

# Southland Partnership Corporation

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# Southland Partnership Corporation

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## 1.0 Executive Summary

### Introduction

The Southland Partnership Corporation (SPC) is a formidable public & private sector empowerment collaboration enhancing the job placement, workforce training, education, & community services for all County of Los Angeles, California residents and business enterprises. Operating as a strategic alliance of business, government & educators collaborating on growth strategies, the SPC works to excite, extend, and expand socioeconomic opportunities for all citizenry throughout the County of Los Angeles, CA. SPC's economic development activity includes job & training processes, critical skills enhancement & creative marketing services for capacity building. In addition, the SPC consults and evaluates inclusive Supply Chain management processes; Marketing Strategies; Technical Assistance; and coordination of the POWER Collaborative Network (job/training resource group).

The POWER Collaborative Network prescribes to Public Law 105-220, Workforce Investment Act of 1998, which enumerates consider community development in the process of job assistance and leadership activities, including but not limited to; "collaborate where possible, and avoid duplicating efforts, in order to maximize the impact of the activities...". The POWER Collaborative Network is that organization adhering to unique and effective delivery of communication related to helping individuals and businesses to ultimately produce quality products and services.

### The Organization

The SPC began in 1999 following a Pepperdine University civic engagement study commissioned by the Watts Health Foundation, where it was charged to help positivity transform the market perception of South Central Los Angeles to South Los Angeles. The birth name for SPC is the South Los Angeles Economic Development Partnership Corporation, doing business as the SPC. The SPC worked closely with the Los Angeles County Economic Development Corporation at its inception, however, formerly separated as being not part of this groups vision for socioeconomic development.

Our management team consists of the board of directors and Dean Jones, CEO, and since 2004, headquartered in the City of Compton's CareerLink Employment Center, 700 N. Bullis Road, Compton, CA 90221.

### Services

SPC provides a variety of services to business professionals including written advertorials, support letters, Internet outreach, marketing/diversity inclusion strategies. Our written advertorials produce an objective outlook and review that meets preferred editorial style, suitable for a printed publication, appearing as a legitimate and independent news story. While letters delivered with a unique and compelling insight to the targeted theme or background that rapidly gains attention, response and action. Busy clients enjoy this service as it frees them for more pertinent work demands.

The Internet is one of the most effective marketing tool available and requires focus to achieve the most favorable results. We provide a wide range of web site advertisement opportunities. This work activity coincides with the marketing/inclusion strategies that viable business ideas require to carry out written and oral presentations resulting from an analysis of best 'viable' practices. This sort of business development covers a large gamut and most critical surrounds the access undeserved communities have to employment/contracting opportunities. Our review team uses real business models to ensure clients are meeting their respective supplier recruitment and utilization goals.

The future service focuses on providing an Internet database of active socioeconomic development specialist throughout the County of Los Angeles. This database will be built on the foundation established by the POWER Collaborative Network participants.

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## The Market

Social and human services in the greater Los Angeles area consists of four basic segments;

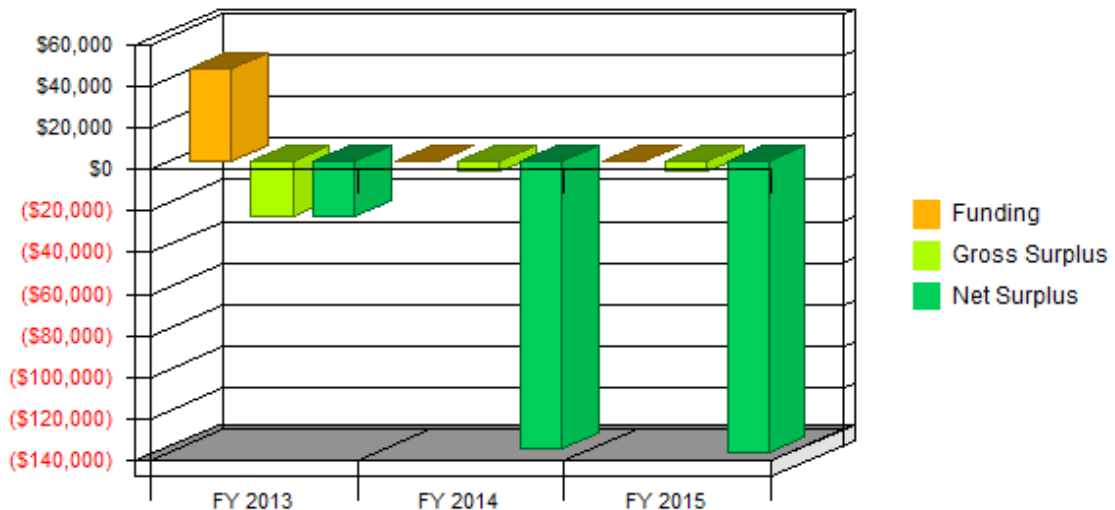
1. **Health:** individual and family services (i.e., , substance abuse, aging, juvenile, physical and mental health, etc.)
2. **Education:** vocational rehabilitation services (community colleges, trade schools, vocational schools, etc.)
3. **Shelter:** community food, housing, emergency and other relief services, (Cal Fresh, child day care services, preschool care centers, etc.) and
4. **Employment:** job placement, training, soft skills, ... (including special populations such as military veterans, ex-offenders, senior citizens, persons with disability, etc.)

## Financial Considerations

Our main strategy is to write and submit proposals that compel large foundations and corporate donations to contribute to the SPC. A larger reach to grant makers will enhance the win-capture rate of potential funding opportunities. We have worked incrementally building credibility within the social services industry through consistent delivery of monthly meetings and Internet presence that to attract interested donors.

Our outgoing proposals in 2012 are expected to generate from more than \$7,500 the first year to more than \$250,000 the third. Accordingly, cash flow is expected to reach new health levels. Profits are planned to be applied to surplus and held for contingencies.

## Highlights



## 1.1 Objectives

The Southland Partnership Corporation (SPC) serves the operating needs of greater than 1,500 social and human service providers through the **POWER Collaborative Network (PCN)**. While these social service representatives cannot be classified as registered clients, since November 2000, such participants have increasingly expanded their rate of dependency as customers, mainly to access the information delivery process and referral capacities of the PCN.

The PCN has in place an active electronic mail Excel spreadsheet database of social service providers that is matched to their respective agencies operating in related areas, i.e., employment, individual and family health, housing, education and training. The objective is to more aggressively expand this database spreadsheet as an automated Internet portal with custom capacities with broad digital media tools designed

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for all socioeconomic providers and seekers to join and identify other agencies via online sorting inquiries, by completing the following goals;

- Develop a 100% awareness of Internet access to social service providers operating in the County of Los Angeles,
- Within the first year of building the Internet database portal achieve a 50% participation of total county-wide agencies, non-governmental organizations, and related groups through advertising and marketing methods, and
- Manage the potential for Internet database participants to expedite referral of client services.

## 1.2 Mission

Initiated on Monday, November 1, 2000, the **POWER Collaborative Network** (PCN) grew into a cluster of social service providers, employment & socioeconomic development specialists to more resourcefully serve the County of Los Angeles. Guided by the spirit & intent of the Federal Workforce Investment Act, the PCN is a value-created set of connections delivering essential humanitarian efforts, thus, the acronym POWER means **Promoting Opportunities With Essential Resources**. The PCN participants obtain useful socioeconomic data & innovative developments in human services via monthly meetings held at large variety of social service and business facilities. The PCN utilizes face-to-face agenda topics covering discussions on job recruitment, funding, training, & other related human need interests.

Our mission is to bridge that gap through expanded monthly networking and online technology-based resources to achieve cross-agency relationship building for comprehensive social and human service provisions. By using the Internet as a collaborative learning tool, the PCN regularly shares vital resources and opportunities with colleagues and the community at-large. The PCN is dedicated to providing connectivity and collaborative learning methods, mainly to remedy the problem with densely populated urban metropolitan social service needs and providers, which commonly lack the resources or consistent connections to rapidly access corresponding agencies and appropriate representatives for efficient client referral.

## 1.3 Keys to Success



- Cultivate brand recognition for the POWER Collaborative Network (PCN) as the social services connection organization,
- Expand the PCN participant base throughout public and non-governmental organizations operating in the County of Los Angeles,
- Contract a technology specialist to build an Internet portal for social and human service providers, thereby providing an automated relationship building tool for participants and users,
- Provide social service providers with technology opportunities that can broaden doors to opportunities for Los Angeles county residents, and
- Attract financial support to meet expanded services offered by PCN that will further the goal of providing opportunities to self-sufficiency.

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## 2.0 Organization Summary

The South Los Angeles Economic Development Partnership Corporation, dba, Southland Partnership Corporation, has been a non-profit 501(c)(3) organization in existence since 1999. Since such time a variety of socioeconomic development work has taken place, from supplier diversity consultation, job fairs, inclusion program evaluation, web site development and networking workshops. Our current focus expands on networking workshops to provide a more comprehensive County of Los Angeles online social services database. On Monday, November 1, 2000, the POWER Collaborative Network (PCN) was established prescribing to Public Law 105-220, Workforce Investment Act of 1998;

- *Leadership Activities – "collaborate where possible, & avoid duplicating efforts, in order to maximize the impact of the activities..."*
- Group participants named this job network in Mid-year 2002: Partnership Opportunities With Educational/Economic Resources (P.O.W.E.R.) Collaborative Network {Later changed to POWER; "*Promoting Opportunities with Essential Resources*"
- To date, the PCN has conducted 135+ Peer-to-Peer Monthly Meetings in over 50 different Locations in the County of Los Angeles
- The PCN has coordinated six Resource & Career Fairs at L.A. Southwest College and one at the Los Angeles Convention Center
- The PCN is the founder and presenter of seven Annual Choreographers of Careers© Award Programs.
- The PCN is the founder and presenter of one Annual Collaborative Learning Leader© Presentation

Southland Partnership Corporation presents POWER Collaborative Network workshops as an information dissemination and referral resource meeting, where educational organizations will increasingly be invited to be part of workshop programming. Annually, the PCN motivates, inspires and instructs 1,000+ employment and training development specialists, who work with low- to moderate-income individuals.

The PCN participants share online announcements for jobs, training and other community resources via, [www.IStartOnMonday.com](http://www.IStartOnMonday.com), [www.jobcollaborative.com](http://www.jobcollaborative.com), [www.joblip.com](http://www.joblip.com), and [www.jobobama.com](http://www.jobobama.com) (receiving over 400K combined monthly site visitors). Businesses use the POWER Collaborative Network as a community outreach tool, while social service groups do the same, in addition to enriching their knowledge on methodologies and effective client service strategies.

Over past three years, the following organizations provided Collaborative Learning Leader support via hosting workshop and related in-kind meeting resources;

- **Loyal Marymount University** [Theme: social service development];
- **Personal Involvement Center (PIC)** [Theme: Offering 2nd Chances To 1<sup>st</sup> Class Opportunities];
- **El Camino College** [Theme: job candidate personality assessment];
- **Jobing.com** [Theme: social media networking];
- **California Employment Development Department** [Theme: violence in the workplace];
- **Los Angeles Urban League Worksource Centers** [Theme: health literacy];
- **Los Angeles World Airports—Flight Path Museum** [Theme: social svc. motivation];
- **Walden House** [Theme: Job Development-A Socioeconomic Builder];
- **Compton CareerLink Worksource Center** [Theme: Green Jobs/training];
- **AEG - Nokia Theater L.A. Live - Staples Center** [Theme: AEG projects];
- **U.S. Vets** [Theme: hiring veterans];
- **Los Angeles Urban League Worksource Centers** [Theme: Green Jobs];
- **City of Carson Worksource Center** [Theme: U.S. Census recruitment];
- **Los Angeles County Department of Probation** [Theme Re-entry Population Svc.];
- **El Camino College Compton Educational Center** [Theme: area food services manufacturing];
- **United Latinos in America (ULA)**;
- **Los Angeles County Office of Education (LACOE)**;

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- **Goodwill, Serving the People of Southern Los Angeles County,**
- **Los Angeles Police Department**
- **City of Los Angeles Youth Opportunity Movement**
- **Los Angeles County Department of Public Social Services (DPSS) - GAIN Region IV**
- **County of Los Angeles Housing Authority, Community Development Commission and**
- **Los Angeles Valley College.**

The utilization of collaborative presentations is the major part of Southland Partnership Corporation work product. Forming strategic alliances with various organizations and businesses help to make the Power Collaborative Network programming a high replicative valued asset as a significant tool useful to community building. For example, the California San Fernando 'Valley Chapter' has loosely formed their official PCN in January 2012. This newly established chapter has already hosted two PCN workshops via the Los Angeles Valley College and the California Employment Development Department.

## 2.1 Legal Entity

The Southland Partnership Corporation is a nonprofit company incorporated in California. Started in 1999 as the South Los Angeles Economic Development Partnership Corporation and received official nonprofit federal 501 (c) (3) status in 2002, Employer Identification Number: 91-2167324. It is led by Dean Jones, who helped to model the organization after the South Bay Economic Development Partnership and the Los Angeles Economic Development Corporation striving to attract, retain and expand business enterprises in the South Los Angeles region.

The board of Directors is made up of several high profile business professionals living in and around the greater Los Angeles area. The board holds its meeting annually.

## 2.2 Organization History

Since 2010, the Southland Partnership Corporation has promoted the POWER Collaborative Network as its lead project. Sufficient in-kind support has been received from governmental institutions, i.e., Los Angeles Police Department, Los Angeles County Office of Education, Los Angeles County Department of Public Social Services, and the Los Angeles World Airports. Financial contributions from Southern California Edison, Comerica Bank, Verizon Foundation and personal contributions have carried the expenses of the organization over the past three years. Dean Jones is committed to growing the organization. The challenges are slowly diminishing with guidance from the Grantsmanship Center to attract meaningful contributions. Dean Jones has not drawn a salary from the organization since its designation as a 501 (c) (3) organization.

The most significant work product discovered over the twelve years of consistent operation is to reveal the gap in motivation management offered to social services providers in the County of Los Angeles. Unlike other professional services, there are no incentives for delivering excellent services, other than occasional client feedback. Unfortunately, the rant and violent outbreaks from public clients far exceed how this sector is normally recognized by the public and workers. That is largely because of the voiceless client base represented by homeless, jobless, financially deprived, ex-offenders, immature workers and other related deficient citizenry.

The POWER Collaborative Network is taking the initiative to highlight hope by regularly offering methodologies that can help improve social service delivery through informative monthly meetings. Also, inspiration comes from peer recognition, which is why the two recognition programs; Choreographers of Careers (COC) and Collaborative Learning Leaders (CLL) have garnered good appraisals. COC are given to employment development specialists by their respective supervisor. CLL awards are presented to those organizations that host and coordinate monthly POWER Collaborative Network meetings.

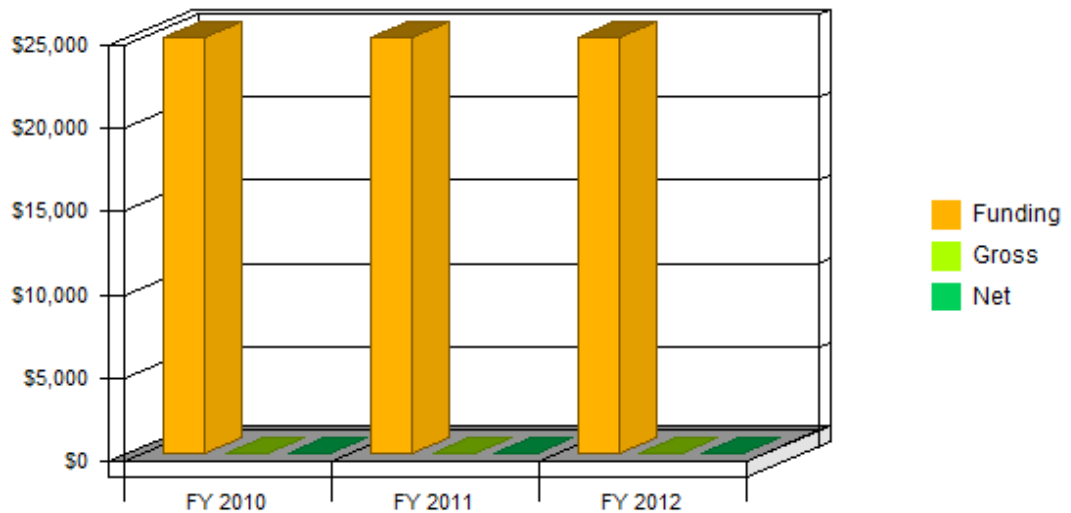


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Table: Past Performance

Past Performance			
	FY 2010	FY 2011	FY 2012
Funding	\$25,000	\$25,000	\$25,000
Gross Surplus	\$0	\$0	\$0
Gross Surplus %	0.00%	0.00%	0.00%
Operating Expenses	\$25,000	\$25,000	\$25,000
Balance Sheet			
	FY 2010	FY 2011	FY 2012
Current Assets			
Cash	\$5,000	\$5,000	\$5,000
Other Current Assets	\$1,000	\$1,000	\$1,000
Total Current Assets	\$6,000	\$6,000	\$6,000
Long-term Assets			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0
Total Assets	\$6,000	\$6,000	\$6,000
Current Liabilities			
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities (interest free)	\$0	\$0	\$0
Total Current Liabilities	\$0	\$0	\$0
Long-term Liabilities			
Total Liabilities	\$0	\$0	\$0
Paid-in Capital	\$5,000	\$5,000	\$5,000
Retained Earnings	\$1,000	\$1,000	\$1,000
Earnings	\$0	\$0	\$0
Total Capital	\$6,000	\$6,000	\$6,000
Total Capital and Liabilities	\$6,000	\$6,000	\$6,000

Past Performance



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## 3.0 Services

The Southland Partnership Corporation works to assist large and small businesses in maximizing their community-based investments, branding and workforce attraction through a variety of the following management services:

- **Advertorials:** Edit a firm's advertisement in an objective outlook suitable for print publications appearing as a legitimate and independent news story.
- **Support and Impact Letters:** Letter writing with impact and compelling stories to targeted readers that help to rapidly gain attention, invoke response and action. Busy customers will enjoy this service as it frees them for more time for expanding business opportunities
- **Internet Outreach:** The Internet is one of the most effective marketing tools available and requires focus to achieve the most favorable results. The SPC provides a wide range of web site advertisement opportunities, including outreach posting, job announcements, automated daily media notices, video resumes, and related items
- **Supplier Inclusion Reviews:** Business development includes encouraging under-served community enterprises to gain access to contracts and the SPC share business models and practices to help meet recruitment and utilization goals
- **Coordination of Monthly Meetings with Employment Specialists:** The SPC manages the POWER Collaborative Network [**Promoting Opportunities With Essential Resources**], where the mission is to enhance workforce preparation programs for a more coherent, comprehensive, accountable, and customer-focused business outcome.
  - The **PCN** meets monthly at various member locations. General meeting topics include job recruitment, funding, training, and associated workforce projects
  - The **PCN's** operational requirements are met from in-kind collaboration granted from members and philanthropic contributions. Such support serves to facilitate:
    - Coordination of monthly P.O.W.E.R. Collaborative Network meetings and topical agenda development
    - Daily management of **PCN's** Internet community job boards, [www.IStartOnMonday.com](http://www.IStartOnMonday.com), [www.jobcollaborative.com](http://www.jobcollaborative.com), [www.jobobama.com](http://www.jobobama.com), [www.joblip.com](http://www.joblip.com), [www.powercollaborative.org](http://www.powercollaborative.org), and [www.SouthlandPartnership.com](http://www.SouthlandPartnership.com)
    - Delivery of annual **Choreographers of Careers®** and **Collaborative Learning Leader™** awards program

## 4.0 Market Analysis Summary

The Southland Partnership Corporation is focused on making the services of the POWER Collaborative Network more distinct for helping social services' agencies to deliver opportunities directly to their clients. Initially, we will address six general areas of social service participants, including, but limited to providers of;

1. Employment Opportunities (employers, job developers, Internet posting, etc.)
2. Training Service Agencies (vocational schools, certificate programs, workshops, etc.)
3. Health (alcohol & substance abuse, anger management, domestic family counseling, mental development, etc.)
4. Education (vocational, community college, etc.)
5. Safety (law enforcement programs, trial court services, juvenile initiatives, etc.)
6. Housing (homeless, first-time home buyers, transitional, etc.)

POWER Collaborative Network strives, through its online services and monthly person-to-person meetings, to create a comprehensive referral and potential strategic alliance environment in which social service providers for people of all ages, ability, and experience can feel free to network with the aim of improving support for their community. This environment appeals to a broad cross-section of all public and non-

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governmental organizations, without regard to geographic or targeted client qualifications.

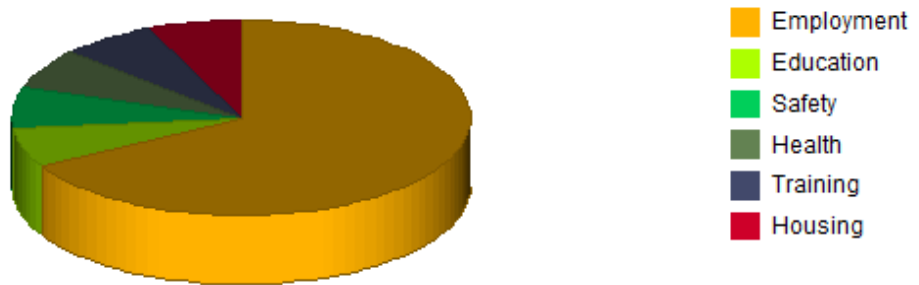
## 4.1 Market Segmentation

The market segmentation includes a formidable mix of large and small businesses, government agencies, educational institutions, non-profit and social service organizations sharing socioeconomic growth strategies. The overall goal is to consistently excite, extend, and expand socioeconomic opportunities for all citizenry throughout the County of Los Angeles, CA.

Table: Market Analysis

Market Analysis		2012	2013	2014	2015	2016	CAGR
Potential Customers	Growth						
Employment	20%	2,000	2,400	2,880	3,456	4,147	20.00%
Education	10%	200	220	242	266	293	10.02%
Safety	5%	200	210	221	232	244	5.10%
Health	15%	200	230	265	305	351	15.10%
Training	15%	200	230	265	305	351	15.10%
Housing	5%	200	210	221	232	244	5.10%
Total	17.04%	3,000	3,500	4,094	4,796	5,630	17.04%

Market Analysis (Pie)



## 4.2 Target Market Segment Strategy

The Southland Partnership Corporation targeted market segment is social and human service organizations for several important reasons.

1. As a non governmental neutral not-for-profit organization, we are well positioned to bring together many social service and human service providers with greater integrity since our organization does not provide direct client services and will therefore not compete for related funding sources.
2. The need to bridge the magnitude of social and human service providers requires a dedicated organization to manage a compilation of information.
3. Our role in bringing social and human service providers together over the past twelve years reveals that we are steadfast in our mission and want to add value to long-term growth and opportunity for all citizenry as our primary objective serving the County of Los Angeles.

## 4.3 Service Providers Analysis

Social service and public assistance programs in the U.S. are aimed at ensuring economic security, universal access to the resources for self-development and the reduction of social suffering, such as poverty, homelessness, lack of health care and education toward providing skills that help people gain access to livable wages and self-sufficiency. The reason being is that the number of unemployed persons in the U.S exceeds 12 people, where the national unemployment rate is over 8% of the total working population and the State of California's comparable figure is over 10%.

In the County of Los Angeles, there have been intermediate attempts to maintain professional associations for social service workers, however, the POWER Collaborative Network is the most consistent and longest running such program to date. That is credited to the transparent work to provide ethical guidance and other forms of support for their members and social work in general. Ideally, such associations/organizations work to promote a network of assistance programs to ensure complete support for participant work needs. Socioeconomic community development and enrichment should empower individuals and groups of people by providing them with the resource and information they need to effect change in their own communities. These resources are often created through the formation of large social groups working for a common agenda. These are the front line community developers that in the best situation should understand both how to work with individuals of the public and like institutions to affect communities' positions within the context of their own social services institution.

### 4.3.1 Alternatives and Usage Patterns

Competition for the POWER Collaborative Network is limited to its own effectiveness. The social and human service provider organizations have their specific mandates with product delivery and performance measurements. The POWER Collaborative Network is an added value and is measured by what it produces over and above the participating organizations output. The most notable groups are associated with human resources professional associations such as;

1. Professionals in Human Resources Association (PIHRA),
2. Society for Human Resources Management (SHRM),
3. National Human Resource Association - Los Angeles (NHRA-LA),
4. National Association of Black Social Workers (NABSW)
5. Southern California Public Management Association for Human Resources (SCPMA-HR), and
6. Northern California Human Resources Association (NCHRA).

These professional trade associations represent the closest competitive activity to the

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POWER Collaborative Network's mission. The dividing situation is that nine of these groups take into account the variety of participating groups like faith-based groups, courts, local business enterprises, senior and the aging, homeless, vocational schools and the like. There are membership fees with each of these groups which is also a distinct difference on the delivery of programs when compared to the POWER Collaborative Network that does not have financial participation fees of any kind.

Reputation is paramount, and the POWER Collaborative Network has built a powerful enough reputation to be generating 50% of its expenses through in-kind donations for meeting facilities, presentor(s), meals, refreshments and word-of-mouth advertising.

### 5.0 Web Plan Summary

The Southland Partnership Corporation manages thirteen web sites, all of which host 3 distinct Google Advertisements to generate revenue. The web sites have job opportunities posted and related content, complete directional links for POWER Collaobrative Network particiapants. The concept and design of the following web sites employ WordPress platforms, a free content software.

1. [BestViablePractices.com](http://BestViablePractices.com)
2. [BlackSuppliers.com](http://BlackSuppliers.com)
3. [FoodLemon.com](http://FoodLemon.com)
4. [GoodTimesBanquetHall.com](http://GoodTimesBanquetHall.com)
5. [IStartOnMonday.com](http://IStartOnMonday.com)
6. [JobCollaborative.com](http://JobCollaborative.com)
7. [JobLip.com](http://JobLip.com)
8. [JobObama.com](http://JobObama.com)
9. [PowerCollaborative.org](http://PowerCollaborative.org)
10. [SouthLAConferenceCenter.com](http://SouthLAConferenceCenter.com)
11. [SugarAlert.com](http://SugarAlert.com)
12. [TheArtofBidding.com](http://TheArtofBidding.com)
13. [WordDean.com](http://WordDean.com)

### 5.1 Website Marketing Strategy

In use are marketing business cards for [www.IStartOnMonday.com](http://www.IStartOnMonday.com) and [www.JobObama.com](http://www.JobObama.com) that are passed around at work source centers, job fairs and other strategic public environments. The number IStartOnMonday cards distribute exceed twenty thousand, where the Jobobama cards are on there first 1,000. Both have advertisements in souvenir books, and ideally could be added to many other marketing material such as lap top stickers, shirts, car wraps, etc.

## 5.2 Development Requirements

The Southland Partnership Corporation web sites have limited technical issues. The University of Southern California (USC) offered over the past few years in-kind student support and instructions for using WordPress. The web sites work are simple, classy, focused sites. Additional professional graphic work is desired for more exciting website logos.

The maintenance of the site is completed by Dean Jones, however future responsibility would be better suited by a part-time intern. Total weekly hours for posting and maintenance averages 15 - 25 hours.

## 6.0 Strategy and Implementation Summary

### 6.1 SWOT Analysis

The following SWOT analysis captures the key strengths and weaknesses within the POWER Collaborative Network as the prime project under the Southland Partnership Corporation.

#### 6.1.1 Strengths

- Strong relationships with participants, indicative of letter of support request from major social service agency, such as Los Angeles Unified Adult Schools, Volunteers of America, CareerLink, Weingart Center Association, AEG/Staples, etc.
- Dedicated executive that offers personalized customer service.
- Great presence among employment specialists, i.e. California Employment Development Department, Los Angeles World Airports, Goodwill, Serving the People of Southern California, US Veterans Initiative, etc.
- Consistent and strong monthly network meeting presentations.
- Good referral relationships from participants.
- Comprehensive emailing database of employment specialists.
- High participant loyalty among job developers.

## 6.1.2 Weaknesses

- Access to additional operating capital.
- Cash flow continues to be unpredictable.
- No laws or legislation requiring the mission of the group activity, i.e. recurring education credits for employment specialists.
- No brick and mortar location for meetings.
- No executive/leadership succession plan.

## 6.1.3 Opportunities

1. **Growing population of daily Internet users.** The importance of the Internet almost equals that of the telephone. As the population of daily Internet users increases, so will the need for the social services referral capabilities of the POWER Collaborative Network.
2. **Social bonds fostered by the new Internet communities.** The Internet is bringing people from across the world together unlike any other communication medium. The POWER Collaborative Network will capitalize on this social trend by providing space for social and human service providers to network among peers to share in client opportunities. The POWER Collaborative Network is the catalyst to grow participating organizations on its own by establishing online information for community programs.

## 6.1.4 Threats

- Upstart network groups backed by major organizations like the California Employment Development Department, Department of Public Social Services, of other county agencies would diminish the momentum of the POWER Collaborative Network.
- A discontinuance or minimization of online job sharing would threaten the content integrity of Internet job boards
- Grant makers find the POWER Collaborative Network non-essential and thereby refuse funding opportunities.
- The repeal of the Workforce Investment Act of 1999 the ongoing efforts for full employment do not speak to the importance of collaborative work efforts would threaten the need to have POWER Collaborative Network.

## 6.2 Competitive Edge

The Southland Partnership Corporation competitive edge is its ability to build relationships that work on its behalf. Communication of the commitment from the leadership is what provides the edge that other groups do not present as Dean Jones displays. He is someone who has lived and worked in the greater Los Angeles area all of his life, and appreciates community and desires its betterment. Dean is a consummate communicator who fits the profile of commitment to socioeconomic development, this is the kind of advantage necessary to thrive in nonprofit sector. It is as much who knows what you are doing, as it is what you know you are doing.

### 6.3 Marketing Strategy

The Southland Partnership Corporation and the the POWER Collaborative Network strives to be the premier provider of information and connectivity for more sustainable communities. The marketing strategy attempts to successfully communicate the unique value the program offers to employment specialist. This strategy builds on the focus of high-quality monthly network events to the benefits that participants gain from involvement in the program. The marketing strategy will continue to identify the needs of the socioeconomic development market and to communicate with this audience in the most effective and positive manner possible.

Ongoing efforts continually attempt to understand how the POWER Collaborative Network can maintain the quality and integrity of the program within the finite financial resources. This challenge is increasing. As costs continue to increase in a number of areas, the demands and expectations of the participants do as well. The Southland Partnership will constantly work to better our service through improvement and changes in its structure and implementation. Quality and efficiency are just two goals of these changes. Dean Jones, CEO, is the key player in ensuring that the POWER Collaborative Network continues to grow and succeed.

The growth strategy is based on continued attention to the quality of the participant's experience in conjunction with identifying opportunities to expand the socioeconomic representative's participation in the program. Future changes in key areas, such as the facilities used for meetings will present considerable challenges for all aspects of the program.

### 6.4 Fundraising Strategy

- **Grants.** The Southland Partnership Corporation is currently identifying grants on a national and local basis that complement the goals and efforts of the POWER Collaborative Network's mission. Prospective grant sources include the California Community Foundation, Weingart Foundation, Comerica Bank, Southern California Edison, State Farm Insurance, AEG/Staples and sourcing through the Grantsmanship Center database. Grants are an important part of our yearly funding, and that is why professional proposal writing is paramount.
- **Choreographer of Careers.** This annual October event has been well attended and highly appreciative over the past eight years. However, there has never been a professional fund raising effort associated with it, i.e. banquet tables, souvenir booklet and the like. An event planner would be ideal to bring this program to larger scale fund raising event.
- **Collaborative Learning Leaders.** This annual December event is new, but yet well received by acknowledging all of the organizations that hosted a meeting during the year. This too could have banquet tables, souvenir booklet and the like. An event planner would be ideal to bring this program as a larger scale fund raising event.
- **Internet Advertisement.** The [www.IStartOnMonday.com](http://www.IStartOnMonday.com), [www.JobObama.com](http://www.JobObama.com), [www.JobCollaborative.com](http://www.JobCollaborative.com), [www.JobLip.com](http://www.JobLip.com), [www.PowerCollaborative.org](http://www.PowerCollaborative.org), and [www.BizPartnership.org](http://www.BizPartnership.org) are all perfect web sites that have the capacity to generate advertisement revenues. Likewise, the Email blast tot he network participants is an area worth exploring to generate moderate revenue as a fee-for-service.



# Southland Partnership Corporation

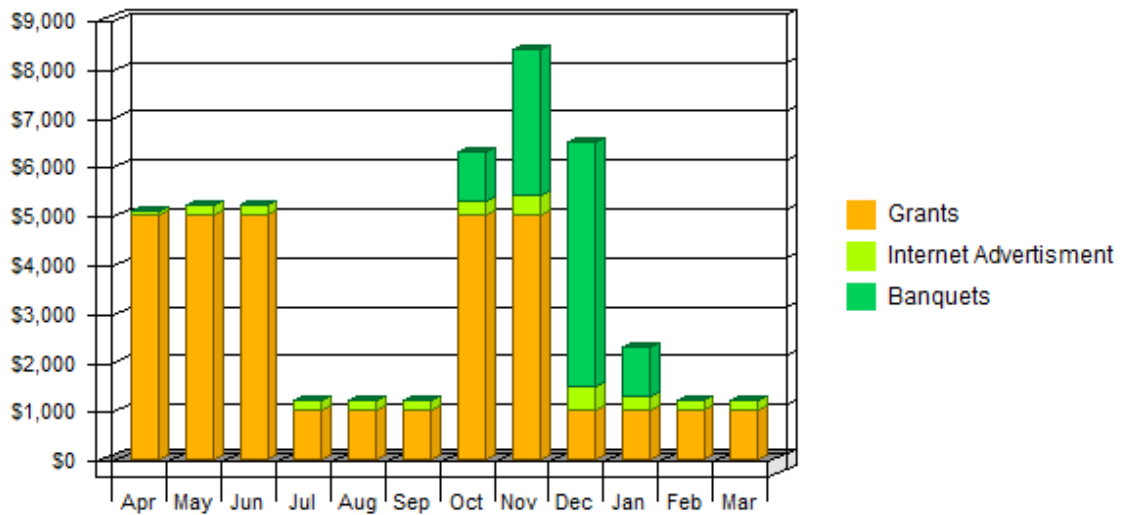
## 6.4.1 Funding Forecast

The Southland Partnership Corporation expects grants and donations to constitute the bulk of the funding. Significant growth in line with the job market, and conservative estimates make this funding plan highly realistic in comparison to previous years of activity. In fact, the Southland Partnership Corporation is hoping to earn a multi-year grant of at least \$50,000 a year for three years to implement a comprehensive database for social service providers in and around the great Los Angeles area.

Table: Funding Forecast

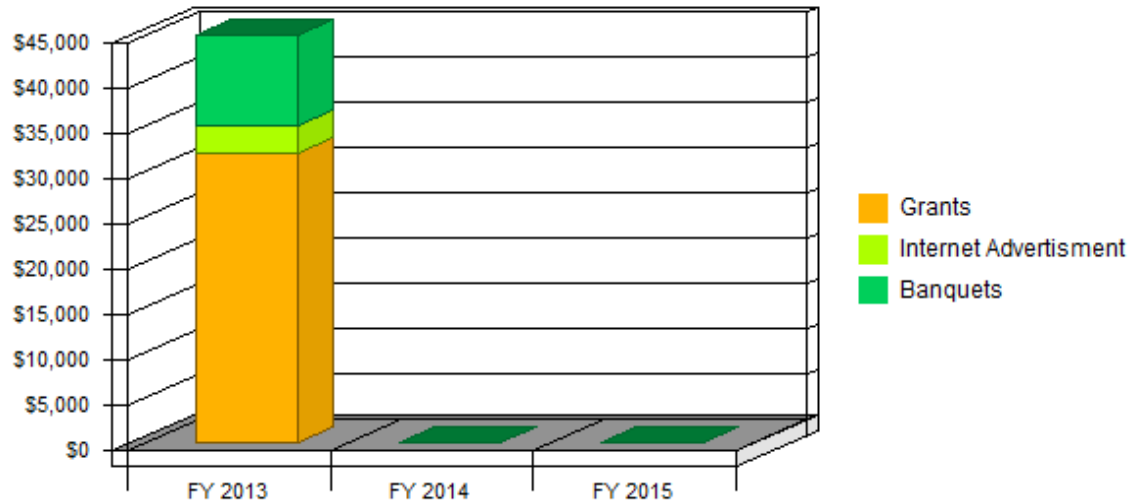
Funding Forecast			
	FY 2013	FY 2014	FY 2015
<b>Funding</b>			
Grants	\$32,000	\$0	\$0
Internet Advertisement	\$3,000	\$0	\$0
Banquets	\$10,000	\$0	\$0
<b>Total Funding</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Direct Cost of Funding</b>			
Management Salary	\$39,000	\$0	\$0
Event Planner Fees	\$20,000	\$0	\$0
Proposal Writing	\$12,600	\$0	\$0
<b>Subtotal Cost of Funding</b>	<b>\$71,600</b>	<b>\$0</b>	<b>\$0</b>

Funding Monthly



# Southland Partnership Corporation

## Funding by Year



## 6.5 Milestones

The accompanying table lists important program milestones, with dates and managers in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation. What the table does not show is the commitment behind it. Our business plan includes complete provisions for plan-vs.-actual analysis, and we will be taking measures to improve the completion date each day to discuss the variance and course corrections.

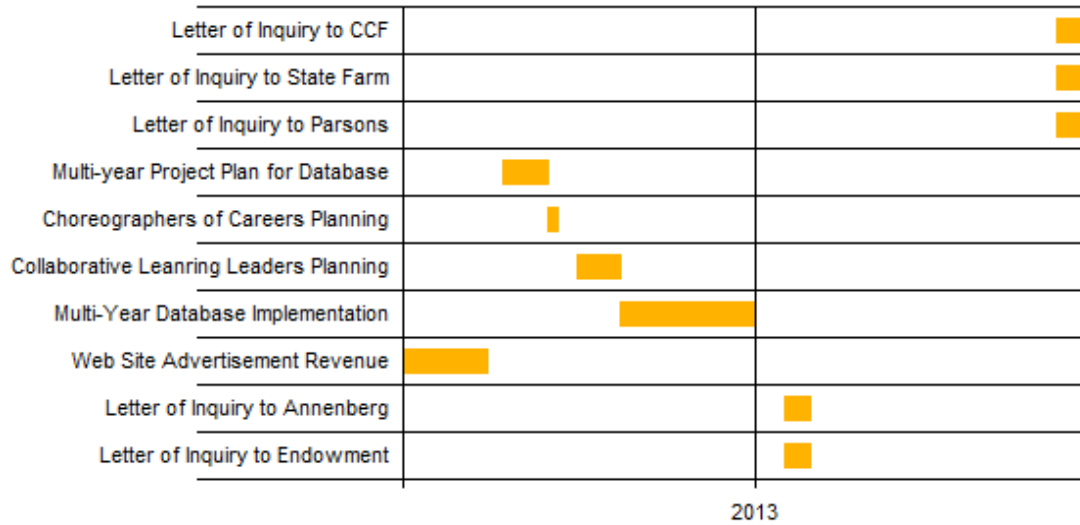
Table: Milestones

Milestones					
Milestone	Start Date	End Date	Budget	Manager	Department
Letter of Inquiry to CCF	11/10/2013	12/10/2013	\$0	Dean Jones	Executive
Letter of Inquiry to State Farm	11/10/2013	12/10/2013	\$0	Dean Jones	Executive
Letter of Inquiry to Parsons	11/10/2013	12/10/2013	\$0	Dean Jones	Executive
Multi-year Project Plan for Database	4/15/2012	5/31/2012	\$0	Dean Jones	Executive
Choreographers of Careers Planning	6/1/2012	6/10/2012	\$0	Dean Jones	Executive
Collaborative Learning Leaders Planning	7/1/2012	8/15/2012	\$0	Dean Jones	Executive
Multi-Year Database Implementation	8/15/2012	12/31/2012	\$50,000	Dean Jones	IT
Web Site Advertisement Revenue	1/3/2012	3/31/2012	\$500	Dean Jones	IT
Letter of Inquiry to Annenberg	2/1/2013	2/28/2013	\$0	Dean Jones	Executive
Letter of Inquiry to Endowment	2/1/2013	2/28/2013	\$0	Dean Jones	Executive
<b>Totals</b>			<b>\$50,500</b>		

# Southland Partnership Corporation

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## Milestones



## 7.0 Management Summary

The only management team consists of the board of directors and Dean Jones, CEO. Ultimately the work of Internet posting for jobs and training opportunities could be turned toward a full time staff of three to four individuals.

## 7.1 Personnel Plan

The following table summarizes our personnel expenditures (CEO, Office Manager and Internet Coordinator) for the next three years, with compensation constant for each position over the target time frames. We believe this plan is a good compromise between fairness and expedience, and meets the commitment of our mission statement.

Table: Personnel

Personnel Plan	FY 2013	FY 2014	FY 2015
CEO	\$0	\$50,000	\$50,000
Office Manager	\$0	\$30,000	\$30,000
Internet Coordinator	\$0	\$15,000	\$15,000
Total People	0	3	3
Total Payroll	\$0	\$95,000	\$95,000

## 8.0 Financial Plan

### 8.1 Important Assumptions

Below is a short list of some general assumptions:

- The local economy is growing at 1.5%, much less than the 3.5% growth in the northern part of the State.
- Due to the nonprofit status, no taxes are required.
- Proposal submitted will be compelling to generate new grants.

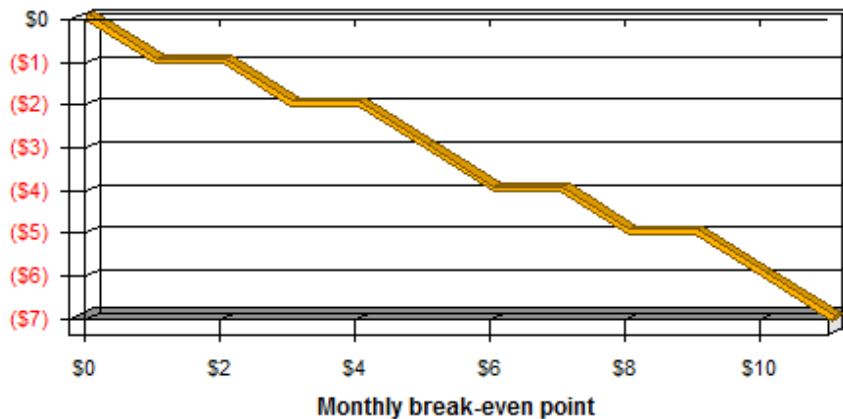
### 8.2 Break-even Analysis

The break-even numbers demonstrate that we will break-even at well below our minimum established for grant receipts. Google advertisement revenue is not included in the break-even analysis due to the modest returns.

Table: Break-even Analysis

Break-even Analysis	
Monthly Revenue Break-even	\$0
Assumptions:	
Average Percent Variable Cost	159%
Estimated Monthly Fixed Cost	\$0

Break-even Analysis



Break-even point = where line intersects with 0

## Southland Partnership Corporation

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### 8.3 Projected Surplus or Deficit

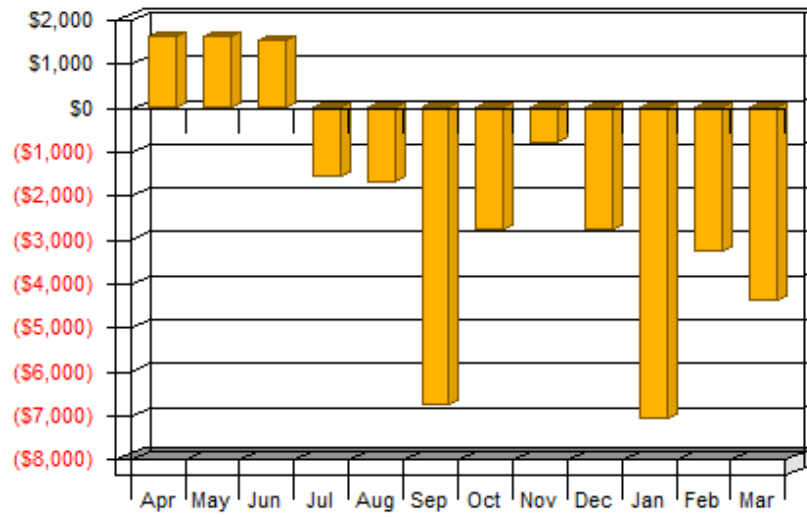
The surplus indicates positive revenues flowing into the Southland Partnership Corporation. Expenses will be minimal as we are able to rely on existing resources, including equipment and staff.

Table: Surplus and Deficit

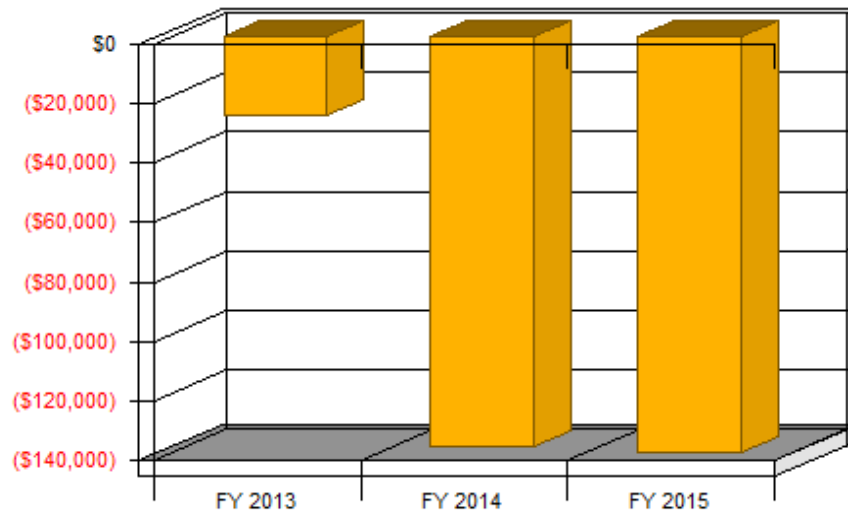
Surplus and Deficit	FY 2013	FY 2014	FY 2015
Funding	\$45,000	\$0	\$0
Direct Cost	\$71,600	\$0	\$0
Other Costs of Funding	\$0	\$5,000	\$5,000
<b>Total Direct Cost</b>	<b>\$71,600</b>	<b>\$5,000</b>	<b>\$5,000</b>
Gross Surplus	(\$26,600)	(\$5,000)	(\$5,000)
Gross Surplus %	-59.11%	0.00%	0.00%
<b>Expenses</b>			
Payroll	\$0	\$95,000	\$95,000
Marketing/Promotion	\$0	\$15,000	\$15,000
Depreciation	\$0	\$0	\$0
Rent	\$0	\$5,000	\$5,000
Utilities	\$0	\$2,500	\$2,500
Insurance	\$0	\$1,200	\$3,000
Payroll Taxes	\$0	\$14,250	\$14,250
Other	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$0</b>	<b>\$132,950</b>	<b>\$134,750</b>
Surplus Before Interest and Taxes	(\$26,600)	(\$137,950)	(\$139,750)
EBITDA	(\$26,600)	(\$137,950)	(\$139,750)
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0
Net Surplus	(\$26,600)	(\$137,950)	(\$139,750)
Net Surplus/Funding	-59.11%	0.00%	0.00%

# Southland Partnership Corporation

## Surplus Monthly

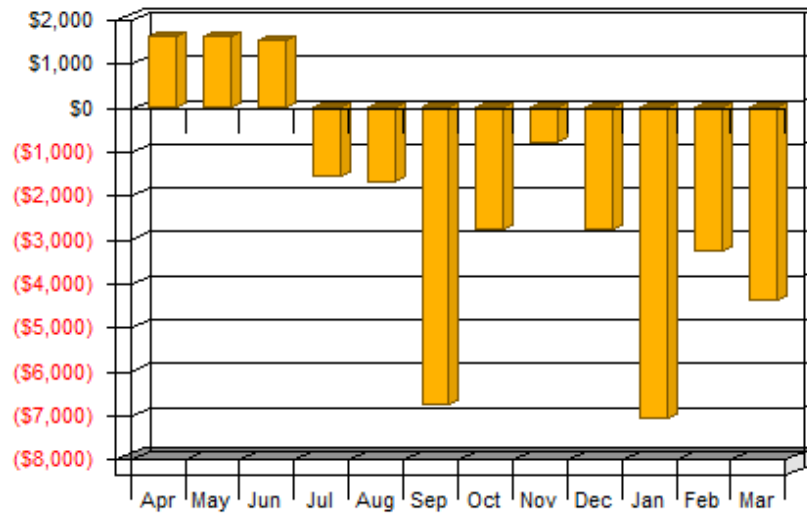


## Surplus Yearly

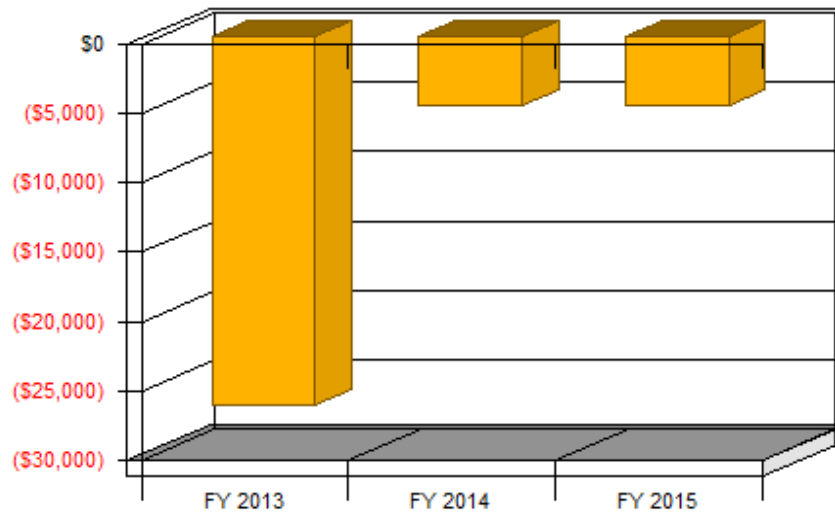


# Southland Partnership Corporation

## Gross Surplus Monthly



## Gross Surplus Yearly



## Southland Partnership Corporation

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### 8.4 Projected Cash Flow

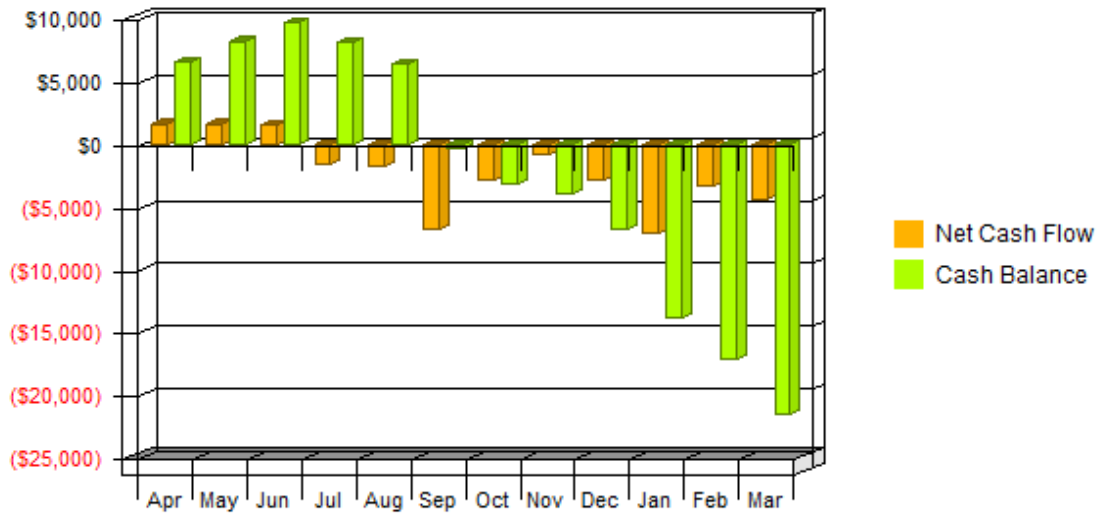
Table: Cash Flow

Pro Forma Cash Flow	FY 2013	FY 2014	FY 2015
<b>Cash Received</b>			
<b>Cash from Operations</b>			
Cash Funding	\$45,000	\$0	\$0
Subtotal Cash from Operations	\$45,000	\$0	\$0
<b>Additional Cash Received</b>			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$25,000	\$25,000
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$45,000	\$25,000	\$25,000
<b>Expenditures</b>			
<b>Expenditures from Operations</b>			
Cash Spending	\$71,600	\$137,950	\$139,750
Subtotal Spent on Operations	\$71,600	\$137,950	\$139,750
<b>Additional Cash Spent</b>			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$71,600	\$137,950	\$139,750
<b>Net Cash Flow</b>	<b>(\$26,600)</b>	<b>(\$112,950)</b>	<b>(\$114,750)</b>
<b>Cash Balance</b>	<b>(\$21,600)</b>	<b>(\$134,550)</b>	<b>(\$249,300)</b>



# Southland Partnership Corporation

## Cash



## 8.5 Projected Balance Sheet

Table: Balance Sheet

Pro Forma Balance Sheet			
	FY 2013	FY 2014	FY 2015
<b>Assets</b>			
<b>Current Assets</b>			
Cash	(\$21,600)	(\$134,550)	(\$249,300)
Other Current Assets	\$1,000	(\$24,000)	(\$49,000)
<b>Total Current Assets</b>	<b>(\$20,600)</b>	<b>(\$158,550)</b>	<b>(\$298,300)</b>
<b>Long-term Assets</b>			
Long-term Assets	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0
<b>Total Long-term Assets</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Assets</b>	<b>(\$20,600)</b>	<b>(\$158,550)</b>	<b>(\$298,300)</b>
<b>Liabilities and Capital</b>			
<b>Current Liabilities</b>			
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Long-term Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-in Capital	\$5,000	\$5,000	\$5,000
Accumulated Surplus/Deficit	\$1,000	(\$25,600)	(\$163,550)
<b>Surplus/Deficit</b>	<b>(\$26,600)</b>	<b>(\$137,950)</b>	<b>(\$139,750)</b>
<b>Total Capital</b>	<b>(\$20,600)</b>	<b>(\$158,550)</b>	<b>(\$298,300)</b>
<b>Total Liabilities and Capital</b>	<b>(\$20,600)</b>	<b>(\$158,550)</b>	<b>(\$298,300)</b>
<b>Net Worth</b>	<b>(\$20,600)</b>	<b>(\$158,550)</b>	<b>(\$298,300)</b>

# Southland Partnership Corporation

## 8.6 Standard Ratios

Table: Ratios

Ratio Analysis	FY 2013	FY 2014	FY 2015	Industry Profile
Funding Growth	80.00%	-100.00%	0.00%	11.37%
<b>Percent of Total Assets</b>				
Other Current Assets	-4.85%	15.14%	16.43%	50.16%
Total Current Assets	100.00%	100.00%	100.00%	64.49%
Long-term Assets	0.00%	0.00%	0.00%	35.51%
Total Assets	100.00%	100.00%	100.00%	100.00%
Current Liabilities	0.00%	0.00%	0.00%	27.96%
Long-term Liabilities	0.00%	0.00%	0.00%	26.35%
Total Liabilities	0.00%	0.00%	0.00%	54.31%
Net Worth	100.00%	100.00%	100.00%	45.69%
<b>Percent of Funding</b>				
Funding	100.00%	100.00%	100.00%	100.00%
Gross Surplus	-59.11%	0.00%	0.00%	100.00%
Selling, General & Administrative Expenses	0.00%	0.00%	0.00%	67.20%
Advertising Expenses	0.00%	0.00%	0.00%	1.87%
Surplus Before Interest and Taxes	-59.11%	0.00%	0.00%	3.25%
<b>Main Ratios</b>				
Current	0.00	0.00	0.00	1.57
Quick	0.00	0.00	0.00	1.10
Total Debt to Total Assets	0.00%	0.00%	0.00%	63.70%
Pre-tax Return on Net Worth	129.13%	87.01%	46.85%	6.19%
Pre-tax Return on Assets	129.13%	87.01%	46.85%	17.06%
<b>Additional Ratios</b>				
Net Surplus Margin	-59.11%	0.00%	0.00%	n.a
Return on Equity	0.00%	0.00%	0.00%	n.a
<b>Activity Ratios</b>				
Accounts Payable Turnover	13.23	12.17	12.17	n.a
Total Asset Turnover	0.00	0.00	0.00	n.a
<b>Debt Ratios</b>				
Debt to Net Worth	0.00	0.00	0.00	n.a
Current Liab. to Liab.	0.00	0.00	0.00	n.a
<b>Liquidity Ratios</b>				
Net Working Capital	(\$20,600)	(\$158,550)	(\$298,300)	n.a
Interest Coverage	0.00	0.00	0.00	n.a
<b>Additional Ratios</b>				
Assets to Funding	-0.46	n.a.	n.a.	n.a
Current Debt/Total Assets	0%	0%	0%	n.a
Acid Test	0.00	0.00	0.00	n.a
Funding/Net Worth	0.00	0.00	0.00	n.a
Dividend Payout	0.00	0.00	0.00	n.a

## Appendix

**Table: Funding Forecast**

Funding Forecast		Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
<b>Funding</b>													
Grants	0%	\$5,000	\$5,000	\$5,000	\$1,000	\$1,000	\$1,000	\$5,000	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000
Internet Advertisement	0%	\$100	\$200	\$200	\$200	\$200	\$200	\$300	\$400	\$500	\$300	\$200	\$200
Banquets	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$3,000	\$5,000	\$1,000	\$0	\$0
<b>Total Funding</b>		<b>\$5,100</b>	<b>\$5,200</b>	<b>\$5,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$6,300</b>	<b>\$8,400</b>	<b>\$6,500</b>	<b>\$2,300</b>	<b>\$1,200</b>	<b>\$1,200</b>
<b>Direct Cost of Funding</b>		<b>Apr-12</b>	<b>May-12</b>	<b>Jun-12</b>	<b>Jul-12</b>	<b>Aug-12</b>	<b>Sep-12</b>	<b>Oct-12</b>	<b>Nov-12</b>	<b>Dec-12</b>	<b>Jan-13</b>	<b>Feb-13</b>	<b>Mar-13</b>
Management Salary		\$3,000	\$3,000	\$3,000	\$2,000	\$2,000	\$5,000	\$5,000	\$4,000	\$3,000	\$2,000	\$3,000	\$4,000
Event Planner Fees		\$0	\$0	\$0	\$0	\$0	\$2,000	\$3,000	\$4,000	\$5,000	\$6,000	\$0	\$0
Proposal Writing		\$500	\$600	\$700	\$800	\$900	\$1,000	\$1,100	\$1,200	\$1,300	\$1,400	\$1,500	\$1,600
<b>Subtotal Cost of Funding</b>		<b>\$3,500</b>	<b>\$3,600</b>	<b>\$3,700</b>	<b>\$2,800</b>	<b>\$2,900</b>	<b>\$8,000</b>	<b>\$9,100</b>	<b>\$9,200</b>	<b>\$9,300</b>	<b>\$9,400</b>	<b>\$4,500</b>	<b>\$5,600</b>

# Appendix

**Table: Personnel**

Personnel Plan		Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
CEO	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Manager	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Internet Coordinator	0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People		0	0	0	0	0	0	0	0	0	0	0	0
Total Payroll		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Appendix

**Table: Surplus and Deficit**

Surplus and Deficit												
	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Funding	\$5,100	\$5,200	\$5,200	\$1,200	\$1,200	\$1,200	\$6,300	\$8,400	\$6,500	\$2,300	\$1,200	\$1,200
Direct Cost	\$3,500	\$3,600	\$3,700	\$2,800	\$2,900	\$8,000	\$9,100	\$9,200	\$9,300	\$9,400	\$4,500	\$5,600
Other Costs of Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Cost	\$3,500	\$3,600	\$3,700	\$2,800	\$2,900	\$8,000	\$9,100	\$9,200	\$9,300	\$9,400	\$4,500	\$5,600
Gross Surplus	\$1,600	\$1,600	\$1,500	(\$1,600)	(\$1,700)	(\$6,800)	(\$2,800)	(\$800)	(\$2,800)	(\$7,100)	(\$3,300)	(\$4,400)
Gross Surplus %	31.37%	30.77%	28.85%	-133.33%	-141.67%	-566.67%	-44.44%	-9.52%	-43.08%	-308.70%	-275.00%	-366.67%
<b>Expenses</b>												
Payroll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Marketing/Promotion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Surplus Before Interest and Taxes	\$1,600	\$1,600	\$1,500	(\$1,600)	(\$1,700)	(\$6,800)	(\$2,800)	(\$800)	(\$2,800)	(\$7,100)	(\$3,300)	(\$4,400)
EBITDA	\$1,600	\$1,600	\$1,500	(\$1,600)	(\$1,700)	(\$6,800)	(\$2,800)	(\$800)	(\$2,800)	(\$7,100)	(\$3,300)	(\$4,400)
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Surplus	\$1,600	\$1,600	\$1,500	(\$1,600)	(\$1,700)	(\$6,800)	(\$2,800)	(\$800)	(\$2,800)	(\$7,100)	(\$3,300)	(\$4,400)
Net Surplus/Funding	31.37%	30.77%	28.85%	-133.33%	-141.67%	-566.67%	-44.44%	-9.52%	-43.08%	-308.70%	-275.00%	-366.67%

## Appendix

**Table: Cash Flow**

Pro Forma Cash Flow	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
<b>Cash Received</b>												
<b>Cash from Operations</b>												
Cash Funding	\$5,100	\$5,200	\$5,200	\$1,200	\$1,200	\$1,200	\$6,300	\$8,400	\$6,500	\$2,300	\$1,200	\$1,200
Subtotal Cash from Operations	\$5,100	\$5,200	\$5,200	\$1,200	\$1,200	\$1,200	\$6,300	\$8,400	\$6,500	\$2,300	\$1,200	\$1,200
<b>Additional Cash Received</b>												
Sales Tax, VAT, HST/GST Received	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$5,100	\$5,200	\$5,200	\$1,200	\$1,200	\$1,200	\$6,300	\$8,400	\$6,500	\$2,300	\$1,200	\$1,200
<b>Expenditures</b>												
<b>Expenditures from Operations</b>												
Cash Spending	\$3,500	\$3,600	\$3,700	\$2,800	\$2,900	\$8,000	\$9,100	\$9,200	\$9,300	\$9,400	\$4,500	\$5,600
Subtotal Spent on Operations	\$3,500	\$3,600	\$3,700	\$2,800	\$2,900	\$8,000	\$9,100	\$9,200	\$9,300	\$9,400	\$4,500	\$5,600
<b>Additional Cash Spent</b>												
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$3,500	\$3,600	\$3,700	\$2,800	\$2,900	\$8,000	\$9,100	\$9,200	\$9,300	\$9,400	\$4,500	\$5,600
<b>Net Cash Flow</b>	<b>\$1,600</b>	<b>\$1,600</b>	<b>\$1,500</b>	<b>(\$1,600)</b>	<b>(\$1,700)</b>	<b>(\$6,800)</b>	<b>(\$2,800)</b>	<b>(\$800)</b>	<b>(\$2,800)</b>	<b>(\$7,100)</b>	<b>(\$3,300)</b>	<b>(\$4,400)</b>
<b>Cash Balance</b>	<b>\$6,600</b>	<b>\$8,200</b>	<b>\$9,700</b>	<b>\$8,100</b>	<b>\$6,400</b>	<b>(\$400)</b>	<b>(\$3,200)</b>	<b>(\$4,000)</b>	<b>(\$6,800)</b>	<b>(\$13,900)</b>	<b>(\$17,200)</b>	<b>(\$21,600)</b>

## Appendix

**Table: Balance Sheet**

Pro Forma Balance Sheet													
		Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Assets	Starting Balances												
<b>Current Assets</b>													
Cash	\$5,000	\$6,600	\$8,200	\$9,700	\$8,100	\$6,400	(\$400)	(\$3,200)	(\$4,000)	(\$6,800)	(\$13,900)	(\$17,200)	(\$21,600)
Other Current Assets	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>Total Current Assets</b>	<b>\$6,000</b>	<b>\$7,600</b>	<b>\$9,200</b>	<b>\$10,700</b>	<b>\$9,100</b>	<b>\$7,400</b>	<b>\$600</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$5,800)</b>	<b>(\$12,900)</b>	<b>(\$16,200)</b>	<b>(\$20,600)</b>
<b>Long-term Assets</b>													
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Long-term Assets</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Assets</b>	<b>\$6,000</b>	<b>\$7,600</b>	<b>\$9,200</b>	<b>\$10,700</b>	<b>\$9,100</b>	<b>\$7,400</b>	<b>\$600</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$5,800)</b>	<b>(\$12,900)</b>	<b>(\$16,200)</b>	<b>(\$20,600)</b>
Liabilities and Capital		Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
<b>Current Liabilities</b>													
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Long-term Liabilities</b>													
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-in Capital	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Accumulated Surplus/Deficit	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Surplus/Deficit	\$0	\$1,600	\$3,200	\$4,700	\$3,100	\$1,400	(\$5,400)	(\$8,200)	(\$9,000)	(\$11,800)	(\$18,900)	(\$22,200)	(\$26,600)
<b>Total Capital</b>	<b>\$6,000</b>	<b>\$7,600</b>	<b>\$9,200</b>	<b>\$10,700</b>	<b>\$9,100</b>	<b>\$7,400</b>	<b>\$600</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$5,800)</b>	<b>(\$12,900)</b>	<b>(\$16,200)</b>	<b>(\$20,600)</b>
<b>Total Liabilities and Capital</b>	<b>\$6,000</b>	<b>\$7,600</b>	<b>\$9,200</b>	<b>\$10,700</b>	<b>\$9,100</b>	<b>\$7,400</b>	<b>\$600</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$5,800)</b>	<b>(\$12,900)</b>	<b>(\$16,200)</b>	<b>(\$20,600)</b>
<b>Net Worth</b>	<b>\$6,000</b>	<b>\$7,600</b>	<b>\$9,200</b>	<b>\$10,700</b>	<b>\$9,100</b>	<b>\$7,400</b>	<b>\$600</b>	<b>(\$2,200)</b>	<b>(\$3,000)</b>	<b>(\$5,800)</b>	<b>(\$12,900)</b>	<b>(\$16,200)</b>	<b>(\$20,600)</b>