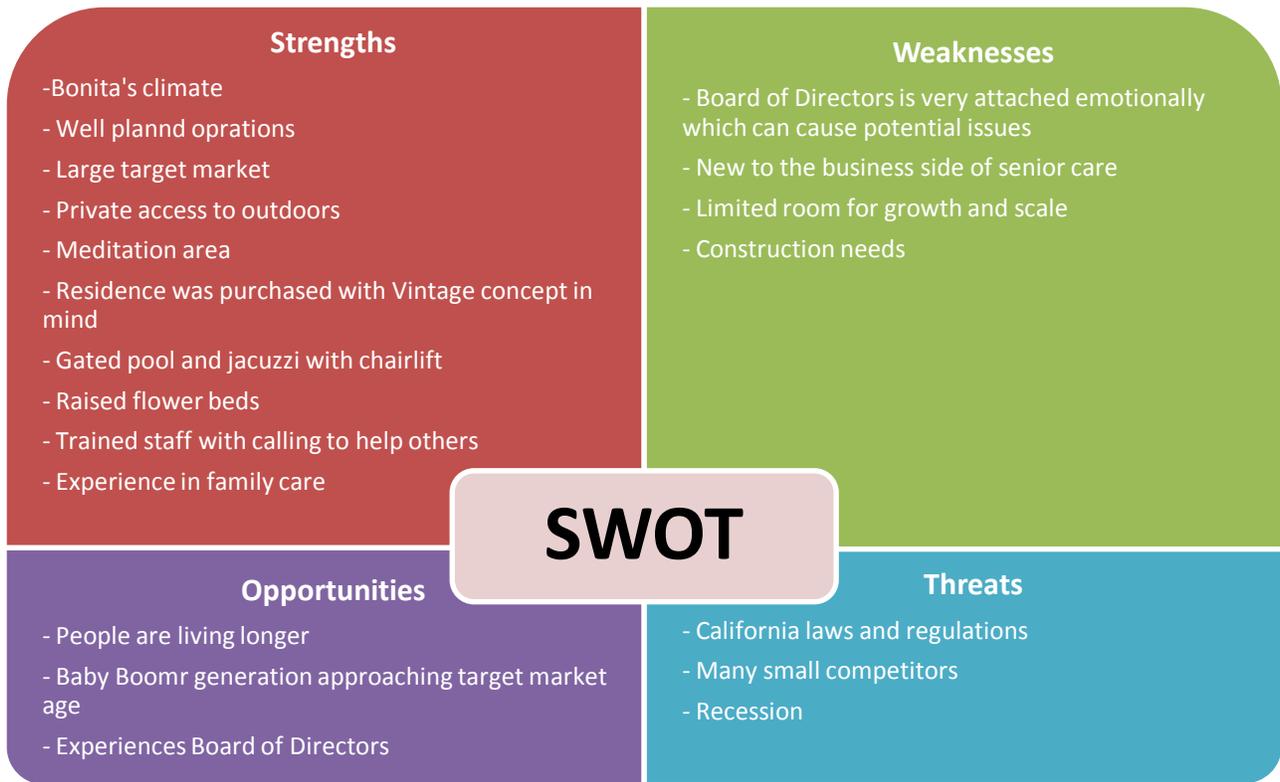
The Vintage Home & Residential Care target market includes senior citizens over the age of 60 that reside in the greater San Diego area. These customers need basic assistance with their daily routine. They are not critically ill, but may be on daily medication which will be administered by the facility if needed. This segment enjoys the company of others and is currently living alone or with family but would like to be part of an elderly adult community. Vintage's target market will also include more needy residents who may suffer from Alzheimer's or Dementia and need continuous supervision.

POSITIONING

Vintage Home & Residential Care is a custom made assisted living home for elders who no longer prefer to, or are unable to live on their own. Vintage accepts individuals with either insurance or financial stability that may be ambulatory or non-ambulatory and that are in need of social interaction. Vintage provides an upscale six bed assisted living facility with a variety of activities available and a friendly environment in the comfort of a home setting. Unlike our indirect competitors located outside of Bonita, Vintage offers an ideal climate for elders which varies only a few degrees between seasons. Vintage also offers a private courtyard, gated pool and jacuzzi, along with an array of activities available to our clients. Vintage stands out because of its ability to provide the high level quality care found in larger assisted living facilities in the comfort of a home-like environment. Vintage strives to build customer satisfaction by giving the highest level of care to its clients possible and increasing their overall quality of life.



SWOT ANALYSIS



BRANDING

In order to enforce a brand identity, Vintage wants customers to associate top notch hospitality, tranquility, and dependability with our name. Vintage wants people to think of trust, caring, and reliability when they hear our name. The way to get customers to associate these words with Vintage is to provide the highest possible level of care while building a reputable brand identity.

LOGO AND TAGLINE

The Vintage logo was designed to appear comforting while incorporating elements that reflect the owner. The grapes in the logo provide a symbolic representation of the owner’s name, Alice Smith. The main goal of the logo design is to have the comforting feel of an orchard type setting that Vintage’s clients will be immersed in during their stay.



The tagline was created in order to accompany the logo and enhance the brand. The goal of making people feel comfortable carries over from the logo to the tagline: “Making you feel right at home”. This tagline assures both the client as well as their loved ones that they will be taken care of as if it were their own home, which portrays the high level of care that will be provided.

PRICING STRATEGY

Vintage will be executing a competitive pricing strategy as compared to competitors in the Bonita area. Vintage’s pricing breakdown is as follows:

Product/Service	Retail Price
Rate per guest-cover full services	\$3,500/month
Additional for private room	\$500/month
Additional hour/day ADLs	\$500/month
Incontinence Care/Supplies	\$300/month
Dementia Care	\$300/month
Transportation to Doctors	\$20/hour plus \$4/mile
One Time-Preadmission Fee	\$2,000

MARKETING STRATEGIES (PROMOTION & ADVERTISING)

Vintage Home & Residential Care plans to promote its business primarily through strategic partnerships and online marketing. Vintage’s website will offer a full description of the different services offered, pictures of the actual facilities, and information about the owner and the vision/mission of the home. In addition, Vintage will strategically place the home into a variety of web directory listings. Vintage will target several locations for promotional and advertising needs, as well as seeking strategic partnerships with companies such as:

- Hospital skilled nursing placement contacts
- Home health nursing
- Elder care law firms
- Referral agencies
- Elderly care website
- Long-term insurance agents



CUSTOMER SERVICE

Vintage will provide two resources for customer service:

- First, Vintage's care staff will be on call to provide direct and immediate response to questions and concerns of guests at all times.
- Second, administrators will be available to answer questions from guests' family or any other inquiries through the phone or by email.

Residents are encouraged to make any grievance known to the administrator of the facility as well as contact family members or other concerned party members.

Lastly, residents can also call the following numbers:

- Community Care Licensing: (619) 767-2300
- Adult Protective Services: (800) 510-2020
- Ombudsman - Long term Care: (800) 640-4661



WEBSITE PLAN

WEBSITE GOALS

Vintage will provide an informational website for inquirers. The website will include a description of the business and list the types of services provided, photos of the actual facilities, as well as a background on the owner and mission/vision of the company. The main goal for the website is to give people a good understanding of what Vintage is all about, prior to contacting the home.

WEBSITE MARKETING STRATEGY

Vintage will use basic marketing strategies for the website, including:

- Search Engine Optimization and
- Listings on Online Residential Care Directories



OPERATIONS PLAN

LOCATION

Vintage Home & Residential Care is located at 415 Merlot Drive, Bonita, California 91902. The business's direct competitors will be located in Bonita, while its indirect competitors will be spread throughout the Greater San Diego area. While Vintage's location is ideal for current Bonita residents, it is centrally located and easily accessible by all of San Diego. The venture will make purchases in discount stores in the Bonita area and will hire qualified staff from around San Diego.

Vintage currently pays \$3,100 per month for rent. A detailed floor map of the residency is attached in the Appendix.

LICENSES AND PERMITS

Licensing and permits to allow Vintage to operate will be completed as needed. Before officially opening for business, the facility Vintage will have completed the following:

- Administrator Certification
- Facility Licensing
- Pre-Inspection Fire Marshall
- Business License

PROPERTY OWNERSHIP / LEASE TERMS

Vintage Home & Residential Care is owned and operated by Alice Smith.

OPERATIONAL PROCEDURES

Vintage Home & Residential Care is a residential home that provides assisted living care to senior adults through quality trained staff. The company has unique advantages that other competitors do not with its small, tight-knit community and outdoor pool where residents can exercise without worrying about injury. These services will be monitored internally by Founder, Alice Smith.

The residential home encourages its clientele to participate in daytime programs and activities. If the resident is unable to participate or chooses not to, a staff person will be with them and they may enjoy other activities as schedule. Activities will be chosen by the staff with input from the residents and may include reading, listening to music, walks and field trips to movies and restaurants.

Residents may stay in a private or shared room, with no more than two people in a room at a time. The maximum capacity for Vintage is six residents, and each individual gets his or her own bed unless they have a significant other in the home. Residents will also be provided with furniture, clean linens, and toiletries.

Laundry will be performed for all residents once a week. Tenants have the option of cleaning their own personal clothing if they desire, and will be supplied with all the necessary cleaning supplies. Residents



will be encouraged to clean their own rooms, but if they are unable to or do not want to do so, staff members will clean as necessary.

Food will be provided to residents three times a day with no more than 15 hours between the last meal of the day and the first meal of the next. Menus are written at least one week in advance and meals are prepared and served.

Every occupant has access to a telephone that they may use at any time for a reasonable time limit. Long distance calls are charged to the resident's bill. Deaf, hearing impaired, and other impaired individuals are entitled to the necessary equipment needed to make phone calls.

There shall be at least one person capable of and responsible for communicating with emergency personnel in the facility at all times. Emergency information of each resident will be available at a moment's notice in case an emergency should occur. Staff will provide transportation if residents need medical attention and call 911 if there are life threatening situations.

Medications will be stored and locked in one location that is not accessible to anyone except direct staff. All containers will have identifying labels and no one except dispensing pharmacists shall alter these labels. Direct care staff will make sure that each resident will receive the necessary medication at the prescribed times.

Transportation will be provided to and from medical and dental appointments, to emergency care facilities, from day programs in case of illness, and to and from facility activities. Only direct staff with an approved license and liability insurance may drive company vehicles, which must be safe and registered with the state.

Vintage will not reject any applicants based on race, religion, sex or national origin. After applicants answer a few phone questions, the administrator will decide if the potential resident is fit to move in. Vintage shall not accept or retain those with certain illnesses or those whose needs conflict with those of other residents. Also, the company may discharge residents that become violent, non-complacent, or develop health problems that the staff cannot legally treat.

Family members, friends, and others involved with a resident's life are encouraged to visit during non-sleeping hours. If visitors choose to visit during scheduled activities, such as hygiene, the visitor may stay as long as he or she does not interrupt.

EQUIPMENT

Vintage will be remodeling a bathroom and installing new bathroom amenities in order to meet ADL compliance. Each room will be furnished with bedroom furniture and linens to meet licensing requirements.



PURCHASING POLICIES

Alice Smith will be responsible for budgeting and purchasing for Vintage. Any purchases for food, supplies, and upkeep of the residential assisted living home will be first approved by Alice Smith. Protocol will include an inventory list and review, which will be approved on a weekly basis. Operational purchases will be made at local discount stores and will include, but are not limited to food, linens, and toiletries.

QUALITY CONTROL MEASURES

Vintage ensures that all residents will receive the upmost quality of service. Each care staff will be effectively trained and will have an operational manual with official policies to guarantee a consistent high standard of service.

Fresh foods, meat, milk, bread, vegetables and fruit will be available for residents and for preparation of each meal. Canned and dry food will also be available for cooking and emergencies.

STAFFING AND TRAINING

Staffing for Vintage will be as follows: All personnel shall be in good health and be physically and mentally capable of performing assigned tasks (verified with a health screening prior to employment). Candidates will also have a background check prior to hiring. Necessary education and experience required for the position will be verified by phone background checks, letters of recommendation, and certificates. Personnel will have to review and sign Notice Employee Rights (LIC 9052) at the time of employment. The first 90 days of employment is considered a probationary period at the end of which a performance review will be conducted to determine continued employment.

After their first year of employment, employees will have an annual performance review.

Employees will receive written warnings for performance discrepancies. After the third warning, Employment will be terminated.

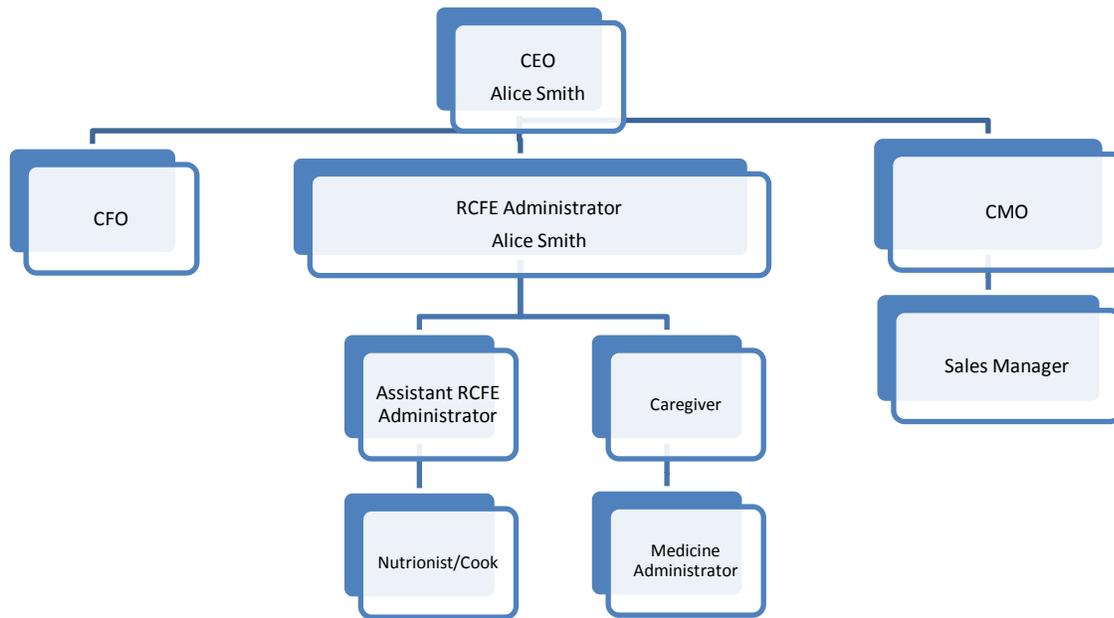
New staff will be given at least ten hours of training within the first four weeks of employment. The training will be conducted on the job, in a classroom setting, or a combination of the two. This training shall include, but is not limited to, the importance and techniques of personal care services including bathing, grooming, dressing, feeding, toileting, and universal precautions.

Personnel providing the training will have both a four year college degree or professional degree and two years of experience in an area relevant to caring for the needs of the elderly. They will be licensed to work as a health care provider in California.

After training, duties will be reviewed and supported by a well-organized and detailed training manual.



ORGANIZATIONAL CHART





MANAGEMENT TEAM

KEY MANAGEMENT

The licensee and RCFE Administrator role is held by Alice Smith to manage business operations. Nita Hodges will fill the roles of Assistant RCFE Administrator and Nutritionist.

CEO/RCFE Administrator- Alice Smith

BOARD OF ADVISORS

The following positions will be part of the board of advisors.

Tom Durrance – Business Owner

Katy Scheneberg - Medical Administrator

Nurse –Unknown

Lawyer- Unknown

Accountant- Unknown

BOARD OF DIRECTORS

Nita Hodges and Roseanne Nobbs will be part of the Board of Directors.

PROFESSIONAL SERVICE PROVIDERS

Vintage Home & Residential Care will be using services by Steve Haskins & Associates Law Firm located in Bonita.

Law Firm - Steve Haskins and Associates

Handyman- Tommy Zuniga

Housekeeper- Mary Islans

Pool Service – Ambar Pools

Groundskeeper- Pedro Morales



FINANCIAL PLAN

FINANCIAL SUMMARY

Vintage Home & Residential Care depends on occupancy in order to be profitable. Total costs outweigh total revenue if there are only three seniors occupying the facility. All sales and marketing goals are focused on getting the facility to its highest possible occupancy level. Vintage Home has two beds available at this time due to current living conditions. As of right now, Founder and CEO Alice Smith lives in one of the 2 bed rooms, while her aunt lives in another. This limits Vintage's capacity to three total guests for the first year of operation. In year two, Vintage will be positioned to take on two new guests, which will make the business profitable.

Vintage expects to have sales of \$12,300 per month during the first year based on the assumption that there will be 3 guests living at the facility. This figure rises to \$19,500 per month in year two due to addition of 2 new guests. Also, an additional \$2,000 is added to each of the monthly figures when a new guest is admitted to the facility due to a one time pre-admission fee.

Total costs from employee payroll will be \$5,580 per month in year 1. Total other expenses are \$492 per month and these costs include a groundskeeper, bookkeeper, and handyman. Total expenses for the operation of the facility are \$13,531 per month.

Because of the slow growth that will take place over the first two years of operation, Vintage will realize a loss of \$14,028 in the first year. As new guests move in, profitability is reached and Vintage will make a profit of \$8,116 in the second year. In year 3, Vintage's net profit will increase to \$26,776. Vintage will be profitable as long as there is an average of at least 4 paying guests. The key to increasing net profits is to increase total capacity for the home.

In order to begin operations at Vintage, a total cash infusion of \$45,000 will be needed. Vintage is seeking these funds in the form of an equity investment. Vintage is currently owned entirely by Alice Smith.



STARTUP EXPENSES AND ASSUMPTIONS

Start-up Expenses:	
<i>Start-up year:</i>	2011
<i>Start-up funding:</i>	
Initial cash investment (equity)	45,000
Initial loan (short-term)	
Initial loan (long-term)	
Total cash infusion	45,000
<i>Start-up expenses:</i>	
Land purchase	
Building(Fence)	2,500
Plant and equipment	
Company vehicles	
Office furniture	
Leasehold improvements	
Website	1,500
Logo Design	500
Bathroom Remodel	27,000
Office equipment	
Initial inventory	0
Rent deposit	
Utility deposits	
Research & development	
Other start-up expenses	
Total start-up expenses	31,500
<i>Organization expenses:</i>	
Legal expenses	
Accountant expenses	
Consultant expenses	
Other organization expenses	
Total organization expenses	0
Total org. & startup expenses	31,500

Assumptions	
<i>Reccurent ratios</i>	
Average Days Receivable	0
Average Days Payable	0
Average Days of Inventory	0
% of sales in cash	100%
% of purchases in cash	100%
% of payroll for taxes & benefits	25%
Short-term interest rate	0
Long-term interest rate	0
% tax rate, federal plus state	0



SALES

Sales	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	2011	2012	2013
Unit sales (units):															
Shared Room														24	24
Private Room	3	3	3	3	3	3	3	3	3	3	3	3	36	36	36
Transportation	15	15	15	15	15	15	15	15	15	15	15	15	180	300	300
Pre-Admission Fee	1			1									2	2	0
Unit prices (\$):															
Shared Room	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
Private Room	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Transportation	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Pre-Admission Fee	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Total sales (\$):															
Shared Room														84,000	84,000
Private Room	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000	144,000	144,000
Transportation	300	300	300	300	300	300	300	300	300	300	300	300	3,600	6,000	6,000
Pre-Admission Fee	2,000			2,000									4,000	4,000	0
Total sales (\$)	14,300	12,300	12,300	14,300	12,300	151,600	238,000	234,000							
Unit cost (\$):															
Shared Room															
Private Room															
Transportation	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Pre-Admission Fee															
Total cost of sales:															
Shared Room															
Private Room															
Transportation	225	225	225	225	225	225	225	225	225	225	225	225	2,700	4,500	4,500
Pre-Admission Fee														1	2
Total cost of sales	225	2,700	4,501	4,502											



PERSONNEL

Personnel	Mo. 1	Mo. 2	Mo. 3	Mo. 4	Mo. 5	Mo. 6	Mo. 7	Mo. 8	Mo. 9	Mo. 10	Mo. 11	Mo. 12	2011	2012	2013
Administrator														\$19,200	\$19,200
Asst Admin/Direct Care	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$14,400	\$14,400	\$14,400
Direct Care 1st Shift	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$26,280	\$26,280	\$17,280
Direct Care 2nd Shift	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$2,190	\$26,280	\$26,280	\$17,280
Overnight Staff														\$23,360	\$23,360
Subtotal	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$66,960	\$109,520	\$91,520
Total Headcount	3	3	3	3	3	3	3	3	3	3	3	3	3	5	5
Total payroll	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$66,960	\$109,520	\$91,520
Total payroll exp	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$5,580	\$66,960	\$109,520	\$91,520



PROFIT AND LOSS STATEMENT

P & L	Mo. 1	Mo. 2	Mo. 3	Mo. 4	Mo. 5	Mo. 6	Mo. 7	Mo. 8	Mo. 9	Mo. 10	Mo. 11	Mo. 12	2011	2012	2013
Sales (\$)	14,300	12,300	12,300	14,300	12,300	12,300	12,300	12,300	12,300	12,300	12,300	12,300	151,600	238,000	234,000
Cost of sales															
Material (\$)	225	225	225	225	225	225	225	225	225	225	225	225	2,700	4,500	4,500
Total cost of sales	225	225	225	225	225	225	225	225	225	225	225	225	2,700	4,500	4,500
Gross profit (\$)	14,075	12,075	12,075	14,075	12,075	12,075	12,075	12,075	12,075	12,075	12,075	12,075	148,900	233,500	229,500
Operating expenses (\$)															
Marketing and Advertising Exp.															
Marketing Strategies Budget (\$)	210	10	10	10	10	10	210	10	10	10	10	10	620	620	620
Total Marketing and Adv. Exp.	210	10	10	10	10	10	210	10	10	10	10	10	620	620	620
General and Admin. Exp.															
Administration Payroll (\$)	6,975	6,975	6,975	6,975	6,975	6,975	6,975	6,975	6,975	6,975	6,975	6,975	83,700	136,900	114,400
Merchant Services (\$)	584	504	504	584	504	504	504	504	504	504	504	504	6,208	9,532	9,372
Laundry and Dry Cleaning	75	75	75	75	75	75	75	75	75	75	75	75	900	900	900
Recreational Activities	150	150	150	150	150	150	150	150	150	150	150	150	1,800	1,800	1,800
Rent (\$)	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	37,200	37,200	37,200
Auto Expenses	300	300	300	300	300	300	300	300	300	300	300	300	3600	3600	3600
Utilities (\$)	250	250	250	250	250	250	250	250	250	250	250	250	3000	3000	3000
Telephone (\$)	200	200	200	200	200	200	200	200	200	200	200	200	2400	2400	2400
Insurance (\$)	300	300	300	300	300	300	300	300	300	300	300	300	3600	3600	3600
Household Supplies (\$)	50	50	50	50	50	50	50	50	50	50	50	50	600	600	600
Office Supplies (\$)	50	50	50	50	50	50	50	50	50	50	50	50	600	600	600
Medical and First Aid (\$)	50	50	50	50	50	50	50	50	50	50	50	50	600	600	600
Food (\$)	750	750	750	750	750	750	750	750	750	750	750	750	9000	15000	15000
Linens (\$)	75	75	75	75	75	75	75	75	75	75	75	75	900	900	900
Repair and Maintenance (\$)	150	150	150	150	150	150	150	150	150	150	150	150	1800	1800	1800
Licensing and Membership Fees (\$)	50	50	50	50	50	50	50	50	50	50	50	50	600	600	600
Total General and Admin. Ex	13109	13029	13029	13109	13029	13029	13029	13029	13029	13029	13029	13029	156508	219032	196372
Other expenses															
Bookkeeper (\$)	\$ 41.67	\$ 41.67	42	42	42	42	42	42	42	42	42	42	500	500	500
Groundskeeper (\$)	\$ 200.00	\$ 200.00	200	200	200	200	200	200	200	200	200	200	2400	2400	2400
Handyman (\$)	\$ 250.00	\$ 250.00	250	250	250	250	250	250	250	250	250	250	3000	3000	3000
Total Other expenses (\$)	\$492	\$492	492	492	492	492	492	492	492	492	492	492	5900	5900	5900
Total expenses (\$)	\$13,811	\$13,531	13531	13611	13531	13531	13731	13531	13531	13531	13531	13531	163028	225552	202892
Profit (\$)	\$264	-\$1,456	-1456	464	-1456	-1456	-1656	-1456	-1456	-1456	-1456	-1456	-14028	8116	26776
Interest expenses - Short Term	\$0	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest expenses - Long Term	\$0	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes (\$)	\$0	\$0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net profit (\$)	\$264	-\$1,456	-1456	464	-1456	-1456	-1656	-1456	-1456	-1456	-1456	-1456	-14028	8116	26776



CASH FLOW

Cash Flow	Mo. 1	Mo. 2	Mo. 3	Mo. 4	Mo. 5	Mo. 6	Mo. 7	Mo. 8	Mo. 9	Mo. 10	Mo. 11	Mo. 12	2011	2012	2013
Beginning cash	13,500	13,764	12,309	10,853	11,317	9,862	8,406	6,750	5,295	3,839	2,383	928	13,500	(528)	7,588
Cash in:															
Net profit	264	(1,456)	(1,456)	464	(1,456)	(1,456)	(1,656)	(1,456)	(1,456)	(1,456)	(1,456)	(1,456)	(14,028)	8,116	26,776
Depreciation & amort.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in accts payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current borrowing													-	-	-
Long-term borrowing													-	-	-
Increase other liabilities													-	-	-
Capital input													-	-	-
Total cash in	264	(1,456)	(1,456)	464	(1,456)	(1,456)	(1,656)	(1,456)	(1,456)	(1,456)	(1,456)	(1,456)	(14,028)	8,116	26,776
Cash out:															
Change in A/R	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change in inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Change other ST assets													-	-	-
Capital expenditures													-	-	-
Loan repayment (ST)													-	-	-
Loan repayment (LT)													-	-	-
Dividends													-	-	-
Owner withdrawal													-	-	-
Total cash out	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash flow	264	(1,456)	(1,456)	464	(1,456)	(1,456)	(1,656)	(1,456)	(1,456)	(1,456)	(1,456)	(1,456)	(14,028)	8,116	26,776
Cash balance	13,764	12,309	10,853	11,317	9,862	8,406	6,750	5,295	3,839	2,383	928	(528)	(528)	7,588	34,364



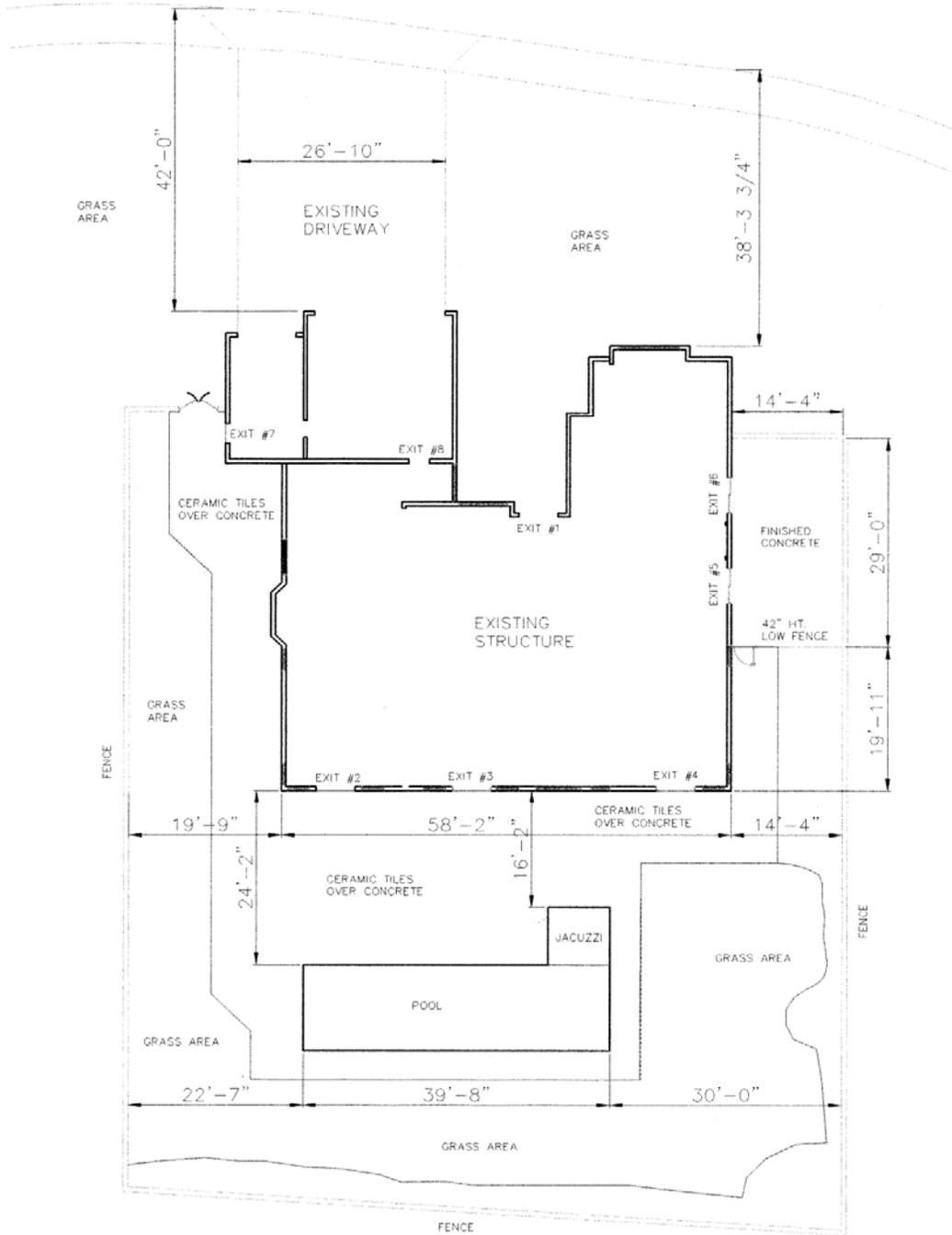
BALANCE SHEET

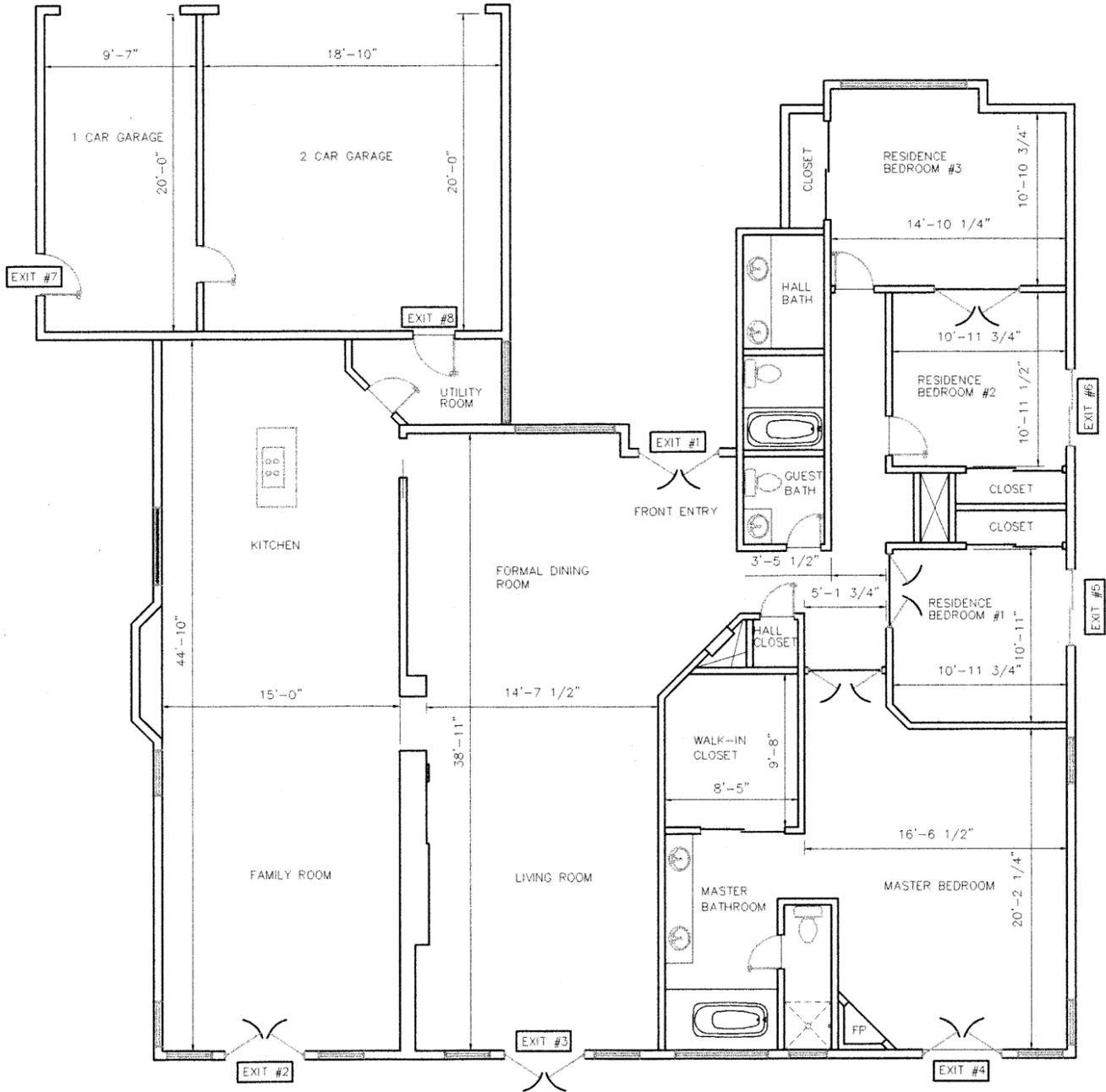
Balance Sheet	Mo. 1	Mo. 2	Mo. 3	Mo. 4	Mo. 5	Mo. 6	Mo. 7	Mo. 8	Mo. 9	Mo. 10	Mo. 11	Mo. 12	2011	2012	2013
Current assets:															
Cash	13,764	12,309	10,853	11,317	9,862	8,406	6,750	5,295	3,839	2,383	928	(528)	(528)	7,588	34,364
Accounts Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory															
Deposits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	13,764	12,309	10,853	11,317	9,862	8,406	6,750	5,295	3,839	2,383	928	(528)	(528)	7,588	34,364
Fixed Assets															
Capital Assets	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500
Less accumulated depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Book Value	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500	31,500
Other Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Assets	45,264	43,809	42,353	42,817	41,362	39,906	38,250	36,795	35,339	33,883	32,428	30,972	30,972	39,088	65,864
Current Liabilities															
Accounts Payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short-term Notes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Short Term Liabilities															
Total Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Long-term Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Beginning Capital	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Profit or (Loss)	264	(1,191)	(2,647)	(2,183)	(3,638)	(5,094)	(6,750)	(8,205)	(9,661)	(11,117)	(12,572)	(14,028)	(14,028)	(5,912)	20,864
Owner's Withdrawal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital - End of Period	45,264	43,809	42,353	42,817	41,362	39,906	38,250	36,795	35,339	33,883	32,428	30,972	30,972	39,088	65,864
Total Liabilities and Equity	45,264	43,809	42,353	42,817	41,362	39,906	38,250	36,795	35,339	33,883	32,428	30,972	30,972	39,088	65,864



APPENDICES

FLOOR PLANS





FLOOR PLAN