

# Executive Summary

## Opportunity

### Problem

Finding affordable child care for infants and toddlers is an enormous challenge for working parents that live in Washington D.C. Child Development Centers that offer a wide range of educational and character building activities are difficult to locate as well. Compassionate and loving care for children in secure facilities at their earliest age is essential in creating a foundation for their lives that will lead to success. As infants and toddlers grow and become elementary school students, it is crucial that they receive an education that teaches customary academics and challenges them to develop personally toward self-actualization.

### Solution

Our primary objectives focus on enhancing student's reading skills and providing a safe and nurturing environment for our infants and toddlers. In addition to our prime objectives, we provide an atmosphere that builds self-esteem and a desire to learn. Our programs are developed to educate our students beyond standard academics such as, modeling and teaching financial and physical awareness and well being. Providing such services in the heart of the D.C. Metropolitan area allows parents and guardians to place their children in programs that are not only focused on student success but provides the parent/guardian an opportunity to be involved in their children's education. This will all occur in an environment that will challenge young minds and introduce all program participants to new possibilities.

### Market

The Early Childhood Education industry provides care for infants and children in preschool. Industry operators are mostly private and rely primarily on tuition paid by parents and funding from the government, which attempts to alleviate the cost for low-income households. Over the five years to 2018, IBISWorld expects revenue to rise at an annualized rate of 3.2% to \$53.1 billion, including growth of 1.2% in 2018 alone. Over the past five years up to 2018, industry revenue has grown as a result of

sustained low unemployment and increased disposable income amid high demand for child care services.

Out-of-school time (OST) Industry focuses on communities engaging and supporting children and youth when they are not in school. At best, programs and activities operate on youth development principles and adhere to the conviction that youth are present as well as future assets. Creative out of school time programs, activities and supports can protect children, engage them in productive activities, develop and hone competencies, encourage school attendance, provide peace of mind for parents and lead to healthier life trajectories. When a community develops a strong, sustainable out-of-school time system that supports the social, emotional and physical development of children and youth, it builds strong families and neighborhoods as well.

## **Competition**

There are two Child Development Centers within a close proximity to our location. The Takoma Children's School is located at 6925 Willow Street NW and Goldie's Child Development Center is located at 6226 Third Street NW. The Takoma School is inspired by the Reggio Emilia philosophy and base their curriculum for the year on investigation of topics that the whole class has selected. Goldie's accepts children as young as 2 months to 5 years old. All of their teachers have at minimum, a Child Development Associate degree. They also have NAEYC accreditation. We differ from these organizations by offering an educational program that trains students to think for themselves, create wealth, and leave a positive legacy. After school students are exposed to intense reading instruction which exposes them to multiple cultures around the world. Other instruction involves entrepreneurship, financial awareness, personal self-development, exercise and nutrition.

## **Why Us?**

RLLC presents its Infants and toddlers with a loving and caring atmosphere where the teachers and caregivers are dedicated to nurturing each child. Our after school programs provide our students with an educational program that trains students to become high achievers. Student are presented with strategies that will teach them how to create wealth, and leave a positive legacy. After school students are exposed to intense reading instruction which exposes them to multiple cultures around the world. Other

instruction

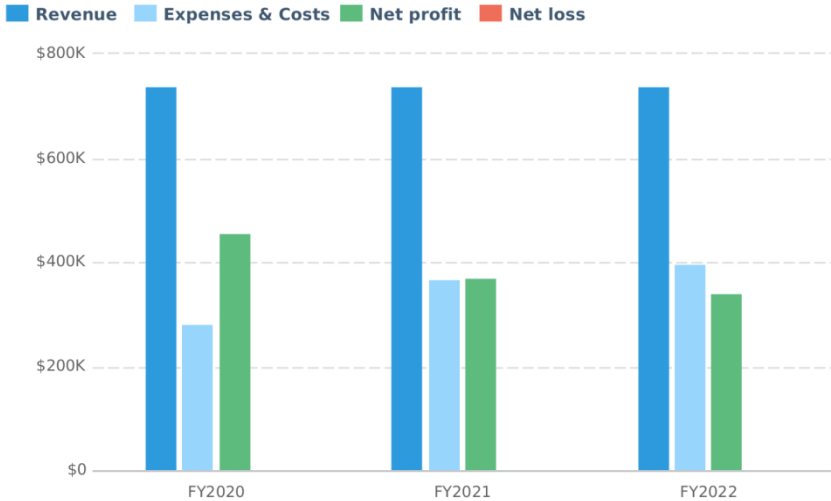
involves entrepreneurship, financial awareness, personal self-development, exercise and nutrition.

## Expectations

### Forecast

We are projecting sales of \$506,400 in year 1 and \$612,744 in year two with a profit margin of 6.8%. This assumes that we serve 10 infants @ \$1,700 per month, 10 toddlers @ \$1,400 per month, and 28 elementary after school students @ \$480 per month. The management team will be working on a volunteer basis until early childhood education and after school activities begin in September, 2019. RLLC has contracted IBoss Inc. to operate a crowd funding campaign. The purpose of the campaign will be to solicit for initial funds up to \$100,000 by marketing through social media. These funds will be used to cover start up cost of legal and accounting fees of \$30,000, rent deposits of \$12,000, utility deposits of \$3000, supplies of \$2000, additional crowd funding fees of \$2500, and licensing fees of \$1000. These funds will also allow the organization with the opportunity to increase operating capitol until revenue from planned program activities are received. Our estimated net profit for 2019 is \$20,029.

## Financial Highlights by Year



# Opportunity

## Problem & Solution

### Problem Worth Solving

Through our child development center, the organization will be able to reduce the number of vacant seats needed in Washington, DC for parents needing a caring and nurturing learning environment for their infants and toddlers during the day. The Supply and Demand Study created by the Bainum Family Foundation reveals that across the District, there are currently 8,214 seats for infant and toddler early learning and a maximum estimated demand of 36,571 seats, resulting in an absolute shortage of 28,357 seats, with demand for early learning outpacing supply in every ward. This scenario assumes that every child under age 3 in the District needs an early learning seat. It also includes demand of 9,414 seats due to 13,721 children commuting into the District with parents/guardians who work in the District and seek early learning near their places of work, minus 4,307 children commuting out with parents/guardians who work in nearby states.

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### Our solution

Provide D.C. parents with an opportunity to enroll their children in a child development center that is committed to surrounding them in a caring and nurturing learning environment. We offer services for infants, toddlers, and after school students from grades K through 8. Our staff is devoted to providing excellent care for infants and insure they are safe and happy. Learning begins during the infant stage when 85% of a child's brain growth occurs within the first three years of their lives. This lays the foundation for all future learning, health, and behavior. Quality nurturing at this stage, leads children on a path to success in life. By offering valuable instruction and life skills training, our programs are attractive to parents seeking professional care and instruction for their

children. We believe that reading and writing are fundamental skills which are necessary throughout a child's entire education. Children that have developed a love and strong desire to learn, experience high levels of achievement and confidence that resonate through their entire lives. Young children have a different perception of the world which is developed through their unique experiences. Session objectives are to tailor learning experiences around the student's needs, instead of exposing them to a curriculum-driven teacher made task. This type of environment will allow children to refine their views of the world and come to a greater understanding of it, and themselves. Lessons are developed according to how students learn and gain understanding of the content they present. Phonics only and whole language only approaches have been incorporated in many of our schools curriculum today. However, exposing children to words, sounds and letters within the content they created, when presented through age appropriate texts and meaningful activities becomes more productive. Our reading sessions aggressively address the five areas of reading instruction; phonemic awareness, phonics, vocabulary, fluency, and comprehension, by developing an individual reading plan for each participant. Reading plans are developed from content derived from reading and writing activities conducted with the students. During after-school hours, students are engaged in reading strategies and mentoring exercises that improve academic achievement in all subject areas, at every grade level. These strategies and exercises include:

- Initial and periodic assessments of students reading abilities to track their progress
- Individualized learning plans for each student's unique needs
- Group and one-to-one tutoring sessions to promote literacy skills and expose students to the world through reading
- Guest speakers/field trips to expand awareness about opportunities for higher education and career development, and to assist youth in setting realistic, attainable goals
- Computerized software games to make learning fun and focus on achievement in reading instruction

## Target Market

A large segment of families in Washington DC require two incomes to function successfully, causing the child care industry to become quite a necessity. Parents want their children to be in a safe and caring learning environment while they are working. As a high-quality child development center, RLLC provides them with a secure feeling. Based upon the number of children in DC versus the number of open slots available, there's a huge need for quality child care. There is also a need for children of part-time working parents and drop-in clients to have a place to go during out of school time. Building a large client base of satisfied customers will provide the organization with an excellent opportunity to create revenue which will ensure the stability of the business.

## Competition

### Our advantages

RLLC's program offers enrolled children several distinct advantages designed to address holistic and developmental needs through the multiple modalities inherent within our program offerings. Here's how we are different from other competitors in the marketplace.

1. In addition to differentiated instruction throughout our curriculum RLLC distinguishes itself from other competing programs through its focus on introducing developmental reading and early math skills in a fun learning environment that also includes examining sports, geography, map reading and examining other countries and cultures. In addition, our curriculum features age appropriate S.T.E.M. projects, providing vital exposure to our early learners.
2. RLLC combines direct teaching augmented with state of the art technology and internet support using tablets and desktop computers.
3. Small class learning environment with a 10:2 teacher / pupil ratio.

4. Varied instruction using early exposure to multiple modalities to identify and address the learning styles of visual; auditory and kinesthetic learners. 5. Early learners are exposed to socialization skills, like sharing, making friends, being considerate of others, being helpful, using manners (please & thank you). 5. Exposure to environmental awareness including ecological awareness as well as responsibility and stewardship of the earth.



# Execution

## Marketing & Sales

### Marketing Plan

Rllc is a high quality early childhood education child development center that provides a loving, caring, and nurturing environment for infants, toddlers, and elementary school age children which is safe and secure. Our main focus is the enhancement of reading skills in addition to promoting the intellectual, social, and physical development of our students. Our programs are designed to prepare them for a lifetime through effective leadership by our stable professional teacher workforce. Interactions with students and parents are interpersonal while promoting an age appropriate curriculum.

Our organization has been accepted into the GlobalGiving Accelerator program where assistance at every level of marketing and fundraising is provided. They connect nonprofits, companies and donors world wide and is the largest global crowdfunding community. Additionally they provide support and training in the areas of social media and email marketing. We also have a website that has been fully optimized to capture visitors and donors. Another source of income will be generated through income from enrollment cost to parents.

### Sales Plan

We plan to host an open house and ribbon cutting ceremony one month prior to our grand opening, Monday through Friday from 4:00 pm to 7:00 pm. Parents will gain an understanding of why their children should be enrolled in RLLC's early learning center and it's advantages. Our experienced teachers, infant\toddler care providers, and mentors have a strong desire to educate and motivate each student to become a high achiever. The various programs that we offer have been designed to develop the whole child to prosper in all walks of life. Additional meeting times will be available for parents to meet with staff members to discuss all program activities and how their children will be cared for. Light refreshments and snacks will be provided.

## Operations

### Technology

Our organization incorporates Information and Communication Technology (ITC) in our curriculum and it has proven to be an innovative mode of education which can accelerate student learning. This educational technology includes digital cameras, video cameras, programmable toys, computer hardware and software, telecommunication tools, and the Internet.

## Milestones & Metrics

### Milestones Table

Milestone	Due Date	Who's Responsible	Details
Early Childhood Education	April 29, 2019	Lawrence Robertson	Educating children during the early stages of their lives is important to their development and health. A healthy ECE environment insures that all children's emotional and educational needs are met.

### Key metrics

Our current focus is on achieving full enrollment, full fee collection, and insuring that revenues cover per-child-cost. These are the most basic and crucial metrics that will determine the growth and long term sustainability of the organization. Enrollment is most important because it is the cornerstone of ECE finance - if children are not enrolled, funding for the program does not exist. Monitoring enrollment is also a high priority because when it drops, the organization is losing money. We will be using ProCare, which is automated child management software that generates weekly reports. This gives our administrators the ability to monitor enrollment and manage finances.

# Company

## Overview

Reading Literacy Learning Center (RLLC) is headquartered and incorporated in Washington, DC. The Executive Director is Mr. Lawrence Robertson who founded the organization in 2008. The organization registered with the IRS as a non-profit 501 (C)(3) entity. The board of directors consist of the following officers and members:

1. David Mason, Board Chairman - Mr. Mason is a retired elementary school principal and will be assisting in the areas of business organization and administration.
2. Derek Harps, Treasurer - Mr. Harps is a retired M&T bank vice president and will be advising the organization with fund raising and other financial matters.
3. Michael Kidd, Member - Mr. Kidd owns Kidd International, a computer data processing contractor and will be assisting the organization with light duties as assigned because of physical restraints.
4. Bernard Ford, Member - Mr. Ford is a retired director of administrative services for the National League of Cities and will be assisting the organization with our outreach and communication efforts.
5. Lloyd Mays - Mr. Mays is a retired teacher and will be managing content development for the web site and social media exposure.

## Team

### Management team

The management team consist of Mr. Lawrence Robertson, Mr. Dave Mason, Mr. Derek Harps, Mr. Lloyd Mays, and Ms. Chonita Johnson. Mr. Robertson is the founder of the organization and has had extensive experience as an educator and

director. Mr. Robertson will be working closely with IBoss Inc., the crowd funding organization that has been contracted to manage the of recruitment of donors and funds to operate the business. Mr. Robertson will also be responsible for developing programs and hiring instructors to conduct classroom activities.

Mr. Mason is a retired D.C. Public Schools principal and assistant superintendent. Mr. Mason will advising staff on all decisions that pertain to the operation and growth of the business. He will chair scheduled meetings and provide input for operation and informational content.

Mr. Derek Harps is a retired M & T Bank vice president. Mr. Harps will advise on all financial decisions relating to the business. He will review all financial documents to verify their accuracy.

Mr. Lloyd Mays is a retired D.C. Public Schools teacher. Mr. Mays will manage informational and marketing content to promote social media exposure and growth for the business. Additionally, Mr. Mays will also participate in curriculum development and teacher advisement.

Ms. Chonita Johnson is currently affiliated with the National Children's Center and will become the Director of Education and Child Care for RLLC. She will be responsible for teachers and child care specialist working with the children, and coordinating parent participation.

## **Advisors**

Robert Gundling, Ed.D. has served as Early Childhood Educator in a variety of roles for over 40 years. He has served as the administrator of an Early Childhood Education Program for children, 6 weeks - 8 years old and include youth with special needs. He has managed Early Childhood Education programs of all sizes, the largest one having \$8M in revenue.

# Financial Plan

## Forecast

### Key assumptions

Key assumptions by worksheet in the attached quantification of business plan variables are as follows:

Assumption: RLLC starts service to children and receiving revenues in September 2020. > "1-StartingPoint"

Assumption: Beginning investments in fixed assets (\$562,000) and operating capital (\$684,000) are to be financed by contributions by "Outside Investors" (\$392,000) and "Commercial Mortgage" loans (\$292,000). > "2a-PayrollYear1"

Assumption: 11 employees will be paid a total of \$219,787 in Year1. Related taxes will total \$14,644. > "2a-SalesForecastYear1"

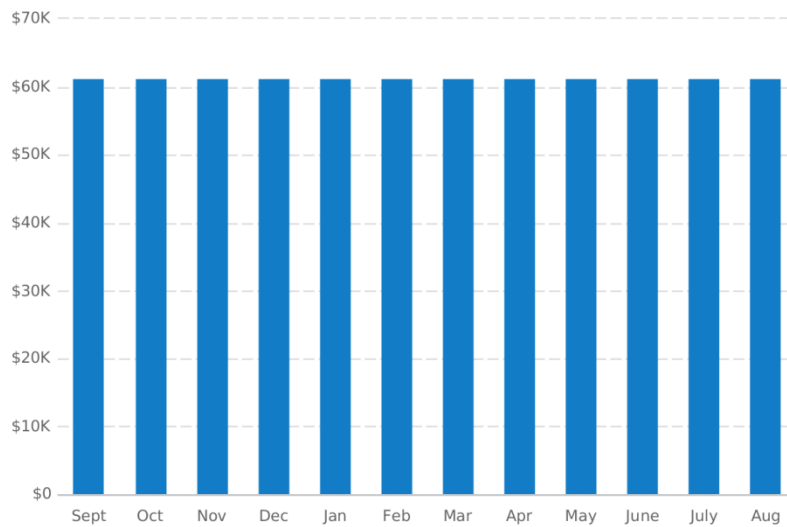
Assumption: Parents or others will pay for Infant Day Care (10 students at \$1,700 / month). Toddler Day Care (10 students at \$1400 / month) and Elementary After School Care (28 students at \$480 / month) > "4-AdditionalInputs"

Assumption: RLLC will pay its Accounts Payable within 30 days but its Accounts Receivable will liquidate 80% within 30 days and 20% within 60 days. > "5a-OpExYear1" (Fixed operating expenses including Depreciation and Interest)

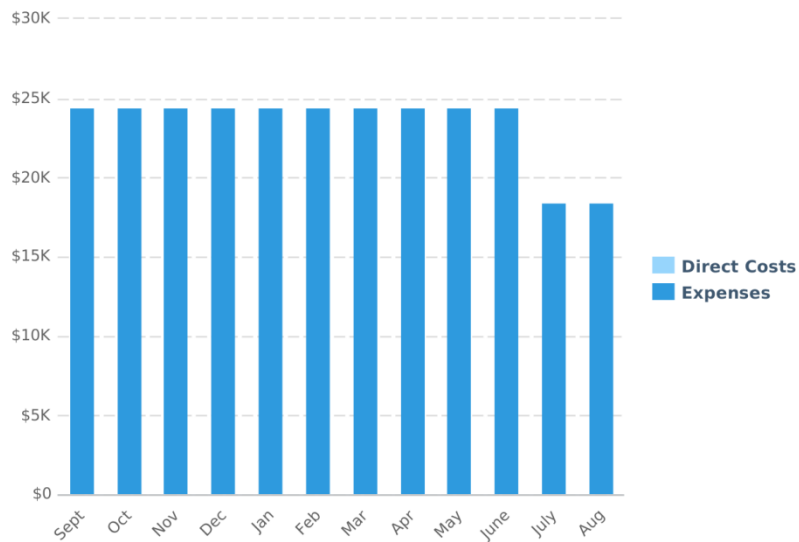
Assumption: Total Fixed Operating expenses will equal \$200,811 for the year consisting of the listed items.

The results of the key assumptions summarized above are reported in these 4 worksheets. > "6a-CashFlowYear1" showing Ending Cash Balance rising to \$124,876 at yearend > "7b-IncomeStatementYrs1-3" showing Net Income of \$33,825 for 2020, \$75,123 for 2021 and \$119,198 for 2022.

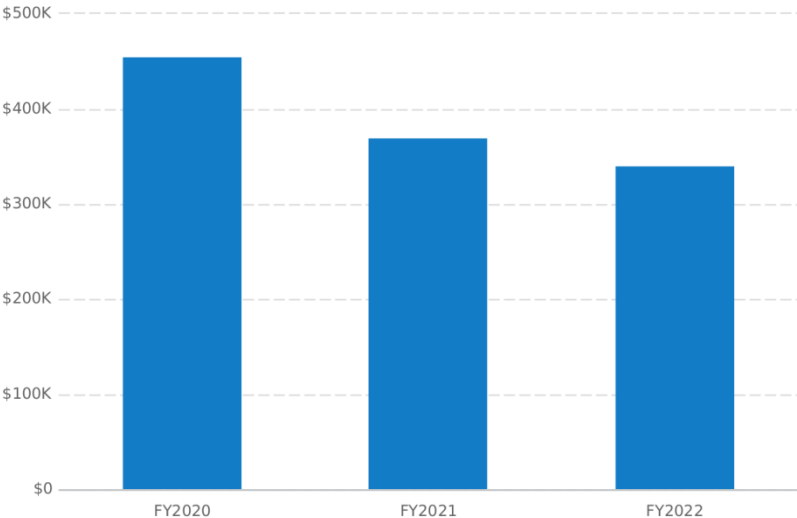
## Revenue by Month



## Expenses by Month



### Net Profit (or Loss) by Year



## Statements

### Projected Profit and Loss

	FY2020	FY2021	FY2022
<b>Revenue</b>	<b>\$737,280</b>	<b>\$737,280</b>	<b>\$737,280</b>
<b>Direct Costs</b>			
Gross Margin	\$737,280	\$737,280	\$737,280
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>			
Salaries & Wages	\$234,164	\$306,164	\$330,564
Employee Related Expenses	\$46,833	\$61,233	\$66,112
<b>Total Operating Expenses</b>	<b>\$280,997</b>	<b>\$367,397</b>	<b>\$396,676</b>
<b>Operating Income</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,604</b>
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$280,997</b>	<b>\$367,397</b>	<b>\$396,676</b>
<b>Net Profit</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,604</b>
<b>Net Profit / Sales</b>	<b>62%</b>	<b>50%</b>	<b>46%</b>



## Projected Balance Sheet

	FY2020	FY2021	FY2022
Cash	\$456,283	\$826,166	\$1,166,770
Accounts Receivable	\$0	\$0	\$0
Inventory			
Other Current Assets			
<b>Total Current Assets</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
Long-Term Assets			
Accumulated Depreciation			
<b>Total Long-Term Assets</b>			
<b>Total Assets</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
Accounts Payable			
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0
Short-Term Debt			
Prepaid Revenue			
<b>Total Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Long-Term Debt			
<b>Long-Term Liabilities</b>			
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-In Capital			
Retained Earnings		\$456,283	\$826,166
Earnings	\$456,283	\$369,883	\$340,603
<b>Total Owner's Equity</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>

## Projected Cash Flow Statement

	FY2020	FY2021	FY2022
<b>Net Cash Flow from Operations</b>			
Net Profit	\$456,283	\$369,883	\$340,604
Depreciation & Amortization			
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory			
Change in Accounts Payable			
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0
Change in Prepaid Revenue			
<b>Net Cash Flow from Operations</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,603</b>
<b>Investing &amp; Financing</b>			
Assets Purchased or Sold			
<b>Net Cash from Investing</b>			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
<b>Net Cash from Financing</b>			
Cash at Beginning of Period	\$0	\$456,283	\$826,166
Net Change in Cash	\$456,283	\$369,883	\$340,603
<b>Cash at End of Period</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>

# Appendix

## Profit and Loss Statement (With monthly detail)

FY2020	Sept '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20
<b>Total Revenue</b>	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440
<b>Total Direct Costs</b>												
Gross Margin	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440
Gross Margin %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Operating Expenses</b>												
Salaries and Wages	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$20,347	\$15,347	\$15,347
Employee Related Expenses	\$4,069	\$4,070	\$4,069	\$4,070	\$4,069	\$4,069	\$4,070	\$4,069	\$4,070	\$4,069	\$3,069	\$3,070
<b>Total Operating Expenses</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$18,416</b>	<b>\$18,417</b>
<b>Operating Income</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$43,024</b>	<b>\$43,023</b>
Interest Incurred												
Depreciation and Amortization												
Gain or Loss from Sale of Assets												
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$24,417</b>	<b>\$24,416</b>	<b>\$18,416</b>	<b>\$18,417</b>
<b>Net Profit</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$37,023</b>	<b>\$37,024</b>	<b>\$43,024</b>	<b>\$43,023</b>

Net Profit / Sales	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	70%	70%
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## Reading Literacy Learning Center, Inc.

FY2021	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21
<b>Total Revenue</b>	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440
<b>Total Direct Costs</b>												
Gross Margin	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440	\$61,440
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>												
Salaries and Wages	\$25,147	\$25,147	\$25,147	\$25,147	\$25,147	\$25,147	\$27,547	\$27,547	\$27,547	\$27,547	\$22,547	\$22,547
Employee Related Expenses	\$5,029	\$5,030	\$5,029	\$5,029	\$5,030	\$5,029	\$5,510	\$5,509	\$5,509	\$5,510	\$4,509	\$4,510
<b>Total Operating Expenses</b>	<b>\$30,176</b>	<b>\$30,177</b>	<b>\$30,176</b>	<b>\$30,176</b>	<b>\$30,177</b>	<b>\$30,176</b>	<b>\$33,057</b>	<b>\$33,056</b>	<b>\$33,056</b>	<b>\$33,057</b>	<b>\$27,056</b>	<b>\$27,057</b>
<b>Operating Income</b>	<b>\$31,264</b>	<b>\$31,263</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,263</b>	<b>\$31,264</b>	<b>\$28,383</b>	<b>\$28,384</b>	<b>\$28,384</b>	<b>\$28,383</b>	<b>\$34,384</b>	<b>\$34,383</b>
Interest Incurred												
Depreciation and Amortization												
Gain or Loss from Sale of Assets												
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$30,176</b>	<b>\$30,177</b>	<b>\$30,176</b>	<b>\$30,176</b>	<b>\$30,177</b>	<b>\$30,176</b>	<b>\$33,057</b>	<b>\$33,056</b>	<b>\$33,056</b>	<b>\$33,057</b>	<b>\$27,056</b>	<b>\$27,057</b>
<b>Net Profit</b>	<b>\$31,264</b>	<b>\$31,263</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,263</b>	<b>\$31,264</b>	<b>\$28,383</b>	<b>\$28,384</b>	<b>\$28,384</b>	<b>\$28,383</b>	<b>\$34,384</b>	<b>\$34,383</b>
<b>Net Profit / Sales</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>	<b>51%</b>	<b>46%</b>	<b>46%</b>	<b>46%</b>	<b>46%</b>	<b>56%</b>	<b>56%</b>

Reading Literacy Learning Center, Inc.

	FY2020	FY2021	FY2022
<b>Total Revenue</b>	<b>\$737,280</b>	<b>\$737,280</b>	<b>\$737,280</b>
<b>Total Direct Costs</b>			
Gross Margin	\$737,280	\$737,280	\$737,280
<b>Gross Margin %</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Operating Expenses</b>			
Salaries and Wages	\$234,164	\$306,164	\$330,564
Employee Related Expenses	\$46,833	\$61,233	\$66,112
<b>Total Operating Expenses</b>	<b>\$280,997</b>	<b>\$367,397</b>	<b>\$396,676</b>
<b>Operating Income</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,604</b>
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$280,997</b>	<b>\$367,397</b>	<b>\$396,676</b>
<b>Net Profit</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,604</b>
<b>Net Profit / Sales</b>	<b>62%</b>	<b>50%</b>	<b>46%</b>

## Balance Sheet (With Monthly Detail)

FY2020	Sept '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20
Cash	\$37,024	\$74,047	\$111,071	\$148,094	\$185,118	\$222,142	\$259,165	\$296,189	\$333,212	\$370,236	\$413,260	\$456,283
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory												
Other Current Assets												
<b>Total Current Assets</b>	<b>\$37,024</b>	<b>\$74,047</b>	<b>\$111,071</b>	<b>\$148,094</b>	<b>\$185,118</b>	<b>\$222,142</b>	<b>\$259,165</b>	<b>\$296,189</b>	<b>\$333,212</b>	<b>\$370,236</b>	<b>\$413,260</b>	<b>\$456,283</b>
Long-Term Assets												
Accumulated Depreciation												
<b>Total Long-Term Assets</b>												
<b>Total Assets</b>	<b>\$37,024</b>	<b>\$74,047</b>	<b>\$111,071</b>	<b>\$148,094</b>	<b>\$185,118</b>	<b>\$222,142</b>	<b>\$259,165</b>	<b>\$296,189</b>	<b>\$333,212</b>	<b>\$370,236</b>	<b>\$413,260</b>	<b>\$456,283</b>
Accounts Payable												
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short-Term Debt												
Prepaid Revenue												
<b>Total Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Long-Term Debt												
<b>Long-Term Liabilities</b>												

Reading Literacy Learning Center, Inc.

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<b>Total Liabilities</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<hr/>												
Paid-In Capital												
Retained Earnings												
Earnings	\$37,024	\$74,047	\$111,071	\$148,094	\$185,118	\$222,142	\$259,165	\$296,189	\$333,212	\$370,236	\$413,260	\$456,283
<b>Total Owner's Equity</b>	<b>\$37,024</b>	<b>\$74,047</b>	<b>\$111,071</b>	<b>\$148,094</b>	<b>\$185,118</b>	<b>\$222,142</b>	<b>\$259,165</b>	<b>\$296,189</b>	<b>\$333,212</b>	<b>\$370,236</b>	<b>\$413,260</b>	<b>\$456,283</b>
<hr/>												
<b>Total Liabilities &amp; Equity</b>	<b>\$37,024</b>	<b>\$74,047</b>	<b>\$111,071</b>	<b>\$148,094</b>	<b>\$185,118</b>	<b>\$222,142</b>	<b>\$259,165</b>	<b>\$296,189</b>	<b>\$333,212</b>	<b>\$370,236</b>	<b>\$413,260</b>	<b>\$456,283</b>
<hr/>												



Reading Literacy Learning Center, Inc.

FY2021	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21
Cash	\$487,547	\$518,810	\$550,074	\$581,338	\$612,601	\$643,865	\$672,248	\$700,632	\$729,016	\$757,399	\$791,783	\$826,166
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory												
Other Current Assets												
<b>Total Current Assets</b>	<b>\$487,547</b>	<b>\$518,810</b>	<b>\$550,074</b>	<b>\$581,338</b>	<b>\$612,601</b>	<b>\$643,865</b>	<b>\$672,248</b>	<b>\$700,632</b>	<b>\$729,016</b>	<b>\$757,399</b>	<b>\$791,783</b>	<b>\$826,166</b>
Long-Term Assets												
Accumulated Depreciation												
<b>Total Long-Term Assets</b>												
<b>Total Assets</b>	<b>\$487,547</b>	<b>\$518,810</b>	<b>\$550,074</b>	<b>\$581,338</b>	<b>\$612,601</b>	<b>\$643,865</b>	<b>\$672,248</b>	<b>\$700,632</b>	<b>\$729,016</b>	<b>\$757,399</b>	<b>\$791,783</b>	<b>\$826,166</b>
Accounts Payable												
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short-Term Debt												
Prepaid Revenue												
<b>Total Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Long-Term Debt												
<b>Long-Term Liabilities</b>												
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-In Capital												

Reading Literacy Learning Center, Inc.

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Retained Earnings	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283	\$456,283
Earnings	\$31,264	\$62,527	\$93,791	\$125,054	\$156,318	\$187,582	\$215,965	\$244,349	\$272,732	\$301,116	\$335,500	\$369,883
<b>Total Owner's Equity</b>	<b>\$487,547</b>	<b>\$518,810</b>	<b>\$550,074</b>	<b>\$581,338</b>	<b>\$612,601</b>	<b>\$643,865</b>	<b>\$672,248</b>	<b>\$700,632</b>	<b>\$729,016</b>	<b>\$757,399</b>	<b>\$791,783</b>	<b>\$826,166</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$487,547</b>	<b>\$518,810</b>	<b>\$550,074</b>	<b>\$581,338</b>	<b>\$612,601</b>	<b>\$643,865</b>	<b>\$672,248</b>	<b>\$700,632</b>	<b>\$729,016</b>	<b>\$757,399</b>	<b>\$791,783</b>	<b>\$826,166</b>

# Reading Literacy Learning Center, Inc.

	FY2020	FY2021	FY2022
Cash	\$456,283	\$826,166	\$1,166,770
Accounts Receivable	\$0	\$0	\$0
Inventory			
Other Current Assets			
<b>Total Current Assets</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
Long-Term Assets			
Accumulated Depreciation			
<b>Total Long-Term Assets</b>			
<b>Total Assets</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
Accounts Payable			
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0
Short-Term Debt			
Prepaid Revenue			
<b>Total Current Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Long-Term Debt			
<b>Long-Term Liabilities</b>			
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Paid-In Capital			
Retained Earnings		\$456,283	\$826,166
Earnings	\$456,283	\$369,883	\$340,603
<b>Total Owner's Equity</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>

## Cash Flow Statement (With Monthly Detail)

FY2020	Sept '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	June '20	July '20	Aug '20
<b>Net Cash Flow from Operations</b>												
Net Profit	\$37,024	\$37,023	\$37,024	\$37,023	\$37,024	\$37,024	\$37,023	\$37,024	\$37,023	\$37,024	\$43,024	\$43,023
Depreciation & Amortization												
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable												
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Prepaid Revenue												
<b>Net Cash Flow from Operations</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$37,024</b>	<b>\$43,024</b>	<b>\$43,024</b>
<b>Investing &amp; Financing</b>												
Assets Purchased or Sold												
<b>Net Cash from Investing</b>												
Investments Received												

Dividends & Distributions												
Change in Short-Term Debt												
Change in Long-Term Debt												
<b>Net Cash from Financing</b>												
Cash at Beginning of Period	\$0	\$37,024	\$74,047	\$111,071	\$148,094	\$185,118	\$222,142	\$259,165	\$296,189	\$333,212	\$370,236	\$413,260
Net Change in Cash	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$37,024	\$43,024	\$43,024
<b>Cash at End of Period</b>	<b>\$37,024</b>	<b>\$74,047</b>	<b>\$111,071</b>	<b>\$148,094</b>	<b>\$185,118</b>	<b>\$222,142</b>	<b>\$259,165</b>	<b>\$296,189</b>	<b>\$333,212</b>	<b>\$370,236</b>	<b>\$413,260</b>	<b>\$456,283</b>

Reading Literacy Learning Center, Inc.

FY2021	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21
<b>Net Cash Flow from Operations</b>												
Net Profit	\$31,264	\$31,263	\$31,264	\$31,264	\$31,263	\$31,264	\$28,383	\$28,384	\$28,384	\$28,383	\$34,384	\$34,383
Depreciation & Amortization												
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable												
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Prepaid Revenue												
<b>Net Cash Flow from Operations</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$31,264</b>	<b>\$28,384</b>	<b>\$28,384</b>	<b>\$28,384</b>	<b>\$28,384</b>	<b>\$34,384</b>	<b>\$34,384</b>
<b>Investing &amp; Financing</b>												
Assets Purchased or Sold												
<b>Net Cash from Investing</b>												
Investments Received												
Dividends & Distributions												

Change in Short-Term Debt												
Change in Long-Term Debt												
<b>Net Cash from Financing</b>												
Cash at Beginning of Period	\$456,283	\$487,547	\$518,810	\$550,074	\$581,338	\$612,601	\$643,865	\$672,248	\$700,632	\$729,016	\$757,399	\$791,783
Net Change in Cash	\$31,264	\$31,264	\$31,264	\$31,264	\$31,264	\$31,264	\$28,384	\$28,384	\$28,384	\$28,384	\$34,384	\$34,384
Cash at End of Period	\$487,547	\$518,810	\$550,074	\$581,338	\$612,601	\$643,865	\$672,248	\$700,632	\$729,016	\$757,399	\$791,783	\$826,166

	FY2020	FY2021	FY2022
<b>Net Cash Flow from Operations</b>			
Net Profit	\$456,283	\$369,883	\$340,604
Depreciation & Amortization			
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory			
Change in Accounts Payable			
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0
Change in Prepaid Revenue			
<b>Net Cash Flow from Operations</b>	<b>\$456,283</b>	<b>\$369,883</b>	<b>\$340,603</b>
<b>Investing &amp; Financing</b>			
Assets Purchased or Sold			
<b>Net Cash from Investing</b>			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
<b>Net Cash from Financing</b>			
Cash at Beginning of Period	\$0	\$456,283	\$826,166
Net Change in Cash	\$456,283	\$369,883	\$340,603
<b>Cash at End of Period</b>	<b>\$456,283</b>	<b>\$826,166</b>	<b>\$1,166,770</b>