APPLICATION FOR SPECIAL EXCEPTION
CITY OF GREENVILLE, SOUTH CAROLINA

APPLICANT / PERMITTEE: Ty Houck
Name

Director of Greenways/Greenville County
Title / Organization

permit may be limited to this entity:

APPLICANT'S REPRESENTATIVE: Ty Houck
Name

Director of Greenways/Greenville County
Title / Organization

(Optional)

MAILING ADDRESS: 301 University Ridge, Suite 3800 Greenville SC 29601

PHONE: 864-331-6470 EMAIL: thouck@greenvillecounty.org

PROPERTY OWNER: Greenville County SC

MAILING ADDRESS: 301 University Ridge, Suite 3800 Greenville SC 29601

PHONE: 864-331-6470 EMAIL: thouck@greenvillecounty.org

PROPERTY INFORMATION

STREET ADDRESS: Abandoned railroad from Hillside Drive/Laurens Road to Millennium Boulevard

TAX PARCEL #: 0263000400200 ACREAGE: 19.7 ZONING DESIGNATION: S-1 Service Dist.

REQUEST

Refer to Article 19-4, Use Regulations, of the Land Management Ordinance (www.municode.com/library)

DESCRIPTION OF PROPOSED LAND USE:

Proposed land use will be a recreational, linear park.

INSTRUCTIONS

1. The application and fee, made payable to the City of Greenville, must be received by the planning and development office no later than 5:00 pm of the date reflected on the attached schedule.
2. The applicant/owner must respond to the "standards" questions on page 2 of this application (you must answer "why" you believe the application meets the tests for the granting of a special exception). See also Section 19-2.3.5, Special Exception Permit, for additional information. You may attach a separate sheet addressing these questions.

3. You must attach a scaled drawing of the property that reflects, at a minimum, the following: (a) property lines, existing buildings, and other relevant site improvements; (b) the nature (and dimensions) of the proposed development (activity); (c) existing buildings and other relevant site improvements on adjacent properties; and, (d) topographic, natural features, etc. relevant to the requested special exception.

4. You must attach the required application fee: $250.00

5. The administrator will review the application for "sufficiency" pursuant to Section 19-2.2.6, Determination of Sufficiency, prior to placing the application on the BZA agenda. If the application is determined to be "insufficient", the administrator will contact the applicant to request that the applicant resolve the deficiencies. You are encouraged to schedule an application conference with a planner, who will review your application for "sufficiency" at the time it is submitted. Call (864) 467-4476 to schedule an appointment.

6. You must post the subject property at least 15 days (but not more than 18 days) prior to the scheduled hearing date.

_______ 'Public Hearing' signs are acknowledged as received by the applicant

Applicant Signature

7. Please read carefully: The applicant and property owner affirm that all information submitted with this application; including any/all supplemental information is true and correct to the best of their knowledge and they have provided full disclosure of the relevant facts.

In addition the applicant affirms that the applicant or someone acting on the applicant’s behalf has made a reasonable effort to determine whether a deed or other document places one or more restrictions on the property that preclude or impede the intended use and has found no record of such a restriction.

If the planning office by separate inquiry determines that such a restriction exists, it shall notify the applicant. If the applicant does not withdraw or modify the application in a timely manner, or act to have the restriction terminated or waived, then the planning office will indicate in its report to the Board of Zoning Appeals that granting the requested change would not likely result in the benefit the applicant seeks.

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APPLICANT / REPRESENTATIVE SIGNATURE
DATE

PROPERTY OWNER SIGNATURE
DATE

Revised 7/24/15
APPLICANT RESPONSE TO
SECTION 19-2.3.5(2)(1), STANDARDS – SPECIAL EXCEPTION

(YOU MAY ATTACH A SEPARATE SHEET)

1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

See Attached.

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

See Attached.

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

See Attached.

4. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL MINIMIZE ADVERSE EFFECTS ON ADJACENT LANDS INCLUDING: VISUAL IMPACTS; SERVICE DELIVERY; PARKING AND LOADING; ODORS; NOISE; GLARE; AND, VIBRATION. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL NOT CREATE A NUISANCE.

See Attached.
APPLICANT RESPONSE TO
SECTION 19-2.3.5(D)(1), STANDARDS – SPECIAL EXCEPTION

1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

This development is consistent with the Comprehensive Plan (2009) and 5 Year Review. Specifically this enhancement of the Swamp Rabbit Trail is outlined in Chapter 9: Transportation. This Special Exception will provide touch points on all aspects of the Comprehensive Greenway Plan: (1) creating value and generating economic activity, (2) bicycle & pedestrian transportation (reducing traffic congestion), (3) improving health through active living, (4) clear skies, clean rivers, and protected wildlife, (5) protecting people and property from flood damage and (6) enhancing cultural awareness and community identity.

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

The Swamp Rabbit Trail Southern Extension is designed to promote and enhance the quality and character of the built environment in the City of Greenville. More specifically, the purpose of the Swamp Rabbit Trail Southern Extension is to:

(A) Encourage high quality development;
(B) Ensure development remains compatible;
(C) Maintain and enhance the quality of life for the city’s citizens;
(D) Shape the city’s appearance, aesthetic quality, and spatial form;
(E) Promote compatibility between nonresidential development and adjacent residential uses;
(F) Provide property owners, developers, architects, builders, business owners, and others with an adjacent recreational amenity;
(G) Encourage a pedestrian- and bicyclist-friendly environment;
(H) Ensure greater public safety, convenience, and accessibility

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

The Swamp Rabbit Trail Southern Extension is an extension of the existing 20+ mile greenway network located throughout Greenville County and the City of Greenville. This development is compatible in character with adjacent residential, commercial, and industrial development and provides additional recreational amenities and multi-modal connectivity to this specific region in the City.

4. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL MINIMIZE ADVERSE EFFECTS ON ADJACENT LANDS INCLUDING: VISUAL IMPACTS; SERVICE DELIVERY; PARKING AND LOADING; ODORS; NOISE; GLARE; AND, VIBRATION. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL NOT CREATE A NUISANCE.

The Swamp Rabbit Trail Southern Extension is a non-motorized, linear recreation and transportation corridor. There are no adverse effects on adjacent property. There will be no noise, glare, or vibration activities allowed, except during construction activity. The greenway is maintained by Greenville County and the City of Greenville and no additional adverse effects are known.
S 19-336 • SWAMP RABBIT TRAIL

NATURAL / ENVIRONMENTAL FEATURES

SPECIAL EMPHASIS NEIGHBORHOODS

PRESERVATION OVERLAYS
APPLICATION FOR SPECIAL EXCEPTION
CITY OF GREENVILLE, SOUTH CAROLINA

APPLICANT / PERMITTEE: Scott Beatty
Name
Title / Organization

permit may be limited to this entity.

APPLICANT’S REPRESENTATIVE: (Optional)
Name
Title / Organization

MAILING ADDRESS: 1138 N. Germantown Pkwy Ste 101-371 Cordova Tn 38016
PHONE: 901-737-7336 x710 EMAIL: dana.joyner@absolutemgmt.com

PROPERTY OWNER: Mitchell Greenville LLC
MAILING ADDRESS: 1138 N. Germantown Pkwy Ste 101-371 Cordova TN
PHONE: 901-737-7336 EMAIL: dana.joyner@absolutemgmt.com

PROPERTY INFORMATION
STREET ADDRESS: 305 McAlister Rd.

TAX PARCEL #: 020660-01-28101
ACREAGE: 1.65
ZONING DESIGNATION: C-3

REQUEST
Refer to Article 19-4, Use Regulations, of the Land Management Ordinance (www.municode.com/library)

DESCRIPTION OF PROPOSED LAND USE:

Self Storage

INSTRUCTIONS

1. The application and fee, made payable to the City of Greenville, must be received by the planning and development office no later than 5:00 pm of the date reflected on the attached schedule.

Revised 7/24/15
2. The applicant/owner must respond to the "standards" questions on page 2 of this application (you must answer "why" you believe the application meets the tests for the granting of a special exception). See also *Section 19-2.3.5, Special Exception Permit*, for additional information. You may attach a separate sheet addressing these questions.

3. You must attach a scaled drawing of the property that reflects, at a minimum, the following: (a) property lines, existing buildings, and other relevant site improvements; (b) the nature (and dimensions) of the proposed development (activity); (c) existing buildings and other relevant site improvements on adjacent properties; and, (d) topographic, natural features, etc. relevant to the requested special exception.

4. You must attach the required application fee: $250.00

5. The administrator will review the application for “sufficiency” pursuant to *Section 19-2.2.6, Determination of Sufficiency*, prior to placing the application on the BZA agenda. If the application is determined to be “insufficient”, the administrator will contact the applicant to request that the applicant resolve the deficiencies. *You are encouraged to schedule an application conference with a planner, who will review your application for “sufficiency” at the time it is submitted. Call (864) 467-4476 to schedule an appointment.*

6. You must post the subject property at least 15 days (but not more than 18 days) prior to the scheduled hearing date.

3. ‘Public Hearing’ signs are acknowledged as received by the applicant.

7. Please read carefully: The applicant and property owner affirm that all information submitted with this application; including any/all supplemental information is true and correct to the best of their knowledge and they have provided full disclosure of the relevant facts.

In addition the applicant affirms that the applicant or someone acting on the applicant’s behalf has made a reasonable effort to determine whether a deed or other document places one or more restrictions on the property that preclude or impede the intended use and has found no record of such a restriction.

If the planning office by separate inquiry determines that such a restriction exists, it shall notify the applicant. If the applicant does not withdraw or modify the application in a timely manner, or act to have the restriction terminated or waived, then the planning office will indicate in its report to the Board of Zoning Appeals that granting the requested change would not likely result in the benefit the applicant seeks.

To that end, the applicant hereby affirms that the tract or parcel of land subject of the attached application is □, or is not □ restricted by any recorded covenant that is contrary to, conflicts with, or prohibits the requested activity.

APPLICANT / REPRESENTATIVE SIGNATURE

DATE

PROPERTY OWNER SIGNATURE

DATE

Revised 7/24/15
APPLICANT RESPONSE TO
SECTION 19-2.3.5(D)(1), STANDARDS – SPECIAL EXCEPTION

(YOU MAY ATTACH A SEPARATE SHEET)

1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

Self Storage Property

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

4. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL MINIMIZE ADVERSE EFFECTS ON ADJACENT LANDS INCLUDING: VISUAL IMPACTS; SERVICE DELIVERY; PARKING AND LOADING; ODORS; NOISE; GLARE; AND, VIBRATION. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL NOT CREATE A NUISANCE.

Revised 7/24/15
APPLICATION FOR SPECIAL EXCEPTION
CITY OF GREENVILLE, SOUTH CAROLINA

APPLICANT / PERMITTEE: AAA Carolinas / Dave Parsons

CEO / AAA Carolinas

 NAME

permit may be limited to this entity.

APPLICANT'S REPRESENTATIVE: Gene Hinkle

VP / PE / CSS, Inc.

(Optional)

NAME

MAILING ADDRESS: 6600 AAA Drive Charlotte, NC 28212

PHONE: 864-855-5200 EMAIL: ghinkle@css-eng.com

PROPERTY OWNER: ERF Administrative Services LI / Truluck Storage LLC

MAILING ADDRESS: 2101 Laurens Rd, Greenville SC / 111 Kettering Ct, Greenville SC

PHONE: EMAIL:

PROPERTY INFORMATION

STREET ADDRESS: 2101 and 2107 Laurens Road, Greenville, SC

TAX PARCEL #: 0257000601201 and 0257000601202

ACREAGE: 0.656 and 0.344

ZONING DESIGNATION: C-3

REQUEST

Refer to Article 19-4, Use Regulations, of the Land Management Ordinance (www.municode.com/library)

DESCRIPTION OF PROPOSED LAND USE:

The proposed development will consist of a Fins Car Wash facility. The facility will include the automated car wash tunnel, vacuum stalls, employee parking spaces and 3 pay lanes.

INSTRUCTIONS

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Revised 7/24/15
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   Applicant Signature

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   To that end, the applicant hereby affirms that the tract or parcel of land subject of the attached application is ☐ or is not ☑ restricted by any recorded covenant that is contrary to, conflicts with, or prohibits the requested activity.

   Applicant / Representative Signature

   Date

   Property Owner Signature

   Date

Revised 7/24/15
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   [Signature]

   Applicant Signature

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   [Signature]
   4/3/16

   [Signature]
   4/3/19

   APPLICANT / REPRESENTATIVE SIGNATURE
   DATE

   PROPERTY OWNER SIGNATURE
   DATE
1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

See attached sheet

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

See attached sheet

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

See attached sheet

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See attached sheet
SPECIAL EXCEPTION RESPONSE (Section 19-2.3.5(D)(1))
PROPOSED FINS CARWASH – LAURENS ROAD, GREENVILLE SC

1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

The proposed use is consistent with existing uses along Laurens Road and with the comprehensive plan for that area. There is an existing self-service car wash on the adjacent parcel and several car dealerships and gas station facilities along Laurens Rd. The existing front use of the property is a vacant office building. The rear use is currently mini storage units.

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

The proposed car wash facility complies with the listed standards by providing a landscape buffer (utilizing existing mature Leyland Cypress trees) and screen wall/fence to the north, streetscape buffer along Laurens Rd, required building materials and features, no exterior sound amplification, and site lighting that will meet City standards.

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF THE EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

The proposed car wash facility is consistent with existing uses along Laurens Rd. There is an existing older self-service car wash facility on the adjacent parcel. Automobile dealerships, repair services, gas stations / convenience stores and other like uses are prevalent along Laurens Road.

4. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL MINIMIZE ADVERSE EFFECTS ON ADJACENT LANDS INCLUDING: VISUAL IMPACTS; SERVICE DELIVERY; PARKING AND LOADING; ODORS; NOISE; GLARE; AND, VIBRATIONS. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL NOT CREATE A NUISANCE.

*Visual Impacts:* There is an existing (Leland Cyprus) tree buffer along the northern property boundary, adjacent to the residential parcel(s), that will remain in place. A wood screen fence will be added to enhance the existing buffer area.

*Service Delivery:* Service deliveries are minimal to this use and limited to daytime hours.

*Parking and Loading:* Parking will be as shown on the provided site plan and be consistent with adjacent parcels. All parking and loading will be screened from the residential parcel(s) to the north.

*Odors:* There will not be any odor producing services or materials included in operations of the car wash facility.

*Noise:* The orientation of the car wash is situated to reduce the potential noise impact on residential as much as possible. Blowers located at the end of the wash tunnel (facing Laurens Road) will be enclosed in the structure, further reducing noise. Vacuum Enclosures are designed to reduce the noise level to 59 decibels or less within 100 feet of the vacuum.
Gloire: All site lighting will contain "cut-off" fixtures which will keep glare from adjacent parcels. The residential parcel(s) to the north will also be screened from the lighting by the existing tree buffer.

Vibrations: The proposed car wash facility does not create any known vibrations that would be recognized by any adjacent property owners.
S 19-320 • 2101 + 2107 LAURENS RD.

AERIAL VIEW

CURRENT ZONING

FUTURE LAND USE

Mixed Use Community
APPLICATION FOR SPECIAL EXCEPTION
CITY OF GREENVILLE, SOUTH CAROLINA

APPLICANT / PERMITTEE*: Joi Murdock
* Name
permit may be limited to this entity: itsChOOL Academy LLC

APPLICANT'S REPRESENTATIVE: ____________________________
(Optional) Name
Title / Organization

MAILING ADDRESS: 20 Overbrook Ct #201 Greenville, SC 29607

PHONE: 404-455-5728 EMAIL: murdockjoi@gmail.com

PROPERTY OWNER: Sriman Ravji

MAILING ADDRESS: ________________

PHONE: N/A EMAIL: Sriman_ravji@gmail.com

PROPERTY INFORMATION
STREET ADDRESS: 219 Pelham Rd Greenville, SC 29615
TAX PARCEL #: 027-000100-803 ACREAGE: 0.26 ZONING DESIGNATION: C-2

REQUEST
Refer to Article 19-4, Use Regulations, of the Land Management Ordinance (www.municode.com/library)

DESCRIPTION OF PROPOSED LAND USE:
Property will be used as an Summer Camp and Afterschool Enrichment Program. We will assist the community and the surrounding area with a high quality, safe and affordable childcare while working parents work.

INSTRUCTIONS
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Revised 7/24/15
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   [Signature]

   Applicant Signature

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   [Signature]

   APPLICANT / REPRESENTATIVE SIGNATURE

   DATE

   PROPERTY OWNER SIGNATURE

   DATE

Revised 7/24/15
APPLICANT RESPONSE TO
SECTION 19-2.3.5(D)(1), STANDARDS – SPECIAL EXCEPTION

(YOU MAY ATTACH A SEPARATE SHEET)

1. DESCRIBE THE WAYS IN WHICH THE PROPOSED SPECIAL EXCEPTION IS CONSISTENT WITH THE COMPREHENSIVE PLAN.

N/A

2. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL COMPLY WITH THE STANDARDS IN SECTION 19-4.3, USE SPECIFIC STANDARDS.

State regulations will be followed and up to date as required by the South Carolina DSS. and the county of Greenville.

3. DESCRIBE THE WAYS IN WHICH THE REQUEST IS APPROPRIATE FOR ITS LOCATION AND IS COMPATIBLE WITH THE CHARACTER OF EXISTING AND PERMITTED USES OF SURROUNDING LANDS AND WILL NOT REDUCE THE PROPERTY VALUES THEREOF.

This is appropriate for the location and compatible with the character of existing and surrounding lands because it will give great asset to the other businesses and community surrounding is family oriented like the foundation of itschool Academy.

4. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL MINIMIZE ADVERSE EFFECTS ON ADJACENT LANDS INCLUDING: VISUAL IMPACTS; SERVICE DELIVERY; PARKING AND LOADING; ODORS; NOISE; GLARE; AND, VIBRATION. DESCRIBE THE WAYS IN WHICH THE REQUEST WILL NOT CREATE A NUISANCE.

we will be in a controled environment with schedules, pickuos and deliveries. The creative structure of our program will ensure that we will not create a nuisance to other businesses and the community.

Revised 7/24/15
Business Plan

Prepared January 2019
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CONFIDENTIAL – DO NOT DISSEMINATE, this plan contains confidential, trade-secret information and shared only with the understanding that you will not share its contents or ideas.
1.0 Executive Summary

itsChOOL Academy is an after-school/summer camp childcare/development facility that cares for toddlers from age one to twelve years old. itsChOOL Academy will be concentrating on the middle and upper end of the market: double-income professional parents. These personally ambitious parents are typically eager in terms of their children's development and will be willing to have their children attend the best facilities.

Through specialized training of the staff and innovative learning systems, itsChOOL Academy is cutting edge in terms of child development. This curriculum, coupled with a custom designed facility and a low teacher to student ratio ensures a top-shelf service for the children and the parents. ItsChOOL Academy expects to become profitable by month 6, and has projected a modest net profit by year three.

As a childcare service, our main objective is to provide high customer satisfaction consistently by rendering excellent, reliable service and furnishing an enjoyable atmosphere at an acceptable price/value relationship. We will be in the industry to ensure that the children are well treated and taken care of and our services will be carried out by professionally trained staff who understand what it takes to give our highly esteemed customers value for their money.

1.1 Mission

itsChOOL Academy mission is to provide top-level childcare. itsChOOL Academy will recognize that each child is their own individual and that all children are creative and want to succeed. We are a school that will aim to provide a friendly, caring and stimulating environment. We exist to attract and maintain customers. After we stick fast to this maxim, everything else will fall into place. The services of our company will exceed the expectations of our customers.

1.2 Objectives

- To deliver a service based operation whose primary goal is to exceed customer's expectations.
- To increase the number of clients served by 30% each year.
- To develop a sustainable, profitable, start-up business.

1.3 Keys to Success

Keys to success include:

- Great quality of the service range.
- Necessity and the value of the service.
- Knowledge and expertise in business.
- Superior Customer Care.
- Aggressive marketing through direct networking and targeted advertising.
- Building and maintenance of valuable relationships with customers.
- Latest advanced recruiting & sourcing strategies.
- Prompt adherence to company’s corporate values.
- Professionalism and quality service delivery.
1.4 Management

Joi Murdock is the founder and the owner of the company.

She will take decisions with this industry experience and expertise to develop the business and increase the revenue of the company and take the business forward.

1.5 Three Year Growth

The Startup cost is assumed approximately as $8000.

The main expenses are payroll, business registration, marketing, and promotions, website development etc.

Below is a rough estimate of the financial situation of the business for the next 03 years.

<table>
<thead>
<tr>
<th></th>
<th>YEAR 01</th>
<th>YEAR 02</th>
<th>YEAR 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Revenue</td>
<td>$280,000</td>
<td>$378,000</td>
<td>$510,300</td>
</tr>
<tr>
<td>Direct Cost of Sales</td>
<td>$67,200</td>
<td>$83,160</td>
<td>$102,060</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>$212,800</td>
<td>$294,840</td>
<td>$408,240</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$194,100</td>
<td>$198,705</td>
<td>$205,261</td>
</tr>
<tr>
<td>Profit Before Interest and Taxes</td>
<td>$18,700</td>
<td>$96,135</td>
<td>$202,979</td>
</tr>
<tr>
<td>Net Gain</td>
<td>$13,090</td>
<td>$67,295</td>
<td>$142,085</td>
</tr>
<tr>
<td>Net Profit Margin</td>
<td>5%</td>
<td>18%</td>
<td>28%</td>
</tr>
</tbody>
</table>

2.0 Company Summary

itsChOOL Academy’s first location will be Greenville, South Carolina- USA. We will offer childcare services for children between the ages of 8 weeks to 12 year olds. Our first location will cater as our Afterschool and Summer Enrichment Program. The children will be exposed to a wide range of activities including arts and crafts, STEM, music, socialization, large muscle group activities, field trips, and general learning. itsChOOL Academy will also offer a low student to teacher ratio and well-trained staff.

2.1 Start-up Summary

itsChOOL Academy founder and the owner will be hired to handle the day-to-day operations of the facility and will work collaboratively with the partners and other company personnel to ensure a successful business venture. Our start-up items can be listed as below:

- Stackable chairs
- Tables
- Office furniture
- TV and Electronics
- Storage Bins
- Computer system with printer, CD-RW, and Internet connection
- Copier and fax machine
- Art supplies
- Medicine kits
- Kitchen supplies
- Brochures
- Cleaning supplies
- Advertising cost
2.2 Start-Up Requirements

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationary</td>
<td>$150</td>
</tr>
<tr>
<td>Brochures</td>
<td>$250</td>
</tr>
<tr>
<td>Art supplies</td>
<td>$150</td>
</tr>
<tr>
<td>Computers</td>
<td>$1000</td>
</tr>
<tr>
<td>Internet connection</td>
<td>$500</td>
</tr>
<tr>
<td>Kitchen supplies</td>
<td>$100</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>$100</td>
</tr>
<tr>
<td>Medicine kits.</td>
<td>$200</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$200</td>
</tr>
<tr>
<td>Others</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total start-up expenses</strong></td>
<td><strong>$2650</strong></td>
</tr>
</tbody>
</table>

**Start-up Expenses**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Required</td>
<td>$2000</td>
</tr>
<tr>
<td>Other current assets</td>
<td>$0</td>
</tr>
<tr>
<td>Long-term assets</td>
<td>$3350</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$5350</strong></td>
</tr>
<tr>
<td><strong>Total requirements</strong></td>
<td><strong>$8000</strong></td>
</tr>
</tbody>
</table>

2.3 Outline of the Business

The Company mainly consists of three departments to run the operations in an order and they are,

1) Service Management
2) Sales and Marketing
3) Administrative and Finance
1) **Product and Service Management:**

This unit will be the first touch point of the business. They will responsible for handling company activities. They will be in charge of ensuring that the company services are tailored properly for their customers and always deliver unprecedented value.

We will always hire well-experienced employees to maintain the standard of the service. The management will always focus on the quality of the service by providing the best and customer friendly options. This department will also do research, design and develop new concepts to offer much better products and services into the market in the future according to the market trends and the customer requirements.

This is one of the most important departments in the company.

2) **Brand Building, Marketing, and Sales**

This unit will be responsible for ensuring the brand building, brand strengthening, brand awareness, advertising and closing out strategic alliances and partnerships. This unit will be responsible for increasing the sales of the business. They will also expressly handle the online and social media arm of the company.

This unit will be in charge of Person-to-Person, B2B, B2C marketing other than the online marketing campaigns.

The first priority is to capture a reasonable market share in the short run to cover up the company expenses. So it is necessary to handle a relationship with each party very carefully.

3) **Administrative and Finance:**

The Finance section of the business will be handled by the accountant and will be responsible for the following areas:

- Daily expense management
- Treasury functions especially related to cash inflow and cash outflow.
- Operation and handling costs.
- Product costing and pricing.
- Cost cutting technics analysis.
- Implementation of the adopted investment options, and constant monitoring of the performance of the company’s investments.
- Ensuring proper bookkeeping of the organization’s financial records.
- In-depth analysis and evaluation of the company’s financial outlook on a regular basis.
3.0 Services

One of the things that would stand any childcare out is the ability to offer top-notch services. This is why at itsChOOL Academy; we are first all about making the child care center a very useful one and it will provide positive challenges that will strengthen stimulate to kids mentally, physically, and emotionally.

itsChOOL Academy offers Greenville and its environs childcare facility for toddlers age one to four. Our childcare center offers a low teacher to student ratio, customs facilities, and innovative learning programs. itsChOOL Academy hours will be a bit wider range than normal business hours to accommodate the working parents and the target customer.

Our Academy's type of curriculum is enriched with extra super childcare services. We will offer forward-thinking technology plans; after-school training, and activities that help the kids grow better. Activities such as; martial arts, music, arts, dance, crafts, gymnastics, theatre, sports, amongst others.

itsChOOL Academy is an innovative solution center that acts as virtual parents, broadening the children's skills during the day. This is not a baby sitter facility. The kids are engaged throughout the day, learning new skills and reinforcing already acquired ones.

Our dedicated care team provides exceptional childcare and support so that parents can engage in their occupations in free mind. We are unique in that aspect and we shall be providing thorough and ongoing training for all our staff. Our philosophy is based on empathy, maintaining relationships between staff and clients and meeting all of the needs of our clients.

3.1 Competitive Edge

itsChOOL Academy has a competitive edge over two-fold:

1. Excellent and specialized training - The academy can only be as good as the teachers and assistants. With this in mind, we have a specialized training program that all teachers and assistants are put through so they are proficient at teaching the specific programs that we have developed for toddlers age one to four. The staff members are put through an intensive week-long course and only after they pass the intensive training will they be allowed to work with the children.

2. Innovative learning programs – This is a typical learning program for toddlers, which focus on specific traits and only work on one trait/skill at once. While these programs are successful in reinforcing the skill, it is often very difficult for the child to appreciate the interrelationships of the different skills. As a result, the child can learn the skill but has difficulty applying the skill when faced with multiple stimuli. When the child is unsure of what to do because of the multiple stimuli that they have learned independently, the child tends to completely stop the task.
3.2 Risk Analysis

There are a few risks involved with the business. The main risks of the business are,

**Service Risk** – This is the main risk with our business. There is a huge risk about the service as for how it looks and address the market needs, in other words, it should fulfill provide the end results of using it. Any other company can provide a much better child care service with excellent facilities etc. But we are to date with the latest technology and research capabilities to offer great service to customers. It will lead to overcoming this risk in the future.

**Market Risk** - Knowing our customer and understanding all categories of positions and their requirements as well as historical performances indicators related to those positions like time to fill, cost per hire etc. are arguably the most important risk factors to assess before launching the service. Though this is a big risk, we have found the positive signs from thorough market research about the demand, in the industry.

**Team/Group/Operational Risk** – This is one of the main risks within the company. It is necessary to have a better team to handle all the operation and business process to reach the target of the business. Though we need to have a qualified, experienced and smart team to operate the business smoothly. We will take care of a better interviewing process to recruit the best employee who thinks out of the box to the company with a good work profile to overcome this risk factor. They should be innovative and creative.

**Financial Risk** – There are a lot of categories of risk have a financial impact, in terms of extra costs or lost revenue. But the category of financial risk refers specifically to the money flowing in and out of the business, and the possibility of a sudden financial loss. So we will take the support of Financial and Management experts to ensure the process will run as we forecasted and if anything changes, how we should face the situation to minimize the losses.

**Reputational Risk** – This is common to all the businesses. It takes time and lots of hard work to develop a good reputation in the market. But it will take a little time to damage the reputation. If the reputation is damaged, we’ll see an immediate loss of revenue, as customers become wary of doing business with us. But there are other effects, too. So we will always care about this and will maintain a good quality control process to ensure the quality of the end services, as it is the main point how we earn the reputation.

**Strategic Risk** - Everyone realizes, that a successful business needs a comprehensive, well-thought-out business plan. That is also a fact of life that things change, and your best-laid plans can sometimes come to look very outdated, very quickly. So it is necessary to be up to date with the current conditions and make the necessary changes to adapt to the market situation.

### 4.0 Market Analysis Summary

itsChOOL Academy will offer childcare/development for toddlers age one to four. We will be targeting families who, because of work obligations, do not have the time during the day
to care for their children. Our company will be targeting families that are interested in something more than simple babysitting facilities; they would like the children to be enrolled in a program that offers development of many different skills including socialization skills, Steam, arts, and crafts, music, weekly field trips, large muscle group workouts, reading, numbers, etc. The parents who are in different professionals, who are ambitious by nature themselves, are typically eager for their children to move ahead and are willing to pay for the best development care services for their children.

4.1 Market Segmentation

When it comes to the childcare company, of course, our target market is the guardians and parents. Basically, we are focusing on below type of people. Children will be taken inflexibly on either a full-time or part-time basis.

- Corporate Executives
- Business People
- Sports Men and Women
- Government Officials
- Families
- Middle Class and High-Class People

4.2 Target Market Segment Strategy

As the above target market for itsChOOL Academy, the primary types of marketing strategies will be:

- Referral marketing
- Direct-mail campaigns
- Community activity days etc.

We will make a name for ourselves through working our hearts out and try to maintain and enhance our reputation with families and the community. It will lead us to achieve the extra mile, in the industry and will be crucial in obtaining the planned market share growth of this target market.

4.3 Service Business Analysis

itsChOOL Academy is in the childcare services industry, which includes several models:

- Licensed Child Care Facilities: Business facilities that offer childcare services.
- Specific Skills and Interest Based Programs: Company that offers specialized instruction such as STEM programs, dancing, music, gymnastics, martial arts, and athletics.
- Protection Facilities: Security Guards, CCTV cameras etc.

4.4 Competition and Buying Patterns

There are many more different kinds of competitors in the childcare industry. itsChOOL Academy will only detail the direct, or reasonably direct competitors, and will not detail the myriad of other service providers that offer some sort of childcare option. The direct competitors are:
- **Established, often franchised, childcare centers:** These are typically larger facilities that offer care to a wide range of ages. Usually, the number of children serviced is quite large. The childcare is sufficient, although somewhat impersonal by virtue of its large size.

- **Small, home-based childcare:** These competitors are people that have a child care facility based out of their house. The quality of these ranges considerably, some are great, some are poor.

- **Medium-sized companies:** These are typically independently owned facilities. Some of these will handle a wide range of ages; others will specialize in a specific age group.

### 5.0 Strategies and Implementation Summary

itsChOOL Academy is targeting a very specialized niche in childcare space. With this in mind, itsChOOL must then carefully communicate its services if the company is to be patronized by this target segment. Our competitive advantages are as below:

- Specialized Training of the Staff
- Innovative Learning Programs.

If the targeted parent hears and understands these advantages, they will more likely be willing to consider our services.

In addition, we will be using tours of the facilities to sell our services. Tours in the industry are pretty standard. Most of the parents like to see a facility before they will send their kids there. itsChOOL Academy facilities are so good that they speak for themselves. Therefore, it will be a major fact to get the parents to view the facilities and that will convince them.

### 5.1 Marketing Strategies:

The Company management is focused on the merging/redefined marketplace. Also, we will undertake traditional and one-to-one marketing strategies as well. Following are the marketing strategies to be the most effective:

- Social media (54%)
- Pay-per-click ads (5%)
- Email marketing (24%)
- TV/radio ads (5%)
- Print ads (12%)

The long-range goal of itsChOOL is to create an iconic brand. Initially, the company will:

- Involve in Online marketing for the next year to develop awareness of the company and service information. Because advertising (Internet-based) has increased in recent quarters, the prices for advertising have consequently significantly dropped making the expenditure more cost-effective.
In involve in outdoor advertising and educating the public at large and direct them to the company's website.

5.2 Marketing Campaign

We will divide our marketing campaign into two parts,

1. Online / Web-based Marketing
2. Offline / Local/Domestic Marketing

The main focus of the company is Online / Web-based marketing because they are willing to expand the service to many more countries in the world.

5.2.1 Online / Web base Marketing

The web-based marketing campaign can be divided into the further 5 categories. The roadmap for is as follows.

1. SEO
   a) On page Optimization – before doing anything, the company is optimizing its own page first. It includes titles, headings, content, and images.
   b) Posting as a Guest - publishing an article on someone else's website or blog. Even today it generates results and a better way to get a good contextual link.

2. E-mail Marketing - This is one of the best ways to communicate with potential clients and organizations. The more company shows its services and the more e-mails send, the more chance it has to come to our company or contact us and get services. Some of the best marketing methods are:
   • Sending more e-mails to both old and new customers informing them about new offers and improvements.
   • A monthly call to discuss and hold them accountable.
   • The pleasant attitude in every email or call with them.
   • Would be great if you keep it friendly.
   • Send e-mails to your customers during the holidays, so that they know you don’t write them just for the money.
3. **PPC**
   a) Google Ad words – Google Ad words is a great way to get the business off the ground fast by driving targeted traffic
   b) Listing Ads – This type of ads cost much lower and conversions are high too.
   c) Facebook Ads – This is an excellent way to build up a mass contact list to the business. This will lead to having many positive impacts on the business.

4. **Social Media**
   a) Social Media Profiles – Maintaining profiles on Twitter, Facebook, and Google+ helps to communicate with customers and build brand awareness.
   b) Service Reviews – This is also a strong marketing strategy. A good review of a satisfied customer is so much value to attract many other people as it encourages them to experience this new service that they have never tested.

5. **Others**
   a) Video Marketing – This is also the best marketing method and it is mainly done via the use of YouTube.
   b) Forums and Q and A sites – Posting solutions in these sites and let people know about and post on forums and build a conversation about benefits.

5.2.2. **Offline Marketing**

This is the second part of our marketing campaign. It is critical to bring this service to the attention of potential clients in the early days and moving forward client word of mouth recommendations and visual tributes will accelerate the potential clients’ knowledge of the product and contribute significantly to the ongoing growth of ItsChOOL. This will mainly include,

   a) **Newspaper advertisements** – Newspaper advertisement is also a cost-effective traditional way of advertising. It is much better to place advertisements on weekend newspapers, as it will go to people more than other newspapers.

   b) **Flyers, brochures** – We will distribute flyers and brochures to potential clients as these will bring initial details to the public and let them check its website.

   c) **Word of mouth** – This is one of the best and powerful ways of marketing. It is possible to get good faith of the clients by delivering better customer support and help them to understand that ItsChOOL is what they are looking for.

   d) **Meeting with business bureaus in the area and participate in beauty exhibitions etc.** – Get into a strong relationship with related parties within the country will generate positive results towards the success of the company. Also, participating in related conferences and trade exhibitions will give a vast promotion for the product.

   e) **Corporate Social Responsibility** – We will get involved with related social activities with their brand name and it will generate a positive picture of the company towards the society and they will highly concentrate on that. This is one of the modern marketing strategies that many organizations are using. Actually, the necessity of this
product and service is mainly to save valuable lives. So this is beyond business and offers a community service.

5.3 Sales Strategy

itsChOOL Academy sales strategy will be targeting double income working for professional families. These families have the money to spend on childcare and these parents are much more likely to appreciate the advanced learning systems taught at our facility.

The sales strategy will be based on a communication effort to explain the virtues of the program and how time at itsChOOL Academy can speed up the children's development considerably. Additionally, one on one explanation of the program and its merits, the prospective parents will be given tours of the facilities.

This will serve two purposes:

1. The tour can be used as a method to impress the prospect of the facilities that itsChOOL Academy has. These facilities were custom designed to achieve very specific educational goals and we are immensely proud of the facilities.

2. These tours usually occur during the day and this becomes a perfect opportunity for the potential customer to view the care as it is occurring. This will serve to build a trust bond between itsChOOL Academy and the parent who naturally is cautious about leaving the child with strangers to have the child cared for and taught the entire day.

In essence, we are letting the facilities and teacher/student interactions speak for themselves. This is entirely possible because of the high level of our service,

5.4 Sales Forecast

<table>
<thead>
<tr>
<th>Sales</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two income professional families</td>
<td>$150,000</td>
<td>$200,000</td>
<td>$350,000</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Sales</td>
<td>$150,000</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Direct Cost of Sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two income professional families</td>
<td>$3,489</td>
<td>$6,709</td>
<td>$7,025</td>
</tr>
</tbody>
</table>

5.5 Milestones

itsChOOL Academy will have several milestones early on:

- Business plan completion: We will be doing this as a road map for the company. Business plan completion will be an indispensable tool for the ongoing performance and improvement of the company.
- Finish renovating the facilities.
The first group of teachers and assistants trained.

5.6 SWOT Analysis

This is the foundation of the business and services. SWOT analysis includes an examination of both internal and external factors that affect the business most. In other words, this assessment often is called a SWOT.

Internal Analysis

Internal analysis is a thorough understanding of the strengths and weaknesses of our company. As we are a start-up company and operating in a very competitive industry, we should have a good game plan to market our services and catch a reasonable market share within a shorter period of time.

We are having good strengths already and there are some weaknesses to make corrected as well.

<table>
<thead>
<tr>
<th>Internal Factor</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| Service Range   | • The highest quality of the services  
|                 | • Reliable and affordable  
|                 | • Focusing on the sustainable pattern of growth  
|                 | • The range of services  
|                 | • Superior customer service  | • Lack of reputation  
|                 |                           | • High initial cost |
| Price           | • Competitive Pricing  
|                 | • Special Promotional Discounts  
|                 | • Seasonal Offers  | • High operating cost |
| Promotion       | • Innovative Marketing Strategy  
|                 | • Use of both modern and traditional marketing  
|                 | • Use of latest technology  
|                 | • Go with new marketing trends  | • Lack of funds  
|                 |                           | • Lack of marketing experience in the same field  
|                 |                           | • The difficulty of arranging the marketing mix |

External Analysis

What affects the business from external environment will be considered in External Analysis. This is mainly about opportunities and threats from the market. We are having many opportunities to develop and expand the business and the levels of threats are so high. It is the nature of the business with as we are newly built business.
Below is a summary of the threats and opportunities we are currently having with our services and company.

<table>
<thead>
<tr>
<th>External Factor</th>
<th>Opportunity</th>
<th>Threat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition</td>
<td>• Market Growth</td>
<td>• New competitors</td>
</tr>
<tr>
<td></td>
<td>• Market Value</td>
<td>• Strategy changes of current leaders</td>
</tr>
<tr>
<td>Rules and Regulations</td>
<td>• Getting the support for expansion</td>
<td>• Changes in government rules and regulations</td>
</tr>
<tr>
<td></td>
<td>• Positive conditions for start-ups</td>
<td>• Changes in corporate tax rates</td>
</tr>
</tbody>
</table>

6.0 Personnel Plan

Below is the proposed new structure of the business. The management will recruit suitable employees as per the requirement of the company while it is developing.

The staff will mainly consist with the founder, Joi Murdock. She will be working full-time and responsible for the all training sessions as well as she will be the lead role of the company. During the first three months, we will hire the following staff:

- Two teachers
- Two Assistants
- A general help person (to help out with custodial, cooking, and laundry tasks.)

After seven months we will expect to hire two or more, assistants to our company.

Our company well aware of the importance of the solid business structure that can support the picture of the kind of successful business we want to own, which is why we will hire only the best hands within our area of operation. itsChool will ensure that we hire people that are qualified, hardworking, creative, customer-centric and are ready to work to help us build a prosperous business that will benefit all our stakeholders.
7.0 Financial Plan

itsChool childcare center financial growth will be mainly through our cash flow. It means that the school will have to grow gradually.

At the start up stage our salary scale will be as below.

Director: $42,000

Other: $45,000

Enrollment is the most important factor for us. We should strongly focus on our enrollment plan and maintain budgeted enrollment levels.

7.1 General Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan Month</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Current Interest Rate</td>
<td>7.00%</td>
<td>7.00%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Long-term Interest Rate</td>
<td>7.00%</td>
<td>7.00%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Tax Rate</td>
<td>30.00%</td>
<td>30.00%</td>
<td>30.00%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

7.2 Key Financial Indicators

The benchmark chart indicates the key financial indicators for the first three years as bellow. We forecast a gradual growth in sales (enrollment) and operating expenses into the second and third year.
It is assumed that the raw gross margin will remain stable for the first three years since expenses are relatively indirect in the service based course work industry. Operating expenses increase gradually as enrollment increases.

Enrollment is very important. We must maintain an average weekly enrollment of 20 students for fixed cost coverage.

### 7.3 Revenue

itsChOOL Academy revenue will be generated from the following programs.

Eight Weeks of summer program

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 students (Ages 5-12)</td>
<td>$125 per week</td>
</tr>
<tr>
<td>30 students (Ages 1-4)</td>
<td>$75 per week</td>
</tr>
</tbody>
</table>

Weekly field trips = $1500 per week

Miscellaneous. = $5000 per month

### 7.4 Forecasted P & L

<table>
<thead>
<tr>
<th></th>
<th>YEAR 01</th>
<th>YEAR 02</th>
<th>YEAR 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Revenue</strong></td>
<td>$280,000</td>
<td>$378,000</td>
<td>$510,300</td>
</tr>
<tr>
<td><strong>Direct Cost of Sales</strong></td>
<td>$67,200</td>
<td>$83,160</td>
<td>$102,060</td>
</tr>
<tr>
<td><strong>Total Cost of Sales</strong></td>
<td>$67,200</td>
<td>$83,160</td>
<td>$102,060</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>$212,800</td>
<td>$294,840</td>
<td>$408,240</td>
</tr>
<tr>
<td><strong>Gross Margin %</strong></td>
<td>76%</td>
<td>78%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, Wages and Fees</td>
<td>$105,000</td>
<td>$105,000</td>
<td>$105,000</td>
</tr>
<tr>
<td>Sales and Marketing Expenses</td>
<td>$16,800</td>
<td>$19,320</td>
<td>$23,184</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$3,000</td>
<td>$3,300</td>
<td>$3,630</td>
</tr>
<tr>
<td>Insurance</td>
<td>$5,000</td>
<td>$5,250</td>
<td>$5,775</td>
</tr>
<tr>
<td>Legal and Consultancy</td>
<td>$2,000</td>
<td>$2,100</td>
<td>$2,205</td>
</tr>
<tr>
<td>License and permits</td>
<td>$2,500</td>
<td>$2,625</td>
<td>$2,756</td>
</tr>
<tr>
<td>Travel and miscellaneous</td>
<td>$1,800</td>
<td>$1,980</td>
<td>$2,178</td>
</tr>
<tr>
<td>Administration &amp; Maintenance Expenses</td>
<td>$3,600</td>
<td>$3,960</td>
<td>$4,554</td>
</tr>
<tr>
<td>Telephone and Internet</td>
<td>$3,000</td>
<td>$3,150</td>
<td>$3,308</td>
</tr>
<tr>
<td>Rent Expenses</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td></td>
<td>YEAR 01</td>
<td>YEAR 02</td>
<td>YEAR 03</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$4,631</td>
<td>$4,410</td>
<td>$4,200</td>
</tr>
<tr>
<td>Utilities</td>
<td>$5,733</td>
<td>$5,460</td>
<td>$5,200</td>
</tr>
<tr>
<td>Other</td>
<td>$3,308</td>
<td>$3,150</td>
<td>$3,000</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$205,261</strong></td>
<td><strong>$198,705</strong></td>
<td><strong>$194,100</strong></td>
</tr>
<tr>
<td>Profit Before Interest and Taxes</td>
<td>$202,979</td>
<td>$96,135</td>
<td>$18,700</td>
</tr>
<tr>
<td>Interests and Taxes</td>
<td>$60,894</td>
<td>$28,841</td>
<td>$5,610</td>
</tr>
<tr>
<td>Net Gain</td>
<td>$142,085</td>
<td>$67,295</td>
<td>$43,090</td>
</tr>
<tr>
<td>Net Profit Margin</td>
<td>28%</td>
<td>18%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Forecasted Operating Expenses**

- Salaries, Wages and Fees
- Sales and Marketing Expenses
- Depreciation
- Insurance
- Legal and Consultancy
- License and permits
- Travel and miscellaneous
- Administration & Maintenance Expenses
- Telephone and Internet
- Rent Expenses
- Office Supplies
- Utilities
- Other

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The Recipient acknowledges that no representation is made that any forecast or projection as to future events will be achieved and the Recipient should make their own independent review of the relevant assumptions upon which the forecasts and projections are based.

The Recipient should not rely on any projections as to future events or other forward-looking statements as a statement, warranty or representation of fact, but should satisfy itself as to its correctness by such independent investigation, analysis or due diligence as it or its advisers think fit.