



November 2000

This sample business plan has been made available to users of *Business Plan Pro™*, business planning software published by Palo Alto Software. Names, locations and numbers may have been changed, and substantial portions of text may have been omitted from the original plan to preserve confidentiality and proprietary information.

You are welcome to use this plan as a starting point to create your own, but you do not have permission to reproduce, publish, distribute or even copy this plan as it exists here.

Requests for reprints, academic use, and other dissemination of this sample plan should be emailed to the marketing department of Palo Alto Software at marketing@paloalto.com. For product information visit our Website: www.paloalto.com or call: 1-800-229-7526.

Copyright Palo Alto Software, Inc., 1995-2002

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by _____ in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of _____.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to _____.

Upon request, this document is to be immediately returned to _____.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

Table of Contents

1.0	Executive Summary	1
1.1	Objectives	2
1.2	Mission	2
1.3	Keys to Success	2
2.0	Company Summary	2
2.1	Company Ownership	2
2.2	Start-up Summary	3
2.3	Company Locations and Facilities	4
3.0	Services	4
4.0	Market Analysis Summary	5
4.1	Market Segmentation	5
4.2	Market Analysis	6
4.3	Target Market Segment Strategy	6
4.4	Market Needs	7
4.5	Service Business Analysis	7
4.5.1	Business Participants	7
4.5.2	Competition and Buying Patterns	7
4.5.3	Distributing a Service	7
4.5.4	Main Competitors	8
5.0	Strategy and Implementation Summary	8
5.1	Strategy Pyramids	8
5.2	Competitive Edge	8
5.3	Sales Strategy	9
5.3.1	Sales Programs	9
5.3.2	Sales Forecast	9
5.4	Value Proposition	10
5.5	Milestones	10
5.6	Marketing Strategy	11
5.6.1	Positioning Statement	11
5.6.2	Pricing Strategy	11
5.6.3	Promotion Strategy	11
5.6.4	Distribution Strategy	11
5.6.5	Marketing Programs	12
6.0	Management Summary	12
6.1	Personnel Plan	12
6.2	Organizational Structure	12
6.3	Management Team	13
6.4	Management Team Gaps	13
7.0	Financial Plan	13
7.1	Important Assumptions	13
7.2	Key Financial Indicators	14
7.3	Break-even Analysis	15
7.4	Projected Profit and Loss	16
7.5	Projected Cash Flow	17
7.6	Projected Balance Sheet	19
7.7	Ratios	19

Margarita Momma

1.0 Executive Summary

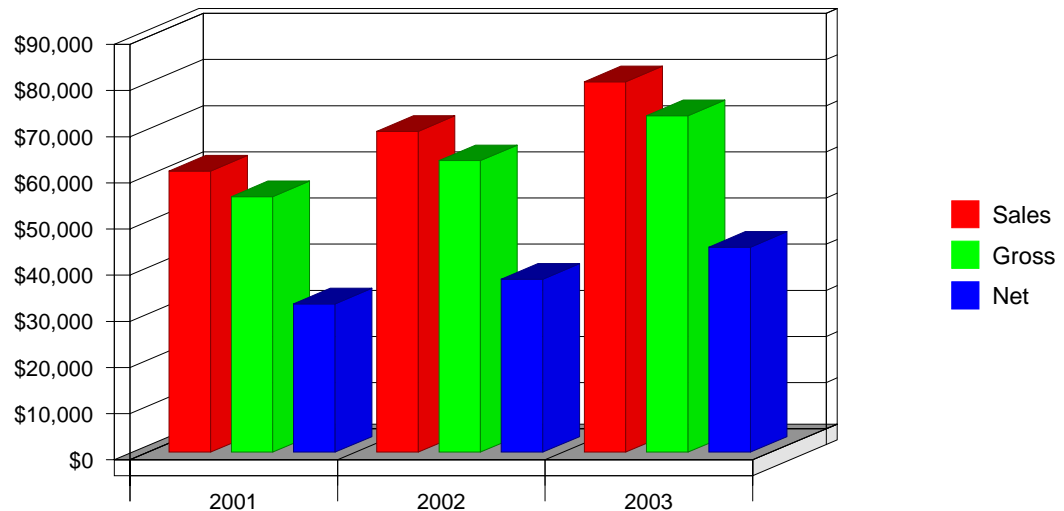
Margarita Momma is a frozen drink machine rental service. We will specialize in church functions, children and adult birthday parties, weddings, and barbecues. We plan to set up concession services at local and fund-raising events within the Copperas Cove, Ft. Hood, and Killeen areas. The frozen beverage can have alcohol, but is enjoyable without as well. However, if the customers choose to have alcohol in the drinks, they must purchase it, and add it, themselves. This is a unique service for the area; however, frozen drink machine rentals have been growing throughout the nation.

The chosen beverage concentrate has natural flavorings, and few preservatives. This makes the concentrate far superior, both in quality and in taste, to the other brands on the market. We provide a quality far beyond that found at convenience stores which offer frozen drinks.

Margarita Momma will deliver the machine with everything necessary for making the gathering a success. The cart delivery includes: 50 nine-ounce cups, straws, and salt (if needed for margaritas). The only thing the customer must provide is fun! Delivery also includes the mix, and the mixing of the first batch. This is where the customer would provide and add any alcohol to the drinks. The cart is provided by Margarita Momma so there will be easy delivery, as well as to minimize the chance of any furniture damage. The cart has a deep tray which will help contain spills, and to further reduce furniture/carpet damage. Next morning's pick-up is provided for in the rental cost, and will be performed at a time convenient for the customer.

In order to begin renting, Margarita Momma requires \$11,960 to purchase three Frosty Factory machines, ten cases of concentrate, two cases of cups, and two cases of straws.

Highlights (Planned)



Margarita Momma

1.1 Objectives

The objectives for this business plan are specific goals which are achievable by Margarita Momma in the first few years of operation. These objectives are outlined below:

1. Sales of \$2000 for the last two months of 2000, and \$30,000 in 2001.
2. To increase from three to six machines in 2001.
3. To go full time within nine months (July, 20001).

1.2 Mission

Margarita Momma will provide the community with an alternative beverage to be served at any event for any age group. We will provide delivery, and complete setup, making the first batch of mix for the customer. Machines will be delivered well in advance of party time so that the mix will be ready. The cost of the rental includes: cups, one mix, salt, straws, and written instructions. Extra mixes can be purchased for an additional charge, at the time of rental; but one mix is sufficient for most events. Pick up the day after will also be provided for the convenience of the customers.

1.3 Keys to Success

The following facets of Margarita Momma ensure its financial success:

1. Unique services, unmatched in both quality and presentation.
2. Low operating overhead.
3. Beneficial word-of-mouth advertising.
4. A healthy, versatile drink which is suitable for all ages.

2.0 Company Summary

Margarita Momma is a new company to this area that provides frozen beverage machine rentals to the individual, whether it's a nonprofit organization or a child's birthday party. The frozen beverage is versatile; it can be either a slurpee or a frozen cocktail.

2.1 Company Ownership

Margarita Momma will be created as a Sole Proprietorship, owned by its founder, Greta Guidry. The company will be operated from the owner's home.

2.2 Start-up Summary

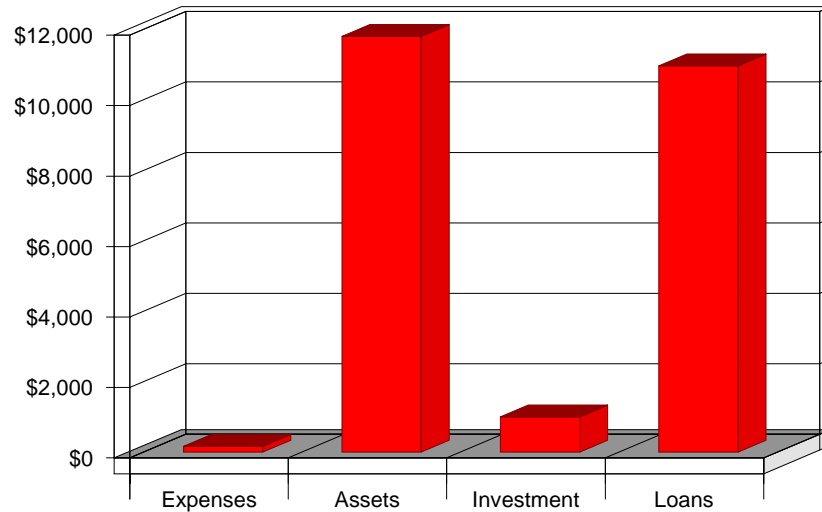
Our start-up costs come to \$11,960. This number includes three machines, three carts, mix, cups, straws, magnetic sign for delivery vehicle, business cards, and flyers. The details are included in the following table and chart.

Table: Start-up

<u>Start-up</u>	
<u>Requirements</u>	
<u>Start-up Expenses</u>	
Legal	\$11
Business Cards	\$10
Brochures, Flyers, etc.	\$20
Software	\$90
Magnetic Sign	\$30
Total Start-up Expense	\$161
<u>Start-up Assets Needed</u>	
Cash Requirements	\$839
Start-up inventory	\$700
Other Short-term Assets	\$1,260
Total Short-term Assets	\$2,799
Long-term Assets	\$9,000
Total Assets	\$11,799
Total Requirements	\$11,960
<u>Funding</u>	
<u>Investment</u>	
Greta Guidry	\$1,000
Other	\$0
Total Investment	\$1,000
<u>Short-term Liabilities</u>	
Unpaid Expenses	\$0
Short-term Loans	\$0
Interest-free Short-term Loans	\$0
Subtotal Short-term Liabilities	\$0
Long-term Liabilities	\$10,960
Total Liabilities	\$10,960
Loss at Start-up	(\$161)
Total Capital	\$839
Total Capital and Liabilities	\$11,799

Margarita Momma

Start-up



2.3 Company Locations and Facilities

This business will be operated out of my residence at (address withheld for sample plan purposes).

3.0 Services

Margarita Momma offers frozen drink machine rentals with complete delivery, setup, and pickup. We will be the first business of its kind in the area.

Product quality will include a large variety of tropical- and regular-flavored syrups. Margarita Momma has pledged to use only the healthiest, freshest ingredients for our frozen drinks. The brand *Margarita Man* margarita mix has been chosen because it has natural lemon and lime flavors and real lime juice. Extra natural flavoring can be used by adding Triple Sec Liqueur. Very few preservatives are added to enhance the freshness of our product. The result is a unique citrus-fruit-flavored margarita mix that can also be used as an excellent sweet 'n sour. No other bar mix out there is fruitier. We will grow to include the full line of 11 flavors, mixed to the same standards of quality.

Current concentrate flavors available are:

- Strawberry Daiquiri
- Margarita
- Louisiana Hurricane
- Peach Bellini
- Bordermilk (Lemon Freeze)
- Razzmatazzberry
- Pina Colada
- Go Mango
- Go Banana
- Goombay Smash (Rum Punch)
- Tropical Punch

Margarita Momma

- Neutral Base

4.0 Market Analysis Summary

Although the name is Margarita Momma, we want to stress that this service is for everyone who plans a gathering. Every household, business, church, or event is a potential customer. From weddings to barbecues, from Lampasas to Harker Heights, the fun and convenience catches on like wildfire as everyone at the event enjoys a delicious frozen drink.

Some examples of excellent rental/concession opportunities are:

- Rabbit Fest
- 4th of July
- Hood Howdy
- Taste of Cove
- Weddings
- Club Fundraisers
- National Night Out
- Downtown Party
- St. Patrick's Day
- New Years Eve
- Family Reunions

Currently, at these types of events, customers have a choice of purchasing soda or snow cones. And, while delicious in their own right, there is something missing from these two choices. We have an excellent alternative; Margarita Momma will provide a quality beverage, with real fruit flavoring and few preservatives. These drinks are far superior to the taste of a snowcone or a slurpee, and more nutritious than a soda.

4.1 Market Segmentation

Margarita Momma will target all segments of the population--children, teenagers, and adults--through rentals and concession stands at local events. This is truly a beverage people of all ages can enjoy. It is a fun, affordable alternative to the familiar party beverages that are available. Our market segmentation will focus more on areas of service than on potential customers. The only limitation would be how far the company is willing to travel and how much area can be covered through our advertising plans.

Market Analysis (Pie)

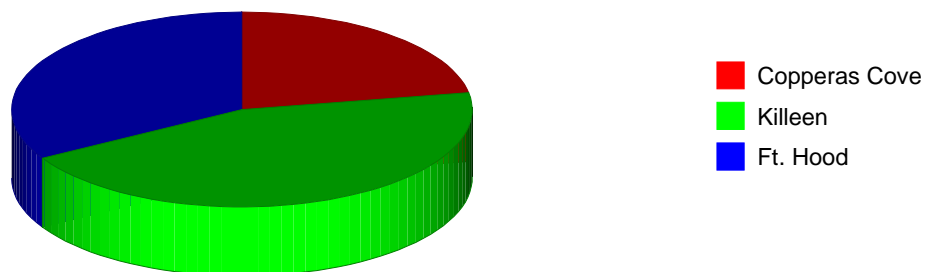


Table: Market Analysis

Market Analysis	Growth	2000	2001	2002	2003	2004	CAGR
Potential Customers							
Copperas Cove	500%	10	60	360	2,160	12,960	500.00%
Killeen	600%	20	140	980	6,860	48,020	600.00%
Ft. Hood	700%	15	120	960	7,680	61,440	700.00%
Total	622.20%	45	320	2,300	16,700	122,420	622.20%

4.2 Market Analysis

Although this is a lucrative business, there are no competitors for Margarita Momma. This is due to the fact that there are no other companies in the targeted area which provide similar services. Margarita Momma has the advantage of being the first to market these services.

4.3 Target Market Segment Strategy

The margarita machine rental business has been EXPLODING in Texas for the last 15 years. Now this fun, profitable business is sweeping the country. In order for Margarita Momma to get a hold of this lucrative service, we must focus on a specific market segment whose needs match our offerings.

The target customer is anyone planning an event and wishing to provide an original beverage alternative for their guests. When the happy guests serve themselves, they think, "What a great idea, I'll have Margarita Momma bring a machine to *my* next party." *Each guest is your next potential customer.*

4.4 Market Needs

The party products market is popular, and demands quality services. Margarita Momma is able to provide this segment with the products and services it is seeking. The unique nature of a frozen drink machine service demands it be an indispensable part of any celebration or gathering.

The market for party products is growing throughout Texas--as well as the rest of the country. Margarita Momma has the advantage of being an originator in South Central Texas.

4.5 Service Business Analysis

As mentioned in the previous sections, there is no relevant competition for Margarita Momma at this time. This is a novel business in an exciting, expanding new industry; we are set up to reap the benefits of being pioneers within this area of Texas. That is not to say we would be unable to compete with a business offering the same services. We intend to entrench ourselves so fully in the segment, that our customers would never dream of using anyone else for their party needs. We will be the company that a new business will be wary of.

4.5.1 Business Participants

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

4.5.2 Competition and Buying Patterns

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

4.5.3 Distributing a Service

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

4.5.4 Main Competitors

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.0 Strategy and Implementation Summary

The beginning operation of Margarita Momma will be basic, with three machines, and three flavors of mix. It is imperative to the success of the company that smart financial decisions are made, and that the business does not expand too quickly; this could result in not having the funds necessary to operate. Flavors, machines, and an expanded service area will be added as they become necessary. This is a process we see as taking place over the first two years of operation. We plan to expand the flavor choice from the basic three to the full eleven that are available. Additional machines will be purchased in order to better serve an ever-expanding customer base. Within two years, we hope to be serving the Kempner, Lampasas, and Belton areas; this will expand our range to almost a fifty-mile service area.

5.1 Strategy Pyramids

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.2 Competitive Edge

We start with a critical edge--there is no direct competition at this point, closer than Austin, which is almost one hundred miles away. Available options for this area include: the snow cone trolley, purchasing the separate ingredients and using a blender to make frozen drinks, or canned drinks purchased at retail stores. Fundraising options would be provided by Pepsi and Coca-Cola distributors from the nearby Temple area. These options all pale when compared with the lively taste and nutritious quality of Margarita Momma's frozen beverages.

Customers will be reached through advertisements such as business cards, flyers, newspaper ads, a website, and through word-of-mouth from satisfied customers. It is our goal to make each occasion the best it can be. By doing our utmost to ensure this, we expect positive feedback from our customers. It is our hope, then, that these satisfied customers will not be stingy with their praise for the company, and spread the word about us.

Margarita Momma

5.3 Sales Strategy

We will provide first-rate service during each aspect of rental: from time of booking, to setup, and all the way through to pickup. Each member of the Margarita Momma team will be adept at both sales and social skills. It is our goal to be the most friendly, knowledgeable business in the area. This will help Margarita Momma become number one in sales, and it will contribute to remaining number one.

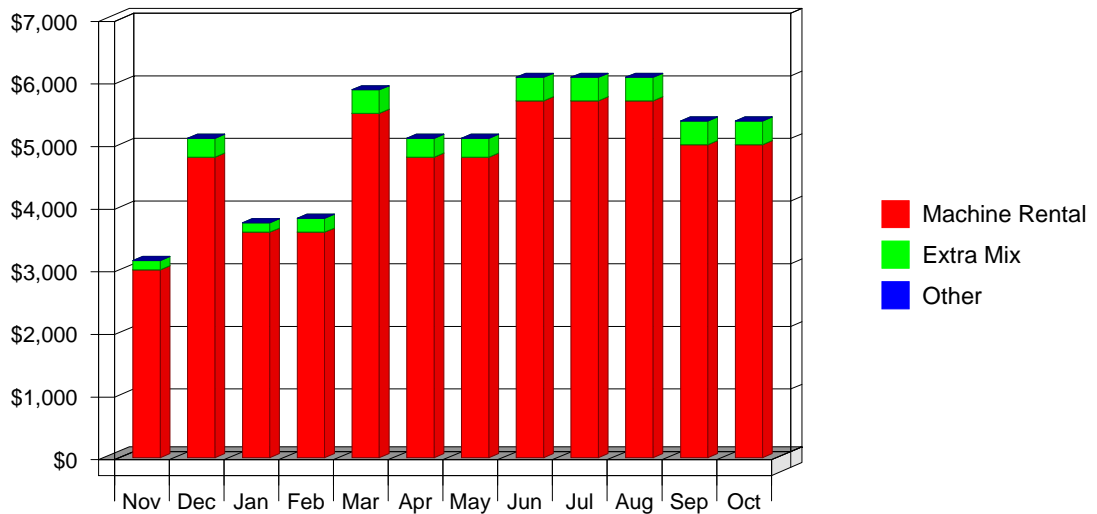
5.3.1 Sales Programs

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.3.2 Sales Forecast

The following table and chart give a run-down on forecasted sales. We expect sales to increase dramatically as name recognition and word-of-mouth advertising grows.

Sales Monthly (Planned)



Margarita Momma

Table: Sales Forecast (Planned)

Sales Forecast			
Unit Sales	2001	2002	2003
Machine Rental	572	650	750
Extra Mix	245	300	350
Other	0	0	0
Total Unit Sales	817	950	1,100
Unit Prices	2001	2002	2003
Machine Rental	\$100.00	\$100.00	\$100.00
Extra Mix	\$15.00	\$15.00	\$15.00
Other	\$0.00	\$0.00	\$0.00
Sales			
Machine Rental	\$57,200	\$65,000	\$75,000
Extra Mix	\$3,675	\$4,500	\$5,250
Other	\$0	\$0	\$0
Total Sales	\$60,875	\$69,500	\$80,250
Direct Unit Costs	2001	2002	2003
Machine Rental	\$7.60	\$7.60	\$7.60
Extra Mix	\$4.80	\$4.80	\$4.80
Other	\$0.00	\$0.00	\$0.00
Direct Cost of Sales	2001	2002	2003
Machine Rental	\$4,347	\$4,940	\$5,700
Extra Mix	\$1,176	\$1,440	\$1,680
Other	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$5,523	\$6,380	\$7,380

5.4 Value Proposition

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.5 Milestones

The accompanying table lists important program milestones, with dates and persons in charge, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

Table: Milestones (Planned)

Milestones	Start Date	End Date	Budget	Manager	Department
Business Plan	10/1/00	10/31/00	\$90	Greta Guidry	Owner
Logo design	10/1/00	1/1/01	\$0	Kelley Guidry	
Business Cards	10/15/00	11/1/00	\$40	Rachel Guidry	
Flyers	10/12/00	11/1/00	\$20	Kelley Guidry	
Magnetic Sign for Vehicle	10/15/00	11/1/00	\$30	Greta Guidry	Owner
Web site	11/15/00	3/30/01	\$100	Greta Guidry	Owner
New Phone Number	10/25/00	11/1/00	\$100	Greta Guidry	Owner
Totals			\$380		

5.6 Marketing Strategy

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.6.1 Positioning Statement

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.6.2 Pricing Strategy

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.6.3 Promotion Strategy

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.6.4 Distribution Strategy

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

5.6.5 Marketing Programs

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

6.0 Management Summary

Margarita Momma will be a family-based business. Greta Guidry has worked for the Army Air Force Exchange (AAFES) over the past 18 years in several different positions, from cashier to manager. Through these positions, Greta has gained great knowledge of the service industry, of being an efficient manager, and a feel for stocking and maintaining inventory.

The other members of her team (and family) are experienced sales professionals, and have intimate knowledge of the frozen drink machines being utilized. All family members are committed to the success of Margarita Momma, and have been trained in customer service and sales in order to make this goal a reality.

6.1 Personnel Plan

Greta Guidry, the owner, will conduct daily operations of the business. Steven, Kelley, and Michael Guidry will assist with deliveries and pickups. Because this is a family business, each member of the family has been given responsibilities, and is more than capable of assisting in all parts of the rental process.

Table: Personnel (Planned)

Personnel Plan	2001	2002	2003
Payroll	\$11,050	\$11,800	\$12,500

6.2 Organizational Structure

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

6.3 Management Team

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

6.4 Management Team Gaps

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

7.0 Financial Plan

We want to finance growth mainly through cash flow. We recognize that this means we will have to grow slowly, adding machines one at a time, not in bulk. The most important indicator in our case is that minimal inventory will have to be stored for these rentals; this translates into very low overhead.

There are some seasonal variations, with the months of March through September being the hottest months in Texas. This will, as expected, mean a high rate of rentals for events such as pool parties, Fourth of July celebrations, and barbecues. However, we expect the winter months to be just as lucrative due to the number of holiday parties, football gatherings, and fundraising events. We expect a light seasonal variation, with sales increasing slightly during the cooler months. For the most part, Margarita Momma will experience a high rate of sales, regardless of weather variations.

7.1 Important Assumptions

The financial assumptions for Margarita Momma are included in the following table.

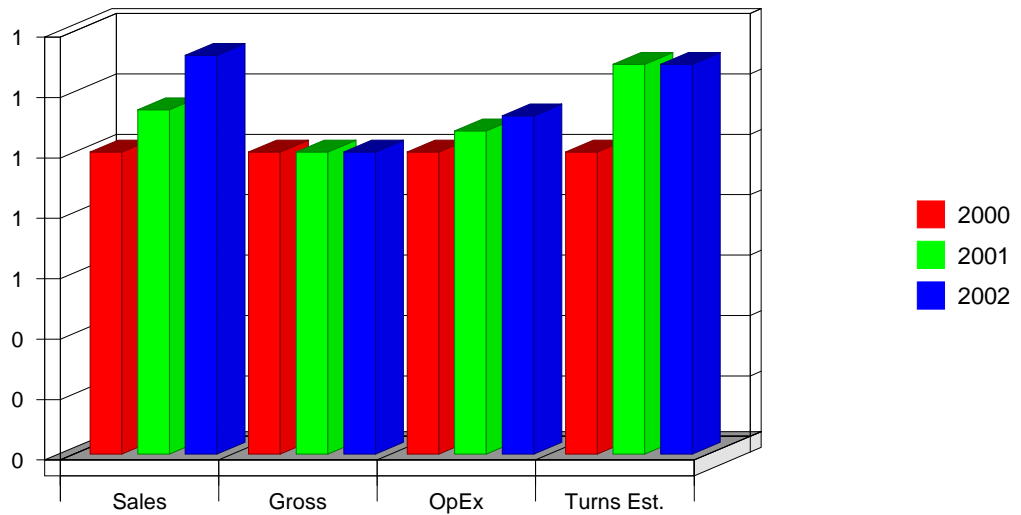
Table: General Assumptions

General Assumptions	2001	2002	2003
Short-term Interest Rate %	10.00%	10.00%	10.00%
Long-term Interest Rate %	10.00%	10.00%	10.00%
Tax Rate %	25.00%	25.00%	25.00%
Expenses in Cash %	10.00%	10.00%	10.00%
Personnel Burden %	0.00%	0.00%	0.00%

7.2 Key Financial Indicators

This topic was not included in the original business plan, but is included here as a placeholder for others using this plan as a guide. Please remember that the default outline is flexible on purpose, because every business plan is unique, so many excellent plans omit topics included in the standard outline and many add additional topics. The outline is a suggestion, not a checklist. You can add and delete topics easily. Make it your plan, not the software's plan.

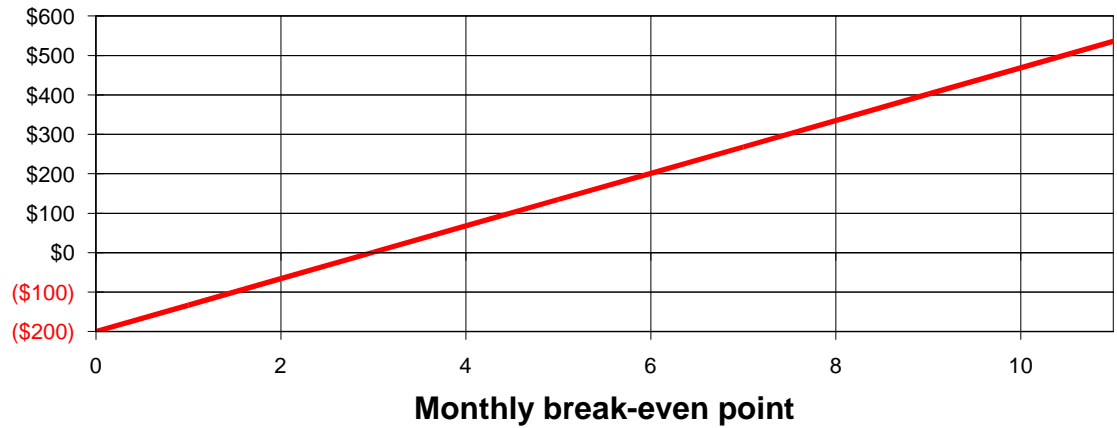
Benchmarks (Planned)



7.3 Break-even Analysis

The following table and chart summarize our break-even analysis. With estimated fixed costs of \$200 per month, we need to have only two rentals to cover our costs.

Break Even Analysis



Break-even point = where line intersects with 0

Table: Break-even Analysis

Break-even Analysis:	
Monthly Units Break-even	3
Monthly Sales Break-even	\$223
Assumptions:	
Average Per-Unit Revenue	\$74.51
Average Per-Unit Variable Cost	\$7.60
Estimated Monthly Fixed Cost	\$200

7.4 Projected Profit and Loss

We expect a net profit of \$32,000 in year one, which is over 50% of net profit. We foresee an increase to \$37,000, or 54% of net profit in 2002, and a further increase to \$44,000, or 55% of net profit for 2003.

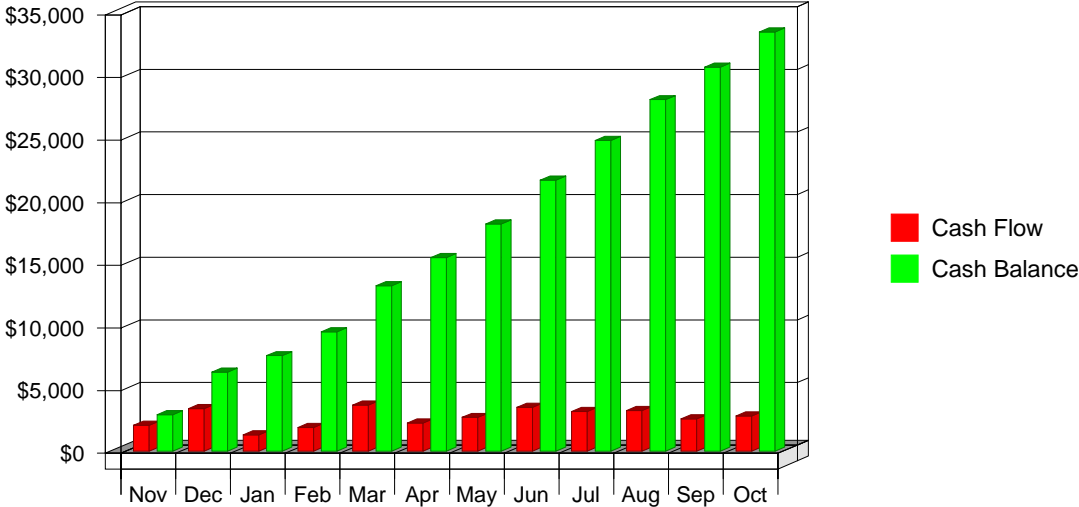
Table: Profit and Loss (Planned)

Pro Forma Profit and Loss	2001	2002	2003
Sales	\$60,875	\$69,500	\$80,250
Direct Cost of Sales	\$5,523	\$6,380	\$7,380
Other	\$0	\$0	\$0
	-----	-----	-----
Total Cost of Sales	\$5,523	\$6,380	\$7,380
Gross Margin	\$55,352	\$63,120	\$72,870
Gross Margin %	90.93%	90.82%	90.80%
Operating Expenses:			
Advertising/Promotion	\$280	\$300	\$250
Miscellaneous	\$0	\$0	\$0
Payroll Expense	\$11,050	\$11,800	\$12,500
Payroll Burden	\$0	\$0	\$0
Depreciation	\$150	\$150	\$150
Leased Equipment	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
Insurance	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Contract/Consultants	\$0	\$0	\$0
	-----	-----	-----
Total Operating Expenses	\$11,480	\$12,250	\$12,900
Profit Before Interest and Taxes	\$43,872	\$50,870	\$59,970
Interest Expense Short-term	\$0	\$0	\$0
Interest Expense Long-term	\$1,031	\$916	\$796
Taxes Incurred	\$10,710	\$12,489	\$14,794
Extraordinary Items	\$0	\$0	\$0
Net Profit	\$32,131	\$37,466	\$44,381
Net Profit/Sales	52.78%	53.91%	55.30%

7.5 Projected Cash Flow

The following cash flow projections show the annual amounts only. For a monthly breakdown, please see the appendices at the end of the business plan.

Cash (Planned)



Margarita Momma

Table: Cash Flow (Planned)

Pro Forma Cash Flow	2001	2002	2003
Cash Received			
Cash from Operations:			
Cash Sales	\$60,875	\$69,500	\$80,250
From Receivables	\$0	\$0	\$0
Subtotal Cash from Operations	\$60,875	\$69,500	\$80,250
Additional Cash Received			
Extraordinary Items	\$0	\$0	\$0
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 Short-term Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
Subtotal Cash Received	\$60,875	\$69,500	\$80,250
Expenditures			
Expenditures from Operations:			
Cash Spent on Costs and Expenses	\$1,734	\$2,016	\$2,331
Wages, Salaries, Payroll Taxes, etc.	\$11,050	\$11,800	\$12,500
Payment of Accounts Payable	\$14,251	\$17,925	\$20,732
Subtotal Spent on Operations	\$27,036	\$31,741	\$35,563
Additional Cash Spent			
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	\$1,200	\$1,200	\$1,200
Purchase Other Short-term Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Adjustment for Assets Purchased on Credit	\$0	\$0	\$0
Subtotal Cash Spent	\$28,236	\$32,941	\$36,763
Net Cash Flow	\$32,639	\$36,559	\$43,487
Cash Balance	\$33,478	\$70,037	\$113,524

7.6 Projected Balance Sheet

The following table represents our financial position at the end of each of the three upcoming fiscal years.

Table: Balance Sheet (Planned)

Pro Forma Balance Sheet

Assets	2001	2002	2003
Short-term Assets			
Cash	\$33,478	\$70,037	\$113,524
Inventory	\$500	\$578	\$668
Other Short-term Assets	\$1,260	\$1,260	\$1,260
Total Short-term Assets	\$35,238	\$71,875	\$115,452
Long-term Assets			
Long-term Assets	\$9,000	\$9,000	\$9,000
Accumulated Depreciation	\$150	\$300	\$450
Total Long-term Assets	\$8,851	\$8,701	\$8,551
Total Assets	\$44,089	\$80,575	\$124,002
Liabilities and Capital			
	2001	2002	2003
Accounts Payable	\$1,359	\$1,580	\$1,826
Current Borrowing	\$0	\$0	\$0
Other Short-term Liabilities	\$0	\$0	\$0
Subtotal Short-term Liabilities	\$1,359	\$1,580	\$1,826
Long-term Liabilities	\$9,760	\$8,560	\$7,360
Total Liabilities	\$11,119	\$10,140	\$9,186
Paid-in Capital	\$1,000	\$1,000	\$1,000
Retained Earnings	(\$161)	\$31,970	\$69,435
Earnings	\$32,131	\$37,466	\$44,381
Total Capital	\$32,970	\$70,435	\$114,816
Total Liabilities and Capital	\$44,089	\$80,575	\$124,002
Net Worth	\$32,970	\$70,435	\$114,816

7.7 Ratios

The following table shows standard ratios and industry comparison for SIC code 7359, rental businesses.

Margarita Momma

Table: Ratios (Planned)

Ratio Analysis	2000	2001	2002	Industry Profile
Sales Growth	0.00%	14.17%	15.47%	7.90%
Percent of Total Assets				
Accounts Receivable	0.00%	0.00%	0.00%	25.80%
Inventory	1.13%	0.72%	0.54%	3.40%
Other Short-term Assets	2.86%	1.56%	1.02%	74.30%
Total Short-term Assets	79.93%	89.20%	93.10%	24.70%
Long-term Assets	20.07%	10.80%	6.90%	25.70%
Total Assets	100.00%	100.00%	100.00%	100.00%
Other Short-term Liabilities	0.00%	0.00%	0.00%	42.00%
Subtotal Short-term Liabilities	3.08%	1.96%	1.47%	32.10%
Long-term Liabilities	22.14%	10.62%	5.94%	15.70%
Total Liabilities	25.22%	12.58%	7.41%	57.70%
Net Worth	74.78%	87.42%	92.59%	42.30%
Percent of Sales				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	90.93%	90.82%	90.80%	0.00%
Selling, General & Administrative Expenses	38.15%	36.91%	35.50%	82.90%
Advertising Expenses	0.46%	0.43%	0.31%	1.00%
Profit Before Interest and Taxes	72.07%	73.19%	74.73%	2.60%
Main Ratios				
Current	25.93	45.50	63.21	1.68
Quick	25.56	45.13	62.85	1.33
Total Debt to Total Assets	25.22%	12.58%	7.41%	57.70%
Pre-tax Return on Net Worth	136.19%	73.52%	52.92%	4.80%
Pre-tax Return on Assets	101.85%	64.27%	49.00%	11.40%
Business Vitality Profile				
Sales per Employee	2000 \$60,875	2001 \$69,500	2002 \$80,250	Industry \$105,148
Survival Rate				64.23%
Additional Ratios				
Net Profit Margin	2000 52.78%	2001 53.91%	2002 55.30%	n.a
Return on Equity	97.46%	53.19%	38.65%	n.a
Activity Ratios				
Accounts Receivable Turnover	0.00	0.00	0.00	n.a
Collection Days	0	0	0	n.a
Inventory Turnover	9.21	11.84	11.85	n.a
Accounts Payable Turnover	11.49	11.49	11.49	n.a
Total Asset Turnover	1.38	0.86	0.65	n.a
Debt Ratios				
Debt to Net Worth	0.34	0.14	0.08	n.a
Short-term Liab. to Liab.	0.12	0.16	0.20	n.a
Liquidity Ratios				
Net Working Capital	\$33,879	\$70,295	\$113,625	n.a
Interest Coverage	42.55	55.53	75.34	n.a
Additional Ratios				
Assets to Sales	0.72	1.16	1.55	n.a
Current Debt/Total Assets	3%	2%	1%	n.a
Acid Test	25.56	45.13	62.85	n.a
Sales/Net Worth	1.85	0.99	0.70	n.a
Dividend Payout	\$0	0.00	0.00	n.a

Appendix

Appendix Table: Sales Forecast (Planned)

Sales Forecast												
Unit Sales	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Machine Rental	30	48	36	36	55	48	48	57	57	57	50	50
Extra Mix	10	20	10	15	25	20	20	25	25	25	25	25
Other	0	0	0	0	0	0	0	0	0	0	0	0
Total Unit Sales	40	68	46	51	80	68	68	82	82	82	75	75
Unit Prices	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Machine Rental	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Extra Mix	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sales	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Machine Rental	\$3,000	\$4,800	\$3,600	\$3,600	\$5,500	\$4,800	\$4,800	\$5,700	\$5,700	\$5,700	\$5,000	\$5,000
Extra Mix	\$150	\$300	\$150	\$225	\$375	\$300	\$300	\$375	\$375	\$375	\$375	\$375
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Sales	\$3,150	\$5,100	\$3,750	\$3,825	\$5,875	\$5,100	\$5,100	\$6,075	\$6,075	\$6,075	\$5,375	\$5,375
Direct Unit Costs	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Machine Rental	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60	\$7.60
Extra Mix	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Cost of Sales	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Machine Rental	\$228	\$365	\$274	\$274	\$418	\$365	\$365	\$433	\$433	\$433	\$380	\$380
Extra Mix	\$48	\$96	\$48	\$72	\$120	\$96	\$96	\$120	\$120	\$120	\$120	\$120
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$276	\$461	\$322	\$346	\$538	\$461	\$461	\$553	\$553	\$553	\$500	\$500

Appendix

Appendix Table: Personnel (Planned)

Personnel Plan	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Payroll	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$950	\$950	\$950	\$950	\$950

Appendix

Appendix Table: General Assumptions

General Assumptions	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Short-term Interest Rate %	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Long-term Interest Rate %	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Tax Rate %	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Expenses in Cash %	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Personnel Burden %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Appendix

Appendix Table: Profit and Loss (Planned)

Pro Forma Profit and Loss

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Sales	\$3,150	\$5,100	\$3,750	\$3,825	\$5,875	\$5,100	\$5,100	\$6,075	\$6,075	\$6,075	\$5,375	\$5,375
Direct Cost of Sales	\$276	\$461	\$322	\$346	\$538	\$461	\$461	\$553	\$553	\$553	\$500	\$500
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$276	\$461	\$322	\$346	\$538	\$461	\$461	\$553	\$553	\$553	\$500	\$500
Gross Margin	\$2,874	\$4,639	\$3,428	\$3,479	\$5,337	\$4,639	\$4,639	\$5,522	\$5,522	\$5,522	\$4,875	\$4,875
Gross Margin %	91.24%	90.96%	91.42%	90.96%	90.84%	90.96%	90.96%	90.89%	90.89%	90.89%	90.70%	90.70%
Operating Expenses:												
Advertising/Promotion	\$20	\$30	\$30	\$20	\$20	\$20	\$30	\$20	\$20	\$20	\$20	\$30
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payroll Expense	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$950	\$950	\$950	\$950	\$950
Payroll Burden	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$10	\$11
Leased Equipment	\$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
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contract/Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$933	\$943	\$943	\$933	\$933	\$933	\$943	\$983	\$983	\$983	\$980	\$991
Profit Before Interest and Taxes	\$1,942	\$3,697	\$2,486	\$2,546	\$4,404	\$3,706	\$3,696	\$4,539	\$4,539	\$4,539	\$3,895	\$3,884
Interest Expense Short-term	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Expense Long-term	\$91	\$90	\$89	\$88	\$87	\$86	\$86	\$85	\$84	\$83	\$82	\$81
Taxes Incurred	\$463	\$902	\$599	\$615	\$1,079	\$905	\$903	\$1,114	\$1,114	\$1,114	\$953	\$951
Extraordinary Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit	\$1,388	\$2,705	\$1,798	\$1,844	\$3,238	\$2,715	\$2,708	\$3,341	\$3,341	\$3,342	\$2,860	\$2,852
Net Profit/Sales	44.07%	53.04%	47.94%	48.20%	55.11%	53.23%	53.10%	54.99%	55.00%	55.01%	53.20%	53.06%

Appendix

Appendix Table: Cash Flow (Planned)

Pro Forma Cash Flow	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Cash Received												
Cash from Operations:												
Cash Sales	\$3,150	\$5,100	\$3,750	\$3,825	\$5,875	\$5,100	\$5,100	\$6,075	\$6,075	\$6,075	\$5,375	\$5,375
From Receivables	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash from Operations	\$3,150	\$5,100	\$3,750	\$3,825	\$5,875	\$5,100	\$5,100	\$6,075	\$6,075	\$6,075	\$5,375	\$5,375
Additional Cash Received												
Extraordinary Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 Short-term 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	\$3,150	\$5,100	\$3,750	\$3,825	\$5,875	\$5,100	\$5,100	\$6,075	\$6,075	\$6,075	\$5,375	\$5,375
Expenditures												
Expenditures from Operations:												
Cash Spent on Costs and Expenses	\$57	\$152	\$90	\$109	\$192	\$139	\$148	\$186	\$177	\$177	\$150	\$156
Wages, Salaries, Payroll Taxes, etc.	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$950	\$950	\$950	\$950	\$950
Payment of Accounts Payable	\$17	\$544	\$1,349	\$816	\$1,008	\$1,709	\$1,258	\$1,343	\$1,675	\$1,594	\$1,585	\$1,354
Subtotal Spent on Operations	\$975	\$1,596	\$2,339	\$1,825	\$2,099	\$2,749	\$2,306	\$2,479	\$2,802	\$2,721	\$2,685	\$2,460
Additional Cash Spent												
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	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Purchase Other Short-term 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
Adjustment for Assets Purchased on Credit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$1,075	\$1,696	\$2,439	\$1,925	\$2,199	\$2,849	\$2,406	\$2,579	\$2,902	\$2,821	\$2,785	\$2,560
Net Cash Flow	\$2,075	\$3,404	\$1,311	\$1,900	\$3,676	\$2,251	\$2,694	\$3,496	\$3,173	\$3,254	\$2,590	\$2,815
Cash Balance	\$2,914	\$6,318	\$7,630	\$9,529	\$13,205	\$15,456	\$18,150	\$21,646	\$24,819	\$28,074	\$30,663	\$33,478

Appendix

Appendix Table: Balance Sheet (Planned)

Pro Forma Balance Sheet

Assets	Starting Balances	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Short-term Assets													
Cash	\$839	\$2,914	\$6,318	\$7,630	\$9,529	\$13,205	\$15,456	\$18,150	\$21,646	\$24,819	\$28,074	\$30,663	\$33,478
Inventory	\$700	\$424	\$461	\$322	\$346	\$538	\$461	\$461	\$553	\$553	\$553	\$500	\$500
Other Short-term Assets	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260	\$1,260
Total Short-term Assets	\$2,799	\$4,598	\$8,039	\$9,211	\$11,135	\$15,003	\$17,177	\$19,871	\$23,459	\$26,633	\$29,887	\$32,423	\$35,238
Long-term Assets													
Long-term Assets	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Accumulated Depreciation	\$0	\$13	\$25	\$38	\$51	\$64	\$77	\$90	\$103	\$116	\$129	\$139	\$150
Total Long-term Assets	\$9,000	\$8,988	\$8,975	\$8,963	\$8,950	\$8,937	\$8,924	\$8,911	\$8,898	\$8,885	\$8,872	\$8,862	\$8,851
Total Assets	\$11,799	\$13,586	\$17,014	\$18,174	\$20,084	\$23,939	\$26,100	\$28,781	\$32,357	\$35,517	\$38,758	\$41,285	\$44,089
Liabilities and Capital													
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Accounts Payable	\$0	\$499	\$1,322	\$783	\$950	\$1,668	\$1,214	\$1,287	\$1,622	\$1,541	\$1,540	\$1,307	\$1,359
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Short-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Short-term Liabilities	\$0	\$499	\$1,322	\$783	\$950	\$1,668	\$1,214	\$1,287	\$1,622	\$1,541	\$1,540	\$1,307	\$1,359
Long-term Liabilities	\$10,960	\$10,860	\$10,760	\$10,660	\$10,560	\$10,460	\$10,360	\$10,260	\$10,160	\$10,060	\$9,960	\$9,860	\$9,760
Total Liabilities	\$10,960	\$11,359	\$12,082	\$11,443	\$11,510	\$12,128	\$11,574	\$11,547	\$11,782	\$11,601	\$11,500	\$11,167	\$11,119
Paid-in Capital	\$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
Retained Earnings	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)	(\$161)
Earnings	\$0	\$1,388	\$4,094	\$5,891	\$7,735	\$10,973	\$13,688	\$16,396	\$19,736	\$23,078	\$26,419	\$29,279	\$32,131
Total Capital	\$839	\$2,227	\$4,933	\$6,730	\$8,574	\$11,812	\$14,527	\$17,235	\$20,575	\$23,917	\$27,258	\$30,118	\$32,970
Total Liabilities and Capital	\$11,799	\$13,586	\$17,014	\$18,174	\$20,084	\$23,939	\$26,100	\$28,781	\$32,357	\$35,517	\$38,758	\$41,285	\$44,089
Net Worth	\$839	\$2,227	\$4,933	\$6,730	\$8,574	\$11,812	\$14,527	\$17,235	\$20,575	\$23,917	\$27,258	\$30,118	\$32,970