



Social Services, Inc.

Non-Profit Business Plan

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Executive Summary



Social Services (also referred to as "The Organization") is a non-profit organization based in Chicago, IL, dedicated to operating homeless shelters and offering a wide range of community housing services. These services include short-term emergency shelters for victims of domestic violence, sexual assault, and child abuse, as well as temporary residential shelters for the homeless, runaway youth, and families in medical crises. In addition to housing services, Social Services functions as a non-profit social enterprise focused on providing wellness coaching to individuals who may otherwise be unable to afford such services. One of the Organization's core goals is to improve the well-being of as many people as possible through the power of coaching. Furthermore, Social Services strives to empower wellness coaches by offering opportunities to earn a living wage while pursuing their passion. The Organization provides specialized training in areas such as Military Sexual Trauma (MST), Post-Traumatic Stress Disorder (PTSD), work-life balance, stress risk assessments, ADHD clinical stressors, domestic violence, and mental health advocacy. Additionally, Social Services promotes prevention and intervention initiatives, including the creation of on-site nap rooms to support mental health. Through these efforts, Social Services aims to foster a lasting, positive impact on both individuals in need and the broader wellness coaching community.

Facility:

Social Services, Inc. plans to operate a centrally located, fully equipped facility in Chicago to serve individuals and families facing housing instability, mental health challenges, and other social service needs. The Organization will start operations with 25 beds, expanding to 75 beds by Year 3. The facility will include private counseling rooms, group therapy spaces, wellness areas, and thoughtfully designed living quarters to ensure client comfort and safety. Its strategic location near public transit and community resources will make it a vital hub for accessible, high-impact support services in the city.

Funding Request:

Social Services is seeking \$100K in funding to advance its mission of providing essential housing and wellness services to vulnerable populations. This investment will enable the Organization to expand its homeless shelter operations, enhance its wellness coaching programs, and provide specialized training to wellness coaches. The funding will also support the development of innovative initiatives, including mental health advocacy programs and on-site wellness facilities, such as nap rooms. With this financial support, Social Services aims to significantly increase its impact, improving the lives of those in need while fostering professional growth within the wellness coaching community.



Market Size:

Social Services is entering the market when the community housing and mental health sectors are experiencing significant growth. The Community Housing & Homeless Shelters industry reached a market size of **\$16.6 billion** in 2022, with an average annual growth rate of **2.4%**

between 2017 and 2022,¹ outpacing the overall Healthcare and Social Assistance sector. In parallel, the Mental Health & Substance Abuse industry has also seen robust growth, with revenue reaching **\$19.2 billion** in 2021 and a projected **1.7%** annual growth over the next five years, reaching **\$20.8 billion** by 2026. These trends indicate a strong demand for services in both housing and mental health, positioning Social Services to capitalize on these expanding markets and make a lasting impact on the communities it serves.

Marketing:

Marketing for Social Services will leverage a comprehensive approach, strongly emphasizing digital channels. The Organization has already developed a user-friendly portal that details all of its services. Going forward, the website will be Search Engine Optimized (SEO) to enhance visibility and drive more organic traffic, ultimately increasing revenues and profit margins. In addition to the website, Social Services will establish a social media presence on platforms like Facebook and Twitter to engage with a broader audience. The Organization will also participate in social events across the state to create meaningful connections and enhance its presence in this rapidly growing sector. Print advertising will be used strategically to complement digital efforts, with ads placed in publications that are widely read by the target demographic, further strengthening the marketing strategy.

Target Market:

Social Services aims to serve a diverse group of individuals facing homelessness, mental health challenges, and substance abuse issues in Illinois:



Homeless Individuals:

1,063 family households, 736 veterans, 671 unaccompanied young adults (18-24), 2,305 individuals with chronic homelessness, and 54,237 public school students affected by homelessness.

Mental Health Patients:

Over 615,000 adults with mild mental illness and 199,000 adults with moderate mental illness in Illinois did not receive treatment in the past year.

Substance Abusers:

8.55% of Illinois residents reported using illicit drugs in the past month, with 3.06% using drugs other than marijuana.

This broad target market reflects the critical need for services addressing housing, mental health, and substance abuse challenges in Illinois.

¹ <https://www.ibisworld.com/industry-statistics/market-size/community-housing-homeless-shelters-united-states/>

² "Mental Health - Substance Abuse Centers in the US." IBISWorld. 2022. Obtained at www.ibisworld.com.



Management:

Anna Lena is the founder and CEO of Social Services. With a strong passion for community welfare and a deep commitment to addressing homelessness, mental health, and substance abuse, she leads the Organization with a vision for creating lasting change. Anna Lena brings a wealth of experience in non-profit leadership and social service operations, driving the Organization's strategic initiatives and overseeing its day-to-day operations. Her leadership ensures that Social Services remains focused on its mission while effectively navigating challenges in the social services sector.

Financial Overview:

The Organization expects steady growth over the first three years of operation and projects the following revenue to be generated:

| | Year 1 | Year 2 | Year 3 |
|----------------|-----------|-----------|-------------|
| Gross Receipts | \$769,725 | \$994,903 | \$1,277,670 |

OBJECTIVE

The purpose of this plan is to provide the information necessary to evaluate the scope and future growth of Social Services in the marketplace. In addition to serving as a roadmap for management, the plan will show that:



A significant market opportunity exists when analyzing the current market demands and competitive landscape;



The management team set in place is qualified to execute a well-thought-out operational, marketing and sales strategy and



The correct capital structure will allow for a long-lasting, profitable business.

To achieve the Organization's objectives, Social Services is seeking **\$100K** in total funding. The funding will be allocated in a variety of ways, including staffing, operations, and marketing initiatives. The investment risk is minimal based on the management experience and industry growth rates. Social Services' financial model shows consistent growth for the brand over the next three years. By year three, plans call for The Organization to achieve **\$1.2 million** in annual gross revenue with a net profit of **\$164K** or approximately **12.86%**.

Start-Up Summary

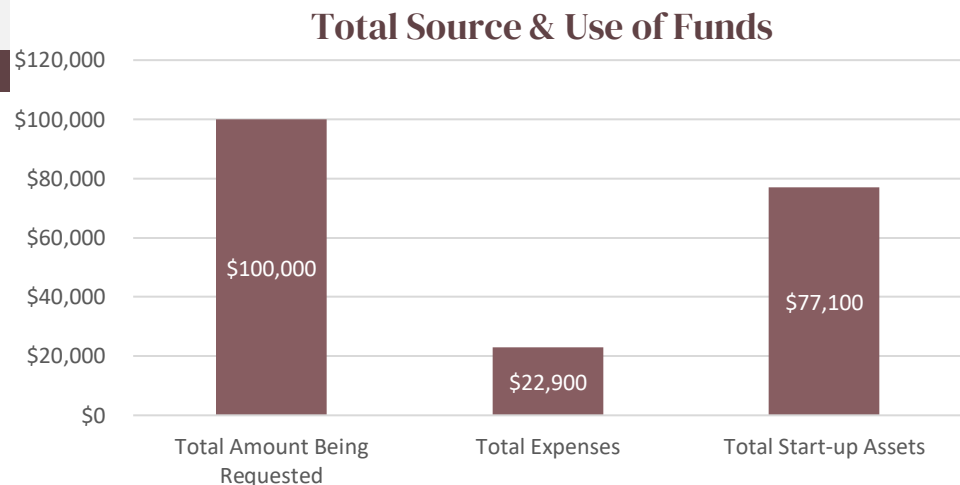
The following tables and graphs detail the funding the business will need to bring the vision to reality. Start-up funding includes all the expenditures, both start-up assets and start-up expenses, incurred before the Organization starts earning revenue. The asset table's working capital element represents the cash balance at the beginning of Month 1 of the financial projections.

| Use of Funding | |
|------------------------------------|-----------------|
| Expenses | |
| Legal Fees | \$3,000 |
| Grand Opening Advertising | \$4,000 |
| Website Development | \$1,000 |
| Fundraising Event | \$10,000 |
| Insurance | \$2,400 |
| Phone & Utility Deposits | \$2,500 |
| Total Expenses | \$22,900 |
| Long-term Assets | |
| Facility & Renovation | \$25,000 |
| Furniture, Equipment & Supplies | \$15,000 |
| Computer, Software & Machines | \$7,500 |
| Miscellaneous | \$2,500 |
| Total Long-Term Assets | \$50,000 |
| Short-Term Assets | |
| Working Capital | \$17,100 |
| Sports Inventory & Books | \$10,000 |
| Total Short-Term Assets | \$27,100 |
| Total Expenses & Assets | |
| Total Expenses | \$22,900 |
| Total Start-up Assets | |
| Total Funding Requirements | |

As shown in the charts and the graph below, the total start-up funding needed to implement this venture successfully is **\$100K**. As depicted above, **\$22,900** will be used for start-up expenses, **\$50,000** to purchase long-term assets, and **\$10K** to purchase inventory. The remaining balance of **\$17,100** will be used for working capital.



TOTAL FUNDS ALLOCATED



About The Organization

Social Services, Inc. is a non-profit organization based in Chicago, Illinois, dedicated to fostering strong community relationships and providing ongoing support to help individuals break free from the cycle of poverty. The Organization focuses on empowering communities through engagement and enrichment, offering a broad range of services across various initiatives, including domestic violence prevention, rehabilitation, sheltering, housing, mental health support, veterans' assistance, and youth intervention and prevention.

Founded by Anna Lena, Social Services was established with the vision that one Organization could address a multitude of needs and improve the lives of those it serves. Through its comprehensive, result-driven campaigns, the Organization strives to rebuild communities, offering support that extends beyond limitations and aims to make a lasting impact on individuals in all areas of life.

PRODUCTS AND SERVICES

Social Services, Inc. aims to be a recognized leader in community-based health and wellness services, focusing on preventive and intervention programs in low-income areas. Key initiatives include:

Stress Reduction Programs

- PTSD for Veterans
- Military Sexual Trauma Abuse
- Rape Victims
- Domestic Violence
- Teen Pregnancy
- LGBTQ Community
- Clinical Stressors (e.g., ADHD Counseling)
- Youth Stress Development
- Yoga Classes
- On-site Nap Rooms
- Work-Life Balance Workshops
- Resilience Training (Strategies to deal with life challenges)
- Stress Risk Assessments

Health and Wellness Programs

- Health Risk Assessments to manage health issues
- Senior Citizen Health Program, including Physical Therapy (Intervention/Preventative)
- Personalized Wellness Programs to improve health behaviors
- Programs for Seniors with Disabilities

Through these services, Social Services strives to create an ecosystem that fosters prevention and intervention, helping individuals and communities thrive by addressing their unique challenges with comprehensive, tailored support.

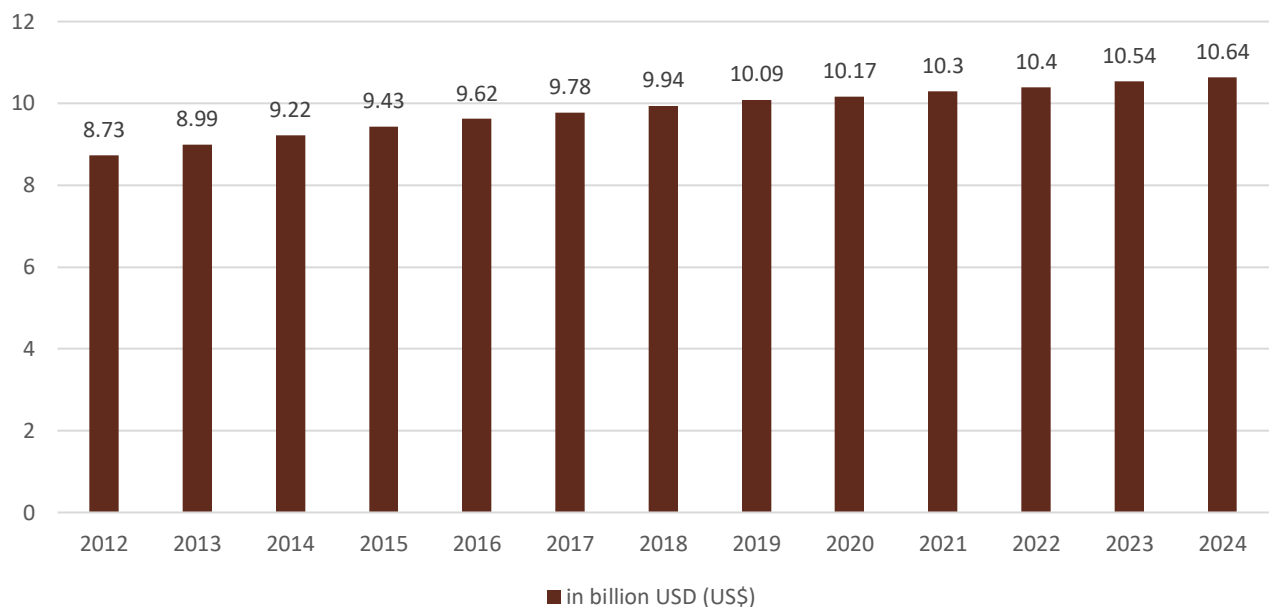
Market Analysis Summary

RESIDENTIAL CARE ACTIVITIES IN ILLINOIS³

The residential care activities industry includes the provision of residential care combined with either nursing and supervisory or other types of care as required by the residents. Facilities are a significant part of the production process, and the care provided is a mix of health and social services, with the health services being largely some level of nursing services.

Revenue in Residential Care Activities is projected to amount to US\$**10.40bn** in 2022.

An annual growth rate of **1.15%** is expected (CAGR 2022-2024).



HOMELESSNESS IN ILLINOIS⁴

As of January 2020, Illinois had an estimated 10,431 experiencing homelessness on any given day, as reported by Continuums of Care to the U.S. Department of Housing and Urban Development (HUD). Of that Total, 1,063 were family households, 736 were Veterans, 671 were unaccompanied young adults (aged 18-24), and 2,305 were individuals experiencing chronic homelessness.

Public school data reported to the U.S. Department of Education during the 2018-2019 school year shows that an estimated 54,237 public school students experienced homelessness over the course of the year. Of that Total, 337 students were unsheltered, 5,093 were in shelters, 2,217 were in hotels/motels, and 42,647 were doubled up.

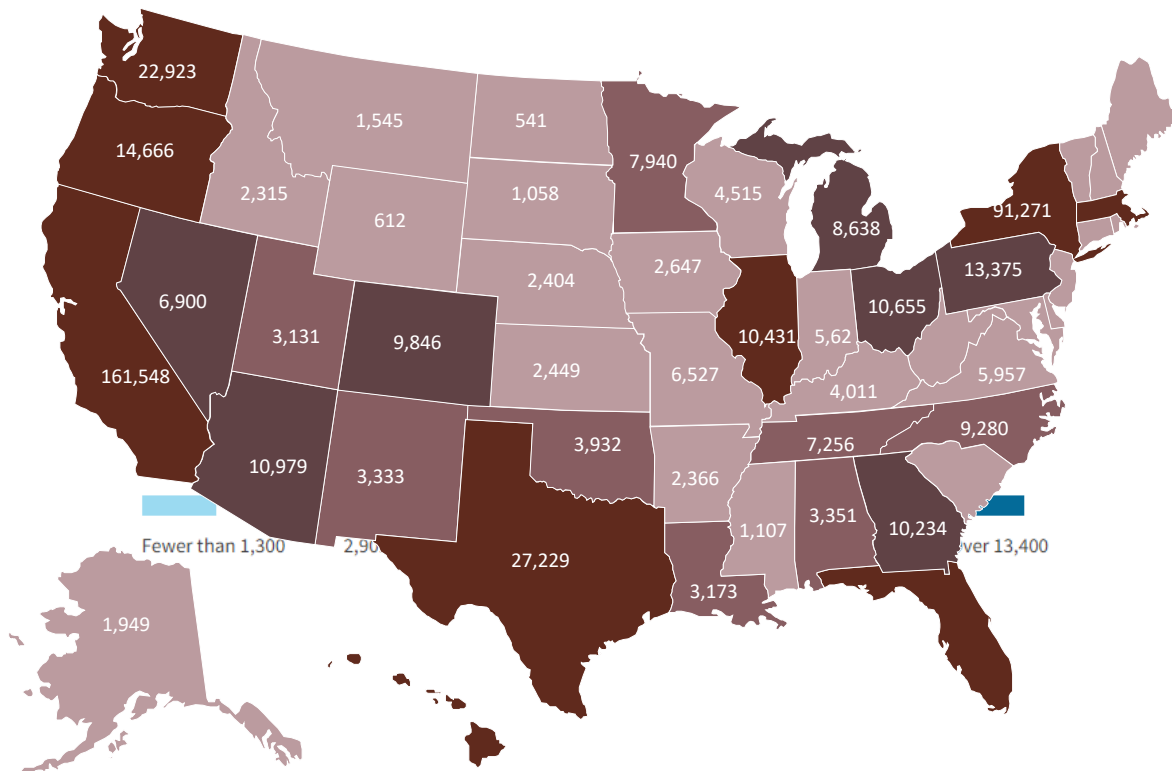
³ <https://www.statista.com/outlook/io/others/residential-care-activities/united-states/illinois#revenue>

⁴ <https://www.usich.gov/homelessness-statistics/il/>

Homelessness Statistics for Illinois

| | |
|---|--------|
| Total Homeless Population | 10,431 |
| Total Family Households Experiencing Homelessness | 1,063 |
| Veterans Experiencing Homelessness | 736 |
| Persons Experiencing Chronic Homelessness | 2,305 |
| Unaccompanied Young Adults (Aged 18-24) Experiencing Homelessness | 671 |
| Total Number of Homeless Students | 54,237 |
| Total Number of Unaccompanied Homeless Students | 5,026 |
| Nighttime Residence: Unsheltered | 337 |
| Nighttime Residence: Shelters | 5,093 |
| Nighttime Residence: Hotels/motels | 2,217 |
| Nighttime Residence: Doubled up | 42,647 |

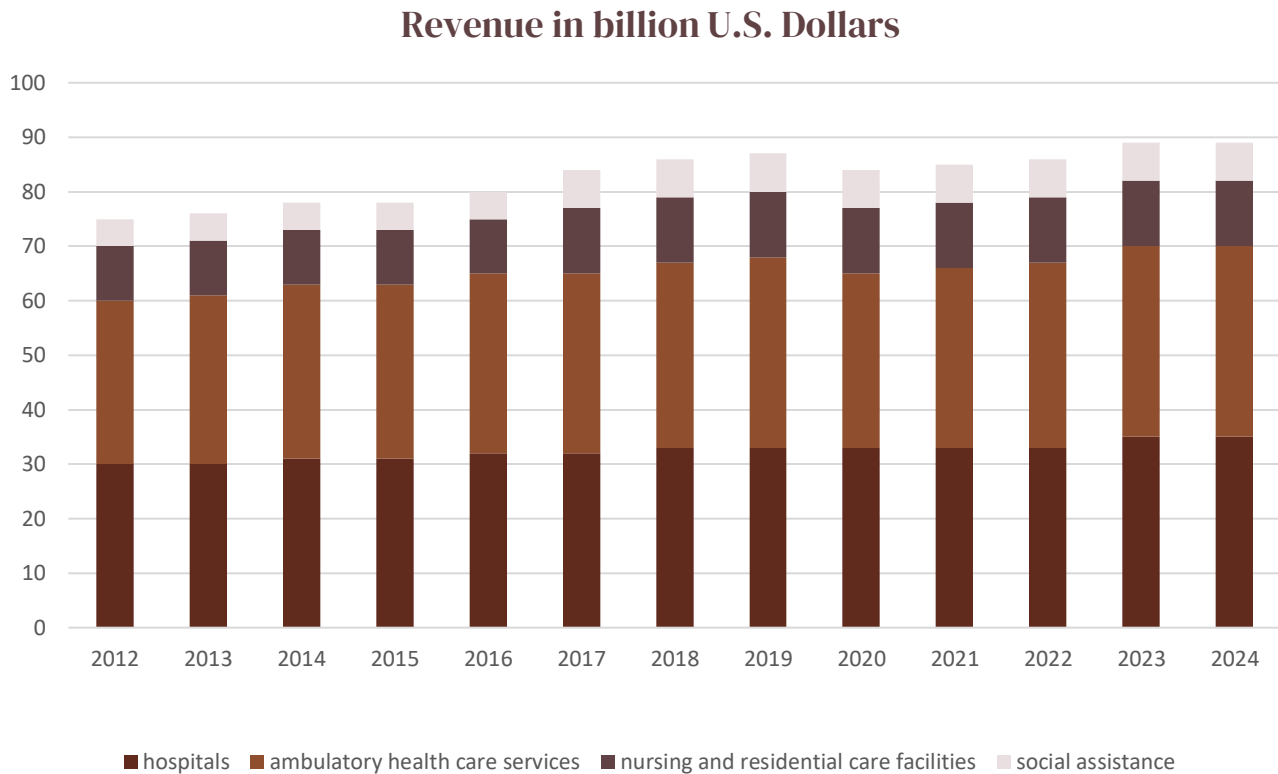
Total People Experiencing Homelessness



Map Key

HEALTH CARE AND SOCIAL ASSISTANCE MARKET SIZE IN ILLINOIS⁵

The below shows the revenue of the industry "health care and social assistance" in Illinois by segment from 2012 to 2017, with a forecast to 2024. The revenue of health care and social assistance in Illinois is projected to amount to approximately 106,4 billion U.S. Dollars by 2024.



⁵ <https://www.statista.com/forecasts/1209292/health-care-and-social-assistance-revenue-in-illinois>

Operational Strategy

LEGAL STRUCTURE

Social Services, Inc. will be incorporated in the state of Illinois and headquartered in Chicago. Ownership is held by Mrs. Anna Lena.



LOCATION: CHICAGO, ILLINOIS

Social Services, Inc. is strategically located in Chicago, Illinois, one of the largest and most diverse cities in the United States. Chicago, the third-largest city in the country, serves as an economic, cultural, and transportation hub in the Midwest, making it an ideal location for the Organization to provide essential social services to a broad and varied population. The city is home to a mix of affluent neighborhoods and underserved areas, creating a significant demand for services aimed at addressing homelessness, mental health challenges, substance abuse, and domestic violence. Chicago's diverse demographic, with a mix of racial, ethnic, and socioeconomic groups, allows Social Services, Inc. to engage with and support individuals from various backgrounds, tailoring programs to the unique needs of its community.



Chicago
Illinois, USA



Chicago's central location within the Midwest offers convenient access to a vast network of resources, including government agencies, other non-profit organizations, and healthcare providers, allowing for potential collaborations and partnerships that will enhance the impact of Social Services, Inc. Programs in Chicago are specifically designed to address the challenges faced by city residents, who often experience high rates of poverty, mental health issues, and housing instability. The city's extensive public transportation system, combined with its dense population, ensures that services are accessible to a wide array of clients, helping to break down barriers that might otherwise limit access to critical support services.

Facility in Chicago, Illinois

Social Services, Inc. operates a fully equipped facility in Chicago designed to meet the diverse needs of individuals and families in the urban area. The facility is centrally located in an easily accessible part of the city, making it convenient for residents to access essential services, such as homeless sheltering, mental health counseling, substance abuse programs, and wellness coaching. The facility is designed to focus on clients' comfort and safety, featuring private counseling rooms, group therapy spaces, and wellness rooms dedicated to stress-reduction activities like yoga and meditation. Additionally, the Organization has incorporated vital support systems, such as on-site nap rooms and work-life balance workshops, to help promote the well-being of clients and assist them in overcoming personal challenges. To meet growing demand, Social Services, Inc. will upgrade and expand its living quarters to accommodate 25 individuals in Year 1, with phased expansions targeting 50 beds in Year 2 and 75 in Year 3. The updated space will include features such as separate living quarters for men and women, a

designated area for senior services, and a security-enhanced parking lot with a section for electric vehicles. With its proximity to public transportation routes, community centers, schools, and healthcare facilities, the facility is strategically placed to allow seamless referrals and collaborative care. It will also serve as an overflow facility for Military Housing, providing essential housing solutions for veterans in need.

By offering this centralized, well-equipped space, Social Services, Inc. can directly address the urgent needs of Chicago's underserved populations while continuing its mission to break the cycle of poverty, homelessness, and mental health struggles within the city.

Facility Features:

| Feature | Description |
|--|--|
| Parking Lot | Large parking lot with a separate section for senior parking and security drive-up for safety. |
| Male and Female Living Quarters | Separate living quarters for men and women. |
| Clinical Services Office | Designated office space for clinical services. |
| Senior Services Care Section | A separate wing is dedicated to senior services. |
| Restrooms | Fully equipped restrooms for residents. |
| Kitchen | On-site kitchen for meal preparation and distribution. |
| Security | On-site security to ensure safety and protection. |
| Day Lounge Room | Comfortable lounge with TV and entertainment. |
| Tech/Job Training Room | Space for job training, tech learning, and skills development. |
| Electric Car Parking | A designated area in the parking lot for electric vehicles. |
| Overflow Military Housing | Additional space to accommodate veterans in need of housing. |

This comprehensive list of facility features ensures that Social Services, Inc. can effectively serve individuals and families while providing a secure, supportive, and well-equipped environment to help them thrive.

LOCATION: DEMOGRAPHICS

| Demographic Category | Statistic (Chicago, Illinois) |
|-------------------------------|---|
| Total Population | 2.71 million (2023 estimate) |
| Poverty Rate | 20.4% of the population (2020) |
| Homeless Population | Approximately 5,000 individuals (2023 estimate) |
| Veteran Population | 69,000 veterans (2019 estimate) |
| LGBTQ+ Population | Roughly 4.5% of adults (2018 estimate) |
| Mental Health Prevalence | 17.8% of adults (estimated 484,000 people) experience mental illness annually |
| Substance Abuse | 8.2% of residents report illicit drug use (2019) |
| Teen Pregnancy Rate | 16.7 per 1,000 females aged 15-19 (2019) |
| Youth Population (ages 18-24) | 320,000 (2020 estimate) |
| Senior population (65+) | 12.3% of the total population (approximately 334,000 people) |
| Unemployment Rate | 9.0% (2023 estimate) |



TARGET MARKET

Social Services, Inc. primarily serves individuals and families in the Chicago metropolitan area who are facing challenges related to homelessness, mental health, substance abuse, domestic violence, and economic instability. The Organization's target market includes a diverse range of underserved populations, such as homeless individuals, including those with incomes below the poverty line, veterans who may be experiencing housing instability or mental health issues, and youth (ages 18-24) who are unaccompanied and homeless. Additionally, Social Services, Inc. focuses on individuals struggling with mental health disorders, including PTSD, anxiety, and depression, as well as those battling substance abuse and other behavioral health challenges. The Organization also aims to support families experiencing hardship with specialized programs for domestic violence victims, teen pregnancy, and the LGBTQ+ community. Senior citizens, especially those with disabilities, are another key demographic, and the facility includes a separate wing to cater to their specific needs. By providing a wide range of services across different populations, Social Services, Inc. strives to foster long-term wellness, resilience, and self-sufficiency for all members of the community in need.

Branding and Marketing

Social Services, Inc. will implement a cohesive branding strategy that includes a distinctive logo, consistent color scheme, and professionally designed marketing materials across all platforms to build recognition and trust within the community and among stakeholders. The Organization's brand identity will reflect its core values of compassion, integrity, and community empowerment. By aligning its branding with its mission to provide high-quality social support services, Social Services, Inc. will foster strong community connections and encourage positive word-of-mouth referrals. These efforts will help position the Organization as a trusted resource for needy individuals and families. To further strengthen its market presence, Social

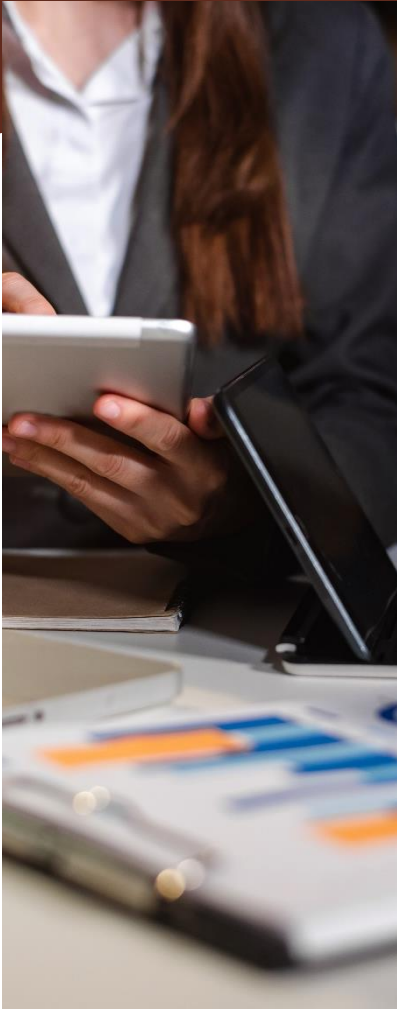
Services, Inc. will maintain a proactive approach to monitoring trends and developments within the social services sector. This includes tracking both direct and indirect service providers to stay informed of best practices, emerging needs, and opportunities for innovation. Looking ahead, Social Services, Inc. will pursue the following key branding and marketing objectives to support its long-term growth and impact:



OBJECTIVES

- Enhance visibility through community outreach programs, partnerships, and events.
- To engage with the community, utilize digital platforms, including a user-friendly website and active social media presence.
- Develop targeted messaging that clearly communicates the Organization's services and social impact.
- Build strategic alliances with local agencies and service providers to broaden its reach and referral network.
- Maintain consistent and transparent communication with stakeholders to reinforce credibility and trust.

MARKETING CAMPAIGN



Marketing and promotion will be done through the following channels:

- **Community Engagement Initiatives:** Social Services, Inc. will participate in events, health fairs, school programs, and local forums to raise awareness and build trust at the grassroots level.
- **Referral Partnerships:** Collaborations with hospitals, clinics, schools, faith groups, and agencies will create a reliable referral network, ensuring a steady client base and strengthening the broader support ecosystem.
- **Social Media Outreach:** Active on Facebook, Instagram, LinkedIn, and X, the Organization will share success stories, updates, and educational content while engaging with the community and gathering feedback.
- **Email Campaigns and Newsletters:** Monthly newsletters and targeted emails will inform stakeholders of programs, events, and success stories, helping maintain donor interest and community engagement.
- **Website Optimization:** A user-friendly, SEO-optimized website will offer detailed service information, testimonials, volunteer opportunities, and donation options to attract and inform visitors.
- **Flyers and Print Materials:** Visually appealing, branded materials will be distributed across local venues to promote services and contact information clearly.
- **Public Relations and Media Coverage:** Engaging with local media through press releases, interviews, and stories will spotlight the Organization's impact and raise public awareness.
- **Educational Workshops and Seminars:** Free sessions on topics like mental health, family support, and public assistance will position Social Services, Inc. as a trusted thought leader and resource.
- **Volunteer and Ambassador Programs:** A structured program will empower volunteers and community ambassadors to promote the Organization, extend its reach, and drive word-of-mouth awareness.

SWOT Analysis

The following is a listing of the key strengths and weaknesses of Social Services, Inc., as well as the opportunities and threats within the marketplace.

Strengths

- Strong mission focused on community empowerment and support
- Leadership with expertise in social service delivery
- A broad range of services tailored to community needs
- Emphasis on culturally competent and inclusive care
- Established referral relationships with local organizations
- Highly trained and compassionate staff
- Flexible service models (in-person, virtual, outreach)
- Community trust through grassroots involvement
- Commitment to continuous improvement and innovation
- Transparent operations and accountability to stakeholders

Weaknesses

- The Organization needs funding and working capital for a successful launch
- Dependence on grant funding and donations
- New Organization with limited brand recognition

Opportunities

- Growing need for mental health and family support services
- Potential for partnerships with schools, clinics, and non-profits
- Availability of government and private grants
- Rising public awareness of social equity and support programs

Threats

- Competition from more established social service providers
- Policy or funding changes at the state or federal level
- Staff burnout due to high caseloads
- Economic downturns affecting donor contributions

Management

ABOUT THE FOUNDER/OWNER

Anna Lena – Founder & CEO

Anna Lena is the visionary founder of Social Services, Inc., bringing over a decade of experience in social work, community advocacy, and non-profit leadership. Driven by a deep commitment to empowering underserved populations, Anna has dedicated her career to creating inclusive, accessible, and impactful support systems for individuals and families facing socioeconomic challenges. With a background in social work and a strong foundation in program development, Anna has led numerous initiatives to improve mental health access, housing stability, and family services. Her hands-on approach and compassionate leadership have earned her recognition within the community for her ability to connect with diverse populations and drive meaningful change.

Anna's mission through Social Services, Inc. is to deliver high-quality, culturally competent services that address critical needs while promoting dignity, self-sufficiency, and long-term well-being. Her unwavering belief in social justice and equity continues to shape the Organization's direction and inspire a team of dedicated professionals working to uplift communities.

KEY MANAGEMENT

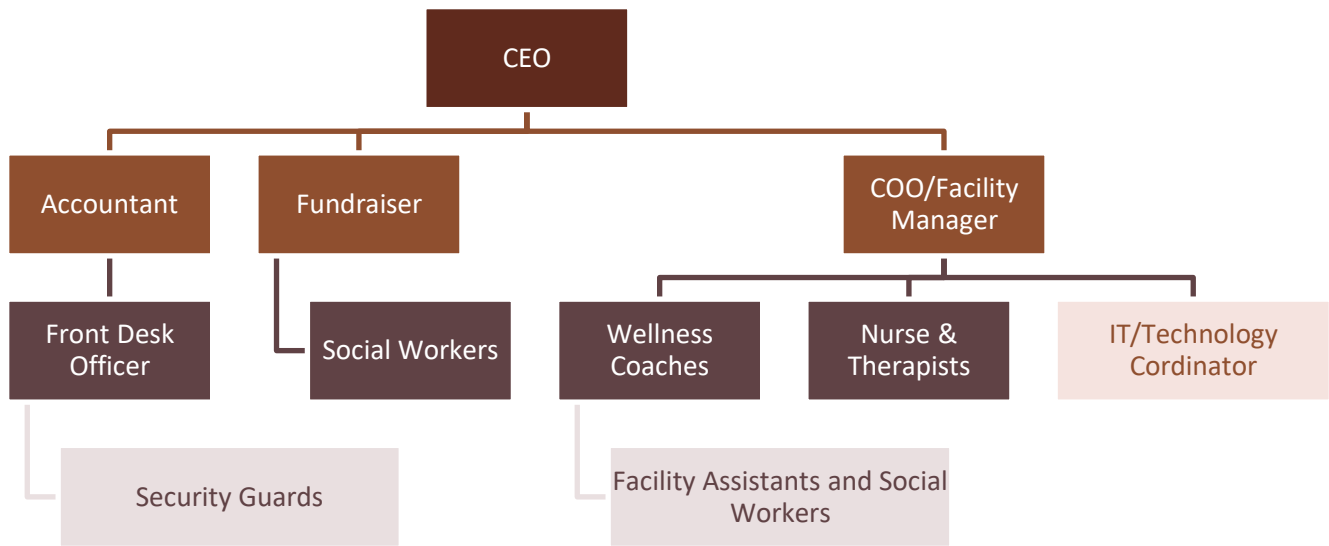
- Executive Director
- Fundraiser
- Wellness Coaches
- Accountant
- Facility Assistants and Social Workers
- Front Desk Officer
- Security Guards
- Nurse & Therapists
- IT/Technology Coordinator



BOARD MEMBERS ADVISORS

Besides the Organization's devoted and experienced management team, Social Services, Inc. will consult with a board of directors or advisors to aid in goal setting, accomplishing objectives, and promoting overall business development in the pursuit of success.

ORGANIZATIONAL CHART



Revenue Forecast

The following is a three-year revenue forecast. Direct costs include all costs directly tied to revenue, including the "cost of goods/services."

| Revenue, Gains & Other Supports Forecast | | | |
|--|-------------------------------------|------------------|--------------------|
| | Year 1 | Year 2 | Year 3 |
| Total | | | |
| | Discounted Learning Programs | | |
| Social & Health Services | 300 | 324 | 360 |
| Donation & Sponsors | 16 | 50 | 90 |
| Price | | | |
| Social & Health Services | \$2,299.08 | \$2,299.08 | \$2,299.08 |
| Donation & Sponsors | \$5,000.00 | \$5,000.00 | \$5,000.00 |
| Revenue | | | |
| Social & Health Services | \$689,725 | \$744,903 | \$827,670 |
| Donation & Sponsors | \$80,000 | \$250,000 | \$450,000 |
| Total Revenue | \$769,725 | \$994,903 | \$1,277,670 |
| Direct Cost | | | |
| Social & Health Services | \$689.73 | \$689.73 | \$689.73 |
| Donation & Sponsors | \$1,250.00 | \$1,250.00 | \$1,250.00 |
| Direct Cost of Revenue | | | |
| Social & Health Services | \$206,918 | \$223,471 | \$248,301 |
| Donation & Sponsors | \$20,000 | \$62,500 | \$112,500 |
| Subtotal Cost of Revenue | \$226,918 | \$285,971 | \$360,801 |

Revenue Forecast Assumptions: (1) Revenue and costs are based on averages. (2) The number of beds available in the facility is projected to increase steadily from 25 in Year 1 to 30 in Year 3, supporting planned service expansion and revenue growth. (3) Average monthly revenue of \$2,299 per bed is assumed, translating to an annual revenue of \$27,589 per bed.

Projected Income Statement

Social Services, Inc. intends to deploy its funding to maximize growth and profitability. The Income Statement table below shows that gross margin equals sales minus direct costs. The "bottom line" or profit (as measured before and after interest, taxes, depreciation and amortization) equals gross margin minus operating expenses.

| Pro Forma Statement of Activities | | | |
|--|------------------|------------------|------------------|
| | Year 1 | Year 2 | Year 3 |
| Unrestricted Assets | | | |
| Revenue, Gains & Other Supports | \$769,725 | \$994,903 | \$1,277,670 |
| Subtotal Cost of Revenue | \$226,918 | \$285,971 | \$360,801 |
| Merchant Credit Card Fees | \$2,240 | \$7,000 | \$12,600 |
| Total Cost of Revenue | \$229,158 | \$292,971 | \$373,401 |
| Gross Revenue, Gains & Other Supports | \$540,568 | \$701,932 | \$904,269 |
| Gross Margin/Revenue | 70.23% | 70.55% | 70.77% |
| Expenses | | | |
| General Insurance Liability | \$4,200 | \$4,305 | \$4,520 |
| Business License/Permits | \$3,000 | \$3,075 | \$3,152 |
| Telephone/Internet | \$4,800 | \$4,920 | \$5,043 |
| Website Hosting/Updates | \$2,400 | \$2,460 | \$2,522 |
| Marketing & Advertising | \$6,000 | \$6,150 | \$6,304 |
| Supplies | \$9,000 | \$9,225 | \$13,838 |
| Utilities | \$7,800 | \$7,995 | \$8,195 |
| Professional Services | \$3,600 | \$3,690 | \$3,782 |
| Fueling & Maintenance | \$10,200 | \$11,220 | \$14,025 |
| Miscellaneous Expenses | \$3,600 | \$3,690 | \$3,782 |
| Start-up Cost | \$22,900 | \$0 | \$0 |
| Depreciation | \$1,750 | \$1,762 | \$1,762 |
| Total Personnel | \$361,869 | \$516,212 | \$673,055 |
| Total Operating Expenses | \$441,119 | \$574,704 | \$739,979 |
| Profit Before Interest and Taxes | \$99,449 | \$127,228 | \$164,290 |
| EBITDA | \$101,199 | \$128,990 | \$166,052 |
| Increase/(Decrease) In Net Assets | \$99,449 | \$127,228 | \$164,290 |
| Net Margin | 12.92% | 12.79% | 12.86% |

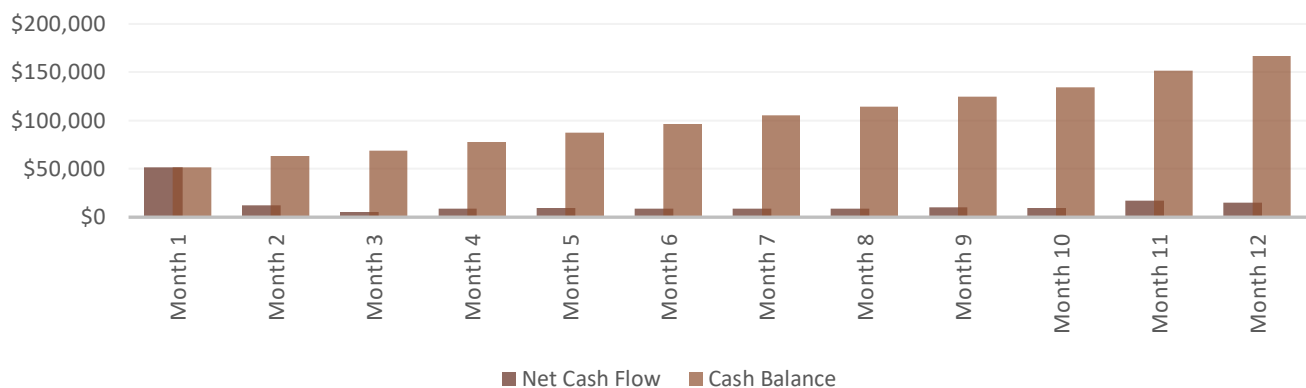
Income Statement Assumptions: (1) Depreciation is based on 20 years.

Projected Cash Flow

The following depictions of Social Services, Inc.'s projected cash flow show that the Organization expects to maintain sufficient cash balances over the three years of this plan. The "pro forma cash flow" table differs from the "pro forma income statement" table. Pro forma cash flow is intended to represent the actual flow of cash in and out of Social Services, Inc. In comparison, the revenue and expense projections on the income statement include "non-cash" items and exclude funding and investment illustrations.

| Pro Forma Cash Flow | | | |
|-------------------------------------|------------------|------------------|--------------------|
| | Year 1 | Year 2 | Year 3 |
| Cash Received | | | |
| Revenue, Gains & Other Supports | \$769,725 | \$994,903 | \$1,277,670 |
| Proceeds from Grant | \$100,000 | \$0 | \$0 |
| Subtotal Cash Received | \$869,725 | \$994,903 | \$1,277,670 |
| Expenditures | | | |
| Expenditures from Operations | | | |
| Total Personnel | \$361,869 | \$516,212 | \$673,055 |
| Bill Payments | \$258,139 | \$452,620 | \$431,780 |
| Subtotal Spent on Operations | \$620,008 | \$968,833 | \$1,104,835 |
| Additional Cash Spent | | | |
| Start-up Costs | \$22,900 | \$0 | \$0 |
| Purchase Inventory | \$10,000 | \$0 | \$0 |
| Purchase Long-term Assets | \$50,000 | \$0 | \$0 |
| Subtotal Cash Spent | \$702,908 | \$967,471 | \$1,104,835 |
| Net Cash Flow | \$166,817 | \$27,432 | \$172,835 |
| Cash Balance | \$166,817 | \$194,250 | \$367,084 |

Year 1 Cash



Projected Balance Sheet

A balance sheet is a snapshot of Social Services, Inc.'s financial condition. The balance sheet has three parts: assets, liabilities and ownership equity.

| Pro Forma Balance Sheet | | | |
|---|------------------|------------------|------------------|
| | Year 1 | Year 2 | Year 3 |
| Assets | | | |
| Current Assets | | | |
| Cash | \$166,817 | \$299,724 | \$472,558 |
| Sports Inventory & Books | \$10,000 | \$10,000 | \$10,000 |
| Total Current Assets | \$176,817 | \$309,724 | \$482,558 |
| Long-term Assets | | | |
| Long-term Assets | \$50,000 | \$50,235 | \$50,235 |
| Accumulated Depreciation | \$1,750 | \$3,512 | \$5,274 |
| Total Long-term Assets | \$48,250 | \$46,723 | \$44,962 |
| Total Assets | \$225,067 | \$356,447 | \$527,520 |
| Liabilities and Capital | | | |
| Current Liabilities | | | |
| Accounts Payable | \$25,619 | \$30,439 | \$37,222 |
| Subtotal Current Liabilities | \$25,619 | \$30,439 | \$37,222 |
| Total Liabilities | \$25,619 | \$30,439 | \$37,222 |
| Net Assets | | | |
| Permanently Restricted Assets | \$100,000 | \$100,000 | \$100,000 |
| Unrestricted | \$0 | \$98,781 | \$226,009 |
| Undesignated Unrestricted | \$99,449 | \$127,228 | \$164,290 |
| Total Net Assets | \$199,449 | \$326,009 | \$490,298 |
| Total Liabilities and Net Assets | \$225,067 | \$356,447 | \$527,520 |
| Net Worth | \$199,449 | \$326,008 | \$490,298 |

