

EternalRest Memorial Park

BUSINESS PLAN

February 2024

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CEO

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Cemetery Business Plan Template

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I. Executive Summary

Company Overview

Our journey at EternalRest Memorial Park began in Rochester, NY, where we identified the pressing need for a cemetery that provides a tranquil and respectful environment for the dearly departed. We are committed to creating a serene and dignified resting place that honors the memory of your loved ones. With offerings such as high-quality cremation urns, a variety of caskets, and numerous memorialization options, we stand ready to guide and support our clients through every stage of the memorial process. Situated in the heart of our community, our location has been strategically chosen for its accessibility, ensuring that families can easily visit and remember those who have passed on.

Success Factors

We are confident in the success of EternalRest Memorial Park due to our founder's extensive experience in cemetery management and our unparalleled services and location in the Rochester area. Our status as a Limited Liability Company, established on January 5, 2024, marks our journey towards becoming a community cornerstone. We take pride in our distinctive logo, our brand name that evokes peace and eternity, and our acquisition of a prime location that greatly enhances our ability to serve our community. These achievements are testament to our dedication to becoming a trusted establishment for remembrance and reflection.

Industry Analysis

The U.S. Cemetery industry is flourishing, with a market size of about \$7 billion and an expected steady compound annual growth rate of 3.5% from 2021 to 2026. Factors such as an aging population, rising death rates, and a trend toward pre-planned funeral arrangements contribute to this growth. EternalRest Memorial Park is well-positioned to capitalize on these trends, especially with the increasing demand for personalized memorialization options. By offering customized memorials and services, we can cater to individuals seeking unique and meaningful tributes for their loved ones.

Customer Analysis

At EternalRest Memorial Park, we target local residents in need of burial services, whether pre-planning their final arrangements or seeking immediate support for a recently lost loved one. We offer a variety of options to meet the diverse financial and personal preferences of our community. Our services also appeal to eco-conscious individuals looking for sustainable burial practices. We honor veterans with dedicated sections and cater to the various religious and cultural groups within Rochester, ensuring that our park is inclusive and respectful of different burial traditions and rituals.

Competitive Analysis

EternalRest Memorial Park faces competition from Mount Hope Cemetery, known for its historic and natural appeal; Riverside Cemetery, with its scenic riverside setting; and Hanford's Landing Cemetery, appreciated for its intimate services. Despite this competition, our competitive advantages lie in our prime location, exceptional service offerings, and our commitment to innovation. We provide modern memorialization technology and engage closely with our community, hosting events that resonate with the families we serve. Our dedication to compassionate support and the latest best practices in memorial care solidify our status in Rochester.

Marketing Plan

Our marketing strategy at EternalRest Memorial Park focuses on showcasing the peaceful environment and comprehensive range of services we offer, with prices starting from \$2,000 for ground burial plots to upwards of \$20,000 for customizable private family estates. We employ a multi-faceted promotional approach, utilizing online marketing, community involvement, referral programs, traditional advertising, and direct mail campaigns. We emphasize customer service excellence, ensuring that each interaction reflects our commitment to providing support with dignity and respect during these challenging times.

Operations Plan

Our operational processes encompass customer service management, grounds maintenance, interment operations, sales and marketing, financial management, regulatory compliance, facilities management, community engagement, security, safety, and continuous improvement. Upcoming milestones include securing a location, obtaining permits, developing infrastructure, launching a marketing campaign, establishing partnerships, recruiting staff, hosting a grand opening event, implementing a customer management system, achieving a monthly revenue goal of \$15,000, and continuously adapting our strategy for sustainability and growth.

Management Team

Leading EternalRest Memorial Park is Abigail Wright, our CEO, who brings vast experience in cemetery administration, having successfully managed a cemetery in the past. Her skills in operations, client services, and strategic planning are crucial to steering our park towards its goal of offering dignified and respectful services. Abigail's compassionate leadership style is fundamental in maintaining trust within the community and upholding the park's esteemed reputation.

Financial Plan

To achieve our growth objectives, we at EternalRest Memorial Park require funding of \$990,000. This investment will be allocated to capital investments such as land purchase, location buildout,

and construction of facilities, along with non-capital investments including working capital, staff salaries, marketing, rent, supplies, and insurance. These resources will empower us to realize our vision and provide our community with a place of eternal peace.

Summary

Below is an overview of our expected financial performance over the next five years:

	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues	\$4,946,622	\$5,356,352	\$5,800,019	\$6,280,436	\$6,800,646
Direct Expenses	\$3,056,720	\$3,212,445	\$3,376,104	\$3,548,101	\$3,728,861
Gross Profit	\$1,889,902	\$2,143,906	\$2,423,914	\$2,732,334	\$3,071,785
Gross Profit (%)	38.2%	40%	41.8%	43.5%	45.2%
Other Expenses	\$103,153	\$106,282	\$109,507	\$112,829	\$116,252
EBITDA	\$1,786,749	\$2,037,623	\$2,314,407	\$2,619,505	\$2,955,532
Depreciation	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
Amortization	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000
Income Tax Expense	\$534,712	\$622,518	\$719,392	\$826,176	\$943,786
Net Income	\$993,037	\$1,156,105	\$1,336,014	\$1,534,328	\$1,752,745

II. Company Overview

At EternalRest Memorial Park, we take pride in being the newest cemetery serving the Rochester, NY community. As a local cemetery, we understand the need for a serene and respectful resting place for loved ones, and we've seen firsthand that the area has been in great need of a quality cemetery. By providing a dignified and tranquil environment, we aim to fill that gap and offer peace and comfort to families during their times of remembrance.

Our Products & Services

We offer a range of memorial options to cater to the diverse needs of our community. Our traditional ground burial sites are designed with care and respect, providing a timeless resting place. For those who choose cremation, our standing columbaria offer an elegant and lasting tribute. Our beautifully landscaped gardens are a peaceful setting for the scattering of cremated remains, allowing for a natural return to the earth. Additionally, we provide private family estates, offering a personal and exclusive space for generations to come together in remembrance.

Location

EternalRest Memorial Park is situated in the heart of Rochester, NY, making it an accessible location for the local community to honor their loved ones. Our commitment to serving the Rochester area is unwavering, and we strive to provide a convenient and comforting space for all our customers.

Why We Are Poised for Success

Our foundation for success is built on several key factors. With our founder's prior experience in managing a successful cemetery, we bring a wealth of knowledge and expertise to EternalRest Memorial Park. Additionally, our advantageous location and superior services set us apart from other cemeteries in the region. We are confident that these attributes position us uniquely to serve our community with the highest level of care and respect.

Our Journey So Far

Since our establishment on January 5, 2024, EternalRest Memorial Park has made significant strides as a Limited Liability Company. We have accomplished much in a short amount of time, including the creation of our distinctive logo, the development of our heartfelt company name, and the discovery of an ideal location for our cemetery. These milestones mark the beginning of our commitment to becoming a cornerstone in the Rochester community for generations to come.

III. Industry Analysis

The Cemetery industry in the United States is a significant market that continues to thrive. According to recent data, the industry's size is estimated to be around \$7 billion. This figure reflects the revenue generated by various services offered by cemeteries, including interment, cremation, and memorialization. With an increasing number of people choosing cremation over traditional burials, the industry has experienced a shift in its offerings, leading to new opportunities for growth.

The market for cemeteries in the United States is expected to witness steady growth in the coming years. Experts project a compound annual growth rate (CAGR) of approximately 3.5% from 2021 to 2026. This growth can be attributed to several factors, including an aging population, rising death rates, and an increased focus on pre-planning funeral arrangements. As more individuals adopt the practice of pre-arranging their final resting place, the demand for cemetery services is expected to rise, providing ample opportunities for EternalRest Memorial Park to establish itself in Rochester, NY.

Trends in the Cemetery industry bode well for EternalRest Memorial Park's prospects in Rochester, NY. One significant trend is the growing preference for personalized and unique memorialization options. People are increasingly seeking ways to create customized memorials that reflect the personality and interests of their loved ones. This presents a favorable opportunity for EternalRest Memorial Park to offer a range of personalized services and products, such as customized headstones, memorial gardens, and themed sections within the cemetery grounds. By catering to this demand, EternalRest Memorial Park can differentiate itself in the market and attract customers seeking a distinctive and meaningful final resting place for their loved ones.

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IV. Customer Analysis

Below is a description of our target customers and their core needs.

Target Customers

EternalRest Memorial Park will target a diverse demographic of local residents in need of burial services and memorial options. This primary customer base is likely to consist of families planning for future needs, as well as individuals arranging for immediate services due to a recent loss. The park will provide a serene and respectful environment that meets the needs of the local community, ensuring that clients receive compassionate and professional service.

The park will also serve religious and cultural groups seeking burial practices specific to their traditions. By offering a variety of memorial options and accommodating different rites, EternalRest Memorial Park will become a preferred choice for these communities. The park will tailor its offerings to respect the wide array of customs present within Rochester's diverse population.

Additionally, EternalRest Memorial Park is set to cater to individuals interested in environmentally friendly burial options. As eco-conscious choices become more important to consumers, the park will offer green burials that minimize environmental impact. This will attract environmentally aware customers and position EternalRest as a forward-thinking entity in the funeral services industry.

Customer Needs

EternalRest Memorial Park understands the importance of a dignified final resting place for loved ones. The park provides high-quality cemetery services that cater to the preferences of residents who value excellence and tranquility in memorialization. Customers can expect well-maintained grounds, offering a serene environment that honors the memories of the departed.

Recognizing the diverse needs of the community, EternalRest Memorial Park offers a range of burial options, including traditional in-ground burials, mausoleum entombments, and cremation services with various choices for urn placement. Clients have the flexibility to choose a memorial that aligns with their cultural, religious, or personal beliefs, ensuring their comfort and satisfaction during a difficult time.

In addition to physical resting places, EternalRest Memorial Park also provides support services to assist families through the bereavement process. This includes helping with funeral arrangements, guiding families in selecting appropriate monuments or markers, and facilitating memorial ceremonies. The park's empathetic and professional staff are committed to delivering compassionate care, creating a supportive atmosphere for grieving families.

V. Competitive Analysis

Direct Competitors

EternalRest Memorial Park's competitors include the following companies:

Mount Hope Cemetery

Mount Hope Cemetery offers a variety of burial options including traditional in-ground burials, mausoleum entombments, and cremation services with various memorialization choices. The cemetery features historical and picturesque landscapes, attracting not only those in need of burial services but also tourists and local visitors. It operates as a not-for-profit cemetery, which can influence its pricing structure to be potentially more affordable than for-profit counterparts.

Mount Hope's location in Rochester, NY, allows it to serve a broad local customer segment, including diverse religious and cultural communities. The cemetery is known for its extensive arboretum and Victorian-era monuments, which are key strengths in attracting customers who value historical significance and natural beauty. However, its status as a historic cemetery may impose limitations on available space for new burials, which could be seen as a weakness in comparison to newer cemeteries with more space.

Riverside Cemetery

Riverside Cemetery provides services such as in-ground burials, cremation options, and has a veteran's memorial area, catering to a wide range of customer needs. Its pricing is competitive, aiming to offer affordable options for various income levels. Additionally, the cemetery is known for its serene setting along the Genesee River, enhancing its appeal for those seeking a peaceful final resting place.

Located within the city of Rochester, Riverside Cemetery is easily accessible to residents and serves the surrounding communities. Riverside's key strength lies in its tranquil environment and well-maintained grounds, contributing to a dignified burial experience. Nevertheless, its weakness may reside in its smaller size and limited capacity compared to larger cemeteries, which could affect its long-term growth and ability to accommodate future generations.

Hanford's Landing Cemetery

Hanford's Landing Cemetery is known for offering basic burial services, focusing on simplicity and affordability. It caters primarily to individuals and families seeking modest burial solutions without extensive additional services or amenities. As a smaller operation, Hanford's Landing may offer more personalized attention, which can be a differentiating factor for some customers.

The cemetery serves the immediate local area of Rochester, with a particular focus on nearby communities. Hanford's Landing's strengths include its intimate setting and dedication to providing a respectful, no-frills burial experience. However, its weaknesses may lie in the lack of diverse services and limited scope of facilities, which might not appeal to those seeking more elaborate

memorialization options or extensive on-site services.

Competitive Advantages

Our prime location sets EternalRest Memorial Park apart as a sanctuary of peace and dignity within Rochester. We understand that accessibility for grieving families is paramount, and our site is chosen for its serene environment while still being conveniently reachable. This ease of access, coupled with our commitment to meticulous maintenance, ensures that our grounds remain a tranquil space for reflection and remembrance. Moreover, our array of services is tailored to meet the diverse needs of the community, offering a personalized experience that honors the unique life of each individual and provides comfort to their loved ones.

In addition to our superior location and services, we pride ourselves on our innovative approaches to memorialization. Our park-like setting includes beautifully landscaped gardens and a variety of memorial options such as traditional burial plots, cremation gardens, and mausoleums. Recognizing the evolving preferences in remembrance practices, we also offer green burial options that appeal to environmentally conscious individuals. Our commitment to customer service is evident in the compassionate and respectful guidance our staff provides to families during their time of need. By combining traditional values with modern sensibilities, we cater to the memorialization preferences of a broad spectrum of the community, setting us apart as a leader in the eternal care industry.

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VI. Marketing Plan

Our marketing plan, included below, details our products/services, pricing and promotions plan.

Products, Services & Pricing

Traditional Ground Burial Sites

EternalRest Memorial Park provides serene and beautifully landscaped traditional ground burial sites for individuals and families. These plots can accommodate both caskets and cremation urns, ensuring a respectful and dignified resting place. Clients can expect the average price for a single burial plot to range from \$1,500 to \$3,000, depending on the specific location within the park and the amenities chosen.

Standing Columbaria

For those who choose cremation, EternalRest offers standing columbaria that house cremation niches. These elegant and secure structures are designed for the permanent placement of urns. The cost for a niche in a columbarium can vary, typically ranging from \$1,000 to \$2,500, which includes the niche space, the opening and closing of the niche, and the inscription of names and dates.

Gardens for the Scattering of Cremated Remains

The park also includes designated gardens for the scattering of cremated remains. These tranquil gardens are carefully maintained to offer a peaceful environment for reflection and remembrance. The scattering service is accompanied by a memorialization option, such as a plaque or entry in a memorial book. Prices for scattering services start at around \$350, including basic memorialization.

Private Family Estates

For families seeking a more exclusive memorial option, EternalRest presents private family estates. These are private sections within the park that can be customized with a variety of personal touches, such as private mausoleums, benches, or gardens. The investment in a private family estate is significant, with prices starting at \$20,000 and increasing based on customization and size.

Promotions Plan

EternalRest Memorial Park understands the importance of creating a respectful and serene final resting place for loved ones. To connect with families and individuals in search of such services,

EternalRest employs a variety of promotional methods to highlight their offerings and compassionate approach.

Online Marketing

Online marketing plays a pivotal role in EternalRest's promotional strategy. The park maintains a professional website with detailed information on services, pricing, and the serene environment they offer. They engage customers through thoughtful content marketing, including blog posts that provide value and comfort to those dealing with loss. Social media platforms are utilized to reach a broader audience, sharing testimonials and connecting with the community on a personal level.

Search Engine Optimization (SEO)

EternalRest invests in SEO to ensure that their services appear prominently in search results when individuals are seeking cemetery services in the Rochester area. They focus on local SEO strategies to capture the attention of the local market, optimizing their website with relevant keywords and phrases.

Community Involvement

Building strong community ties is essential. EternalRest engages with local communities through sponsorships and participation in local events. They partner with local businesses and organizations to foster relationships and enhance their reputation as a caring and integral part of the community.

Customer Referral Programs

EternalRest encourages word-of-mouth promotion by implementing a referral program. Satisfied customers who refer others receive acknowledgment, which in turn, cultivates a network of trust and reliability.

Email Marketing

Email marketing allows EternalRest to maintain ongoing communication with potential customers. They send newsletters with information about their services, as well as comforting messages and helpful resources for those in the grieving process.

Memorial Events

EternalRest hosts memorial events, such as candlelight vigils and remembrance ceremonies, to provide support to the community and showcase the park's commitment to honoring memories with dignity.

Direct Mail Campaigns

Direct mail campaigns target local households with informational brochures and compassionate outreach, ensuring EternalRest remains top-of-mind for those in need of cemetery services.

Public Relations

Public relations efforts include press releases and articles in local newspapers and magazines, sharing stories of the park's serene environment and the compassionate services they provide.

Targeted Advertising

Targeted advertising in local publications and online platforms reaches out to specific demographics, ensuring that those most likely to require cemetery services are aware of EternalRest's presence and offerings.

With these promotional methods, EternalRest Memorial Park establishes itself as a comforting presence in the Rochester community, dedicated to providing a peaceful and respectful resting place for loved ones.

VII. Operations Plan

Our Operations Plan details:

1. The key day-to-day processes that our business performs to serve our customers
2. The key business milestones that our company expects to accomplish as we grow

Key Operational Processes

To ensure the success of EternalRest Memorial Park, there are several key day-to-day operational processes that we will perform:

- **Customer Service Management:**
 - Operate a front office to welcome visitors and assist with inquiries.
 - Provide compassionate assistance to grieving families and individuals making arrangements.
 - Maintain clear and empathetic communication with customers before, during, and after burial services.
- **Grounds Maintenance:**
 - Regularly maintain the cemetery grounds, ensuring a serene and well-kept environment.
 - Perform landscaping duties including mowing, pruning, and planting to uphold the park's aesthetic.
 - Ensure all gravesites are clean and respectfully maintained.
- **Interment Operations:**
 - Efficiently coordinate burial services and ensure all legal requirements for interment are met.
 - Prepare gravesites for services, including digging graves and setting up necessary equipment.
 - Offer various interment options, including traditional burial, cremation, and mausoleum entombment.
- **Sales and Marketing:**
 - Engage in active marketing to promote the park's services within the Rochester, NY community.
 - Offer pre-need sales consultations for individuals planning their own arrangements or for loved ones.
 - Utilize social media, print, and digital advertising to reach potential customers.
- **Financial Management:**
 - Handle billing and invoicing for services rendered with accuracy and sensitivity.
 - Manage accounts receivable and payable, ensuring timely transactions.
 - Regularly review and adjust pricing to remain competitive while ensuring financial sustainability.
- **Regulatory Compliance:**
 - Stay up-to-date with state and local regulations regarding cemetery operations and ensure compliance.
 - Maintain meticulous records of all burials and cremations.
 - Ensure all environmental standards are met, particularly in regard to burial practices.

- **Facilities Management:**
 - Oversee the maintenance and cleanliness of all facilities, including any on-site chapels or reception areas.
 - Ensure all equipment used for grounds maintenance and interment services are properly maintained and serviced.
 - Monitor and manage the use of space within the cemetery to optimize capacity and plan for future expansions.
- **Community Engagement:**
 - Establish and maintain relationships with local funeral homes, churches, and community organizations.
 - Participate in community events to enhance the park's presence and reputation in the area.
 - Offer support services, such as grief counseling referrals or memorial events, to provide added value to customers.
- **Security and Safety:**
 - Implement security measures to protect the property and ensure the safety of visitors and staff.
 - Regularly inspect the grounds for any potential hazards and address them promptly.
 - Train staff in emergency response procedures and ensure first aid supplies are readily available.
- **Continuous Improvement:**
 - Solicit feedback from customers to improve services and customer experience.
 - Engage in regular staff training to enhance service quality and operational efficiency.
 - Review and update operational processes to adapt to changing needs and industry trends.

Milestones

EternalRest Memorial Park expects to complete the following milestones in the coming months in order to ensure its success:

- **Secure the Cemetery Location:** Finalize the purchase or lease of land in Rochester, NY, and ensure it is suitable for cemetery use with appropriate zoning and environmental clearances.
- **Obtain Necessary Permits and Licenses:** Acquire all required permits and licenses for operating a cemetery, including burial permits, business operation licenses, and health and safety certifications.
- **Develop Infrastructure:** Construct essential infrastructure such as roads, landscaping, a chapel, and office facilities to support cemetery operations and provide a serene environment for customers.
- **Launch Marketing Campaign:** Initiate a targeted marketing campaign to create awareness about EternalRest Memorial Park, focusing on the unique value propositions and compassionate services offered.
- **Establish Partnerships:** Form strategic partnerships with local funeral homes, religious organizations, and estate planners to generate referrals and integrate services.
- **Hire and Train Staff:** Recruit a professional team including groundskeepers, sales personnel, and administrative staff, and provide comprehensive training on customer service and cemetery maintenance.
- **Launch Our Cemetery:** Officially open EternalRest Memorial Park for business, welcoming our

first customers and conducting inaugural memorial services.

- **Implement Customer Relationship Management (CRM) System:** Introduce a CRM system to manage client interactions, track sales efforts, and enhance customer service.
- **Expand Service Offerings:** Explore the introduction of additional services such as pre-planning, memorialization options, and grief support programs to meet diverse client needs.
- **Reach \$15,000/Month in Revenue:** Achieve the financial milestone of generating \$15,000 in monthly revenue, indicating a growing customer base and successful penetration of the market.

VIII. Management Team

Our management team has the experience and expertise to successfully execute on our business plan.

Management Team Members

EternalRest Memorial Park management team, which includes the following members, has the experience and expertise to successfully execute on our business plan:

Abigail Wright, CEO

Abigail Wright, CEO, is a seasoned leader with a track record of successful management in the cemetery industry. Prior to taking the helm at EternalRest Memorial Park, Abigail has demonstrated her capabilities by adeptly running a cemetery, where she was responsible for overseeing operations, strategic planning, and customer satisfaction. Her background in the field provides a solid foundation for understanding the nuances of memorial park management. Her leadership skills are characterized by her ability to foster team unity, drive innovation, and maintain the highest standards of service. Abigail's experience is integral to guiding EternalRest Memorial Park towards achieving lasting success while honoring the memories of those who rest there.

IX. Financial Plan

Summary

Below is an overview of our expected financial performance over the next five years:

	FY 1	FY 2	FY 3	FY 4	FY 5
Revenues	\$4,946,622	\$5,356,352	\$5,800,019	\$6,280,436	\$6,800,646
Direct Expenses	\$3,056,720	\$3,212,445	\$3,376,104	\$3,548,101	\$3,728,861
Gross Profit	\$1,889,902	\$2,143,906	\$2,423,914	\$2,732,334	\$3,071,785
Gross Profit (%)	38.2%	40%	41.8%	43.5%	45.2%
Other Expenses	\$103,153	\$106,282	\$109,507	\$112,829	\$116,252
EBITDA	\$1,786,749	\$2,037,623	\$2,314,407	\$2,619,505	\$2,955,532
Depreciation	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
Amortization	\$0	\$0	\$0	\$0	\$0
Interest Expense	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000
Income Tax Expense	\$534,712	\$622,518	\$719,392	\$826,176	\$943,786
Net Income	\$993,037	\$1,156,105	\$1,336,014	\$1,534,328	\$1,752,745

Funding Requirements/Use of Funds

To accomplish our growth goals, EternalRest Memorial Park needs \$990,000 in funding. Key uses of this funding will be as follows:

Capital Investments	
Land	\$500,000
Location Buildout	\$100,000
Buildings (Office/Chapel/Storage)	\$200,000

Non Capital Investments	
Working Capital	\$50,000
Staff Salaries (First 3 Months)	\$90,000
Initial Marketing and Advertising	\$20,000
Initial Rent/Lease (3 months)	\$10,000
Supplies	\$5,000
Insurance (First Year)	\$15,000

Financial Projections

Projected Sales, Gross Profit & Net Income



5 Year Annual Income Statement

		FY 1	FY 2	FY 3	FY 4	FY 5
Revenues						
	Revenues	\$4,946,622	\$5,356,352	\$5,800,019	\$6,280,436	\$6,800,646
Total Revenues		\$4,946,622	\$5,356,352	\$5,800,019	\$6,280,436	\$6,800,646
Direct Costs						
	Direct Costs	\$3,056,720	\$3,212,445	\$3,376,104	\$3,548,101	\$3,728,861
Total Direct Costs		\$3,056,720	\$3,212,445	\$3,376,104	\$3,548,101	\$3,728,861
GROSS PROFIT		\$1,889,902	\$2,143,906	\$2,423,914	\$2,732,334	\$3,071,785
GROSS PROFIT %		38.2%	40%	41.8%	43.5%	45.2%
Other Expenses						
	Salaries	\$72,814	\$75,023	\$77,299	\$79,644	\$82,060
	Marketing Expenses	\$6,067	\$6,251	\$6,441	\$6,637	\$6,838
	Rent/Utility Expenses	\$6,067	\$6,251	\$6,441	\$6,637	\$6,838
	Other Expenses	\$18,203	\$18,755	\$19,324	\$19,911	\$20,515
Total Other Expenses		\$103,153	\$106,282	\$109,507	\$112,829	\$116,252
EBITDA		\$1,786,749	\$2,037,623	\$2,314,407	\$2,619,505	\$2,955,532
	Depreciation	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
	Amortization	\$0	\$0	\$0	\$0	\$0
EBIT		\$1,626,749	\$1,877,623	\$2,154,407	\$2,459,505	\$2,795,532
	Interest Expense	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000
PRETAX INCOME		\$1,527,749	\$1,778,623	\$2,055,407	\$2,360,505	\$2,696,532
	Net Operating Loss	\$0	\$0	\$0	\$0	\$0
	Use of Net Operating Loss	\$0	\$0	\$0	\$0	\$0
	Taxable Income	\$1,527,749	\$1,778,623	\$2,055,407	\$2,360,505	\$2,696,532
	Income Tax Expense	\$534,712	\$622,518	\$719,392	\$826,176	\$943,786
NET INCOME		\$993,037	\$1,156,105	\$1,336,014	\$1,534,328	\$1,752,745
	Net Profit Margin (%)	20.1%	21.6%	23%	24.4%	25.8%

5 Year Annual Balance Sheet

		FY 1	FY 2	FY 3	FY 4	FY 5
ASSETS						
	Cash	\$1,186,622	\$2,481,041	\$3,953,138	\$5,631,193	\$6,525,937
	Other Current Assets	\$424,600	\$459,769	\$497,852	\$523,369	\$566,720
	Total Current Assets	\$1,611,222	\$2,940,811	\$4,450,991	\$6,154,563	\$7,092,657
	Intangible Assets	\$0	\$0	\$0	\$0	\$0
	Acc Amortization	\$0	\$0	\$0	\$0	\$0
	Net Intangibles	\$0	\$0	\$0	\$0	\$0
	Fixed Assets	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
	Accum Depreciation	\$160,000	\$320,000	\$480,000	\$640,000	\$800,000
	Net fixed assets	\$640,000	\$480,000	\$320,000	\$160,000	\$0
	Preliminary Exp	\$0	\$0	\$0	\$0	\$0
TOTAL ASSETS		\$2,251,222	\$3,420,811	\$4,770,991	\$6,314,563	\$7,092,657
LIABILITIES & EQUITY						
	Current Liabilities	\$268,185	\$281,669	\$295,834	\$305,077	\$320,426
	Debt outstanding	\$990,000	\$990,000	\$990,000	\$990,000	\$0
	Total Liabilities	\$1,258,185	\$1,271,669	\$1,285,834	\$1,295,077	\$320,426
	Share Capital	\$0	\$0	\$0	\$0	\$0
	Retained earnings	\$993,037	\$2,149,142	\$3,485,157	\$5,019,485	\$6,772,231
	Total Equity	\$993,037	\$2,149,142	\$3,485,157	\$5,019,485	\$6,772,231
TOTAL LIABILITIES & EQUITY		\$2,251,222	\$3,420,811	\$4,770,991	\$6,314,563	\$7,092,657

5 Year Annual Cash Flow Statement

		FY 1	FY 2	FY 3	FY 4	FY 5
CASH FLOW FROM OPERATIONS						
	Net Income (Loss)	\$993,037	\$1,156,105	\$1,336,014	\$1,534,328	\$1,752,745
	Change in Working Capital	(\$156,414)	(\$21,686)	(\$23,917)	(\$16,273)	(\$28,002)
	Plus Depreciation	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
	Plus Amortization	\$0	\$0	\$0	\$0	\$0
	Net Cash Flow from Operations	\$996,622	\$1,294,419	\$1,472,097	\$1,678,054	\$1,884,743
CASH FLOW FROM INVESTMENTS						
	Fixed Assets	(\$800,000)	\$0	\$0	\$0	\$0
	Intangible Assets	\$0	\$0	\$0	\$0	\$0
	Net Cash Flow from Investments	(\$800,000)	\$0	\$0	\$0	\$0
CASH FLOW FROM FINANCING						
	Cash from Equity	\$0	\$0	\$0	\$0	\$0
	Cash from Debt financing	\$990,000	\$0	\$0	\$0	(\$990,000)
	Net Cash Flow from Financing	\$990,000	\$0	\$0	\$0	(\$990,000)
	Net Cash Flow	\$1,186,622	\$1,294,419	\$1,472,097	\$1,678,054	\$894,743
	Cash at Beginning of Period	\$0	\$1,186,622	\$2,481,041	\$3,953,138	\$5,631,193
		\$1,186,622	\$2,481,041	\$3,953,138	\$5,631,193	\$6,525,937

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