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CommunitySpot

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SENIOR THESIS APPROVAL

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(Dr. Chris Brune) thesis director

(Dean Bryan McKinney) second reader

(Dr. Brett Powell) third reader

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Communityspot.com

Cities. Communicating. Connecting. Creating.
Community. At Communityspot.com

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Advisor
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Executive Summary

Communityspot.com does for the community what Facebook does for the individual. Our website allows cities to develop a profile for their community in a standard format, presenting information about businesses, classifieds, attractions, local news, public services, and events. In addition to the basic information, our site also allows the members of that community to contribute personal comments and photos, giving a very real representation of what community is like in that city. The best part about this is our site is completely free, since our profit is made in advertising.

The website is centered on three strategic points: simplicity, convenience, and thorough monitoring of the site. These points were developed by researching what successful websites (Google, Wikipedia, Facebook, etc.) had done right and implementing similar strategies into our own site.

The first strategic point is simplicity. This involves making sure the site is clean and easy to navigate. Google was our model website for developing this strategic point. We noted that, although the most visited site on the Internet, Google looks very simple (when you go to Google.com, it's blank other than a search bar). We implemented this into our site by limiting the information on the community to six basic categories (business, classifieds, events, attractions, public services, and local news) and giving the site a simple but professional look.

The second strategic point is convenience. This relates to making all the processes on the site extremely efficient, specifically in the area of updating information on the site. Wikipedia's model of member-added content is what inspired our system for keeping the content updated. All content is user added through a convenient program that lets members sign in through their already existing Facebook accounts (though they can register for the site as well). In addition, all community "Spots" (the profiles for communities) are in a standard format; this makes it easy to use multiple Spots.

The final strategic point is monitoring the site well. This strategic point has two parts: keeping inappropriate material off the site and ranking the information on the site in order of importance. For both of these points we looked at Facebook and Wikipedia, and then we developed a system that allows users to contribute to both the monitoring and ranking. Undesirable material reported by users is flagged and checked along with material that was flagged through automated detection of certain inappropriate key words. User ranking is used to determine the order of appearance of information.

We have already presented this idea to members of the Arkadelphia Development counsel and local businesses. Both groups have shown strong support and agreed that there is a need for this kind of resource. In addition, over half a dozen local businesses have told us that they would be interested in advertising on our site for the price used in this business plan. While we are still in negotiations for the license for Communityspot.com, we have already purchased Community-spot.com and began production of the site.

Revenues for the business are generated through advertising on the site by local & national businesses and Google's Adsense program. We calculated three profit scenarios based on conservative estimates and used the middle scenario in our financial statements. But even in our worst-case scenario, we still provide a modest return for our investors over a five-year investment life.

Company Overview

Vision

To be *the* online representation of local communities.

Mission

Create a website which allows any city to have a digital representation of itself that connects residents, potential residents, and visitors to information about that community.

Strategy

- Simplicity. Keep the site clean and manageable. Too much information can cause people to feel overwhelmed and keep them from utilizing the site.
- Convenience. Keep the site easy to use. By eliminating the unnecessary middle steps and the hassles of signing up, the site becomes more appealing to users.
- Well monitored. With simplicity and convenience there is the potential for inappropriate material. That is why having a timely and efficient system for monitoring is so important to maintaining a great site.

History & Current Status

About four years ago I (Daniel Graham) started doing community service in Arkadelphia, AR. Through this service I got to work with all different kinds of people, and developed a passion for seeing them connected through community. At the same I have a love for business- working hard, making something great, and reaping the rewards of hard work. Communityspot.com is the merging of these two passions.

I shared this idea with Chris and Ryne. We partnered to see what we could do with this business. After developing a tentative business plan, we presented the idea to members of the Arkadelphia Development Counsel. They loved the site and talked about possible financial support from the City of Arkadelphia. They had developed a strategic growth plan for Arkadelphia, and in that plan acknowledged the need for a website which provided this kind of information about Arkadelphia. We are doing a final presentation of the site to the Development Counsel once the site model is completed. We have also talked to several local businesses about advertising on our website, and more than half a dozen of these businesses have said they will advertise on our site given the rates quoted in this plan.

An individual in California currently owns the URL Communityspot.com. Though we have called and talked on the phone several times, the individual always takes our email address and has yet to send us an email. Recently we have been unable to even get him on the phone and he does not return our voice messages. His registration for the site ends in May, and we've put out a bid for the site registration once it expires. We hope that he will not renew the license before then, since the site has not been updated in over six months. However, in the case that we cannot obtain that specific URL, we have already purchased Community-spot.com and started development on the site.

Goals

- Establish Spots in smaller communities by working with Development Committees and local Chambers of Commerce
- Launch the site in larger cities using aggressive marketing strategies
- Focus on maintaining and improving the site while it spreads to other communities around the nation

- 6 Months- Have site fully developed and ready to launch in Clark County (24,000 Pop.)
- 9 Months- Launch marketing in Independence County (30,000 Pop. & Lyon)
- 12 Months- Launch marketing in Pope County (60,000 Pop. & AR Tech)
- 15 Months- Launch marketing in White County (75,000 Pop. & Harding)
- 18 Months- Launch marketing in Washington County (195,000 Pop. & Fayetteville)
- 21 Months- Triple target market by expanding to other Arkansas communities
- Year 3- Focus on developing Communityspot.com in Cities across Arkansas
- Year 4- Increase Marketing strategy to larger cities in every state, starting with the states directly connected to Arkansas

Management Team

The Communityspot.com will be structured as an LLP, with Daniel Graham as the managing partner. Each partner has specific duties that he is responsible for in the day-to-day operations of company.

Daniel Graham- Managing Partner. Responsible for overall direction, managing employees, and day-to-day operations.

- Experience owning and operating small business
- Over 1,000 hours of community service
- Management and Accounting major with 3.9 GPA
- Created and directed an annual weekend retreat for inner city kids

"My passion and drive for a business which makes a profit and benefits the community adds value to DRC through development of vision and direction. My experience of working with the whole community, from the children in the projects to the president of the university, allows me to indentify and relate with the diverse needs communities have. At the same time, having started and operated my own local business which helps the community, I understand what it takes to make a profit and that you cannot compromise profit to help charity without killing a business."

<u>Ryne Dubach</u>- Finance officer. Responsible for financial records, making budgets, and raising funds.

- Senior Accounting and Management Major, 4.0 GPA
- Ouachita Student Foundation, Finance and Fundraising Committee member
- Member of Beta Gamma Sigma and Alpha Chi National Honor Society
- Tutor for the Hickingbotham School of Business

"Growing up in a small farming community in eastern Arkansas, I learned some very valuable life lessons. Two in particular come to mind when I think about DRC and Communityspot.com. First, my father instilled in me at a young age that hard work is essential to success; I began working on our family farm when I was ten years old, often putting in seventy-plus hours a week in the summer. It was always hot, and the work was monotonous at times, but the sense of accomplishment I felt when harvest time came made it all worthwhile. I plan to work just as long and just as hard on the Communityspot.com project so I can have that same satisfaction when we reach our goals. The second lesson I learned is that few things in life are more important than neighbors - not the people you live next door to, but the friends who are always there to help you out in the bad times and to have fun with you in the good times. I take pride in the fact that our business serves the purpose of bringing people closer together, in a sense helping us all become neighbors in one big community. I can't think of anything more satisfying than that."

<u>Chris Norcross</u>- Marketing and design officer. Responsible for the design and look of the site and the marketing of the site to potential users.

- Campus leadership in Ouachita Student Foundation and New Student Leadership Team
- Account and Finance major with 3.9 GPA
- Community involvement with inner city outreach and service
- Small business ownership and management experience

"As member of the DRC team, my background and strengths add substantial value to the development and operation of Communityspot.com. Having my father, an electrical engineer in management at Texas Instruments, as a key role model has given me a passion for technological development and an understanding of the value it adds to society. With an entrepreneurial background in which I owned and operated a small community business, I bring creativity and drive to the development of Communityspot.com. Also, having extensive community involvement in places such as Arlington, Texas; Arkadelphia, Arkansas; and even on the campus of Ouachita Baptist University, has given me an understanding of the importance of community, as well as community needs. These elements, combined with the strengths and experiences of my colleagues, give Communityspot.com's leadership the drive and ability to be successful in this enterprise."

Board of Advisors

To compensate for the youth and lack of experience of the management, we have enlisted a board of advisors to offer experience. Some members are brought in for general business experience, but most are chosen for expertise in a specific area.

Bryan McKinney- Dean of OBU Business School and General Counsel to Ouchita Baptist University.

> Mr. McKinney brings legal expertise and a newtork of professional connections throughout the region. McKinney has not only served as an in-house attorney, but he has also published various artticles concerning the intersection of intellectual property rights and the internet.

Dr. Chris Brune- Professor of Finance at OBU

> Dr. Brune brings both practical and the educational expertise on financial matters to the company. Prior to earning his PhD in Finance from the University of Arkansas, Brune served for a decade in the banking industry.

Product

Communityspot.com is a website that offers an online presence for communities. This website enables community members to connect with their own specific community while also allowing visitors and potential residents to see what each specific community has to offer. This website contains "spots" which exist for every community. As mentioned earlier in the plan, Communityspot.com's core competencies are simplicity, convenience and well-monitored spots, and we plan to implement these goals through the use of the following elements. Communityspot.com has six basic information categories, which keeps the website simple yet comprehensive. Each spot also follows a standard format and look, allowing users to easily navigate from spot to spot while becoming familiar with the website. Members of the community are also empowered to update and participate in monitoring their own spot to make sure it is an accurate and current representation of that specific community. The staff at Communityspot.com will also play a key role in monitoring the spots through computer-program and member-flagged items.

Each Spot will have the following pages & subpages:

Business

The business page in Communityspot.com contains basic information about local businesses in each specific community. This subpage contains a company profile explaining the business' location, functions, services and products. Limited space for basic additional information regarding sales and promotions is available in this section as well.

Classifieds

The classifieds page is much like the traditional classifieds section of a newspaper; however, posts on this page are free to users and specific for their community. Users can also filter through the classifieds to view certain items of interest (i.e. garages sales or used cars). Posts associated with a specific ending date are deleted three days after the related event has taken place.

Events

The purpose of this page is to allow individuals, organizations, companies and religious institutions to post local events for their community. Users can go to this section to find out details about things such as community festivals, church events, local fundraisers and so forth. Users can post pictures, comments, and related links about events. Recurring events can also be reposted to appear the next time the event takes place. This option also allows all the comments & pictures from the previous event to be easily accessed in connection with that event.

Attractions

The attractions page has four of the following subpages: parks, recreation, historical, & entertainment. Each subpage has a list of attractions within its category. Members are able to add new attractions or edit existing ones, and each attraction has details about the attraction, comments, photos, & related links.

This page is especially useful for visitors and potential residents who are either visiting for business, vacation or possible relocation purposes. These users will not only get a list of attractions (including attractions only the locals know about) but will also get the community's perspective and opinion on the best attractions. Also, Communityspot.com allows visitors to comment or add pictures to these attractions while visiting the community.

Local News

This page has links to local online newspapers and allows users to post stories and articles pertaining to their specific community. This allows users to personalize their own spot, making it relevant and accurate for their community. Users can write articles about local issues, news, opinions, etc. Articles are sorted by rank, so that the most important and interesting stories will be emphasized. Users can also add comments or pictures to the story.

Public

This page allows individuals to view information regarding their community's local government. The public section has two subpages: public services and a discussion board. The public services subpage lists all of the public service offices, from utilities to schools to government centers. The discussion board subpage is meant to encourage community discussions about anything and everything community-related. This feature also enables the community members and the local government to discourse about local issues and possible solutions to these issues.

Adding Content

To add or edit any content on the site, users must first sign in through their Facebook account or register with the Communityspot.com. Connecting Communityspot.com with Facebook provides user convenience, for we believe most users will already have a Facebook account. This connection allows us to take advantage of Facebook's user filter, and also allows everything a user does on Communityspot.com to be linked directly to their Facebook account. Our user interface is simple, allowing users to edit their spot with ease. Once a user signs in, sections where users can add information have a small icon located within the section that when clicked will drop down a text box where information can be added. Once the user

enters the information, the item will be posted to the standard format of the site. Pictures can be added in a similar fashion—icons in sections where pictures can be posted will drop an upload photos menu down. Also, users must be physically present in the community whose spot they are trying to update. We plan to establish a program which will detect the region a computer is in; this will prevent, for example, someone in Nebraska from changing a spot in Florida.

In addition to the Facebook profile and physical location requirements, each article has a minimum amount of information that must be entered. For example, an event will need to include a date, time, location, title, cost, sponsor, and description. This helps maintain a standard format and prevent frivolous posts.

Monitoring

Because our objective is to make posting content simple and easy, our site may be susceptible to false, irrelevant, or inappropriate material. We plan to implement a thorough and protective monitoring system to prevent this type of information. Our monitoring system will have two parts: user monitoring and administrative monitoring.

User monitoring is essential to removing unwanted content in a timely manner. Everything added to the site by a user has a small "X" that appears when the item is highlighted with the mouse. If the user clicks on the "X", the material is reported to the administrator. If a certain number of users (based on a small percentage of that community) report the same content, it will be automatically removed until a web administrator can inspect it. If the material is inappropriate, then it will be permanently removed form the website.

Administrative monitoring will take responsibility for reviewing reported material and reviewing material that is flagged by our monitoring program. This program will flag key words, phrases or links that are inappropriate. Once flagged, the content will be immediately reviewed by our staff who will decide whether it is appropriate or not based on Communityspot.com information standards. The content will then either be removed from the site or the flag removed if the content is deemed appropriate. Our administrators have the authority to block users if needed.

Ranking Content

To help users find the most useful information as quickly as possible, we developed a process, the "User Ranking System," which lets users rank how worthwhile content is. The content that is rated the highest will be listed first. This is how the system works.

Next to every user posted item is a thumbs up and thumbs down sign (next to the "X") that appears when content is highlighted. If a viewer clicks the thumbs up, the content receives one user point. A thumbs down takes away one user point (content can have negative points). Every user can vote once on each piece of content, and the content will then be listed according to its rank.

For certain posts (such as events), individuals or businesses will be able to buy ranking points, making the content appear higher in the viewing order. The price of these points will be determined by factoring in the population of the community which has the spot, and the number of views which that individual spot gets each day.

Operating Strategies
<u>Marketing</u>

Our Marketing strategy is broken into four phases:

Phase one focuses specifically on Clark County. The site will be available for all communities to use, but it won't be advertised for all communities. We will spend three months using Clark County as a test region for Communityspot.com. This phase will include working with the development counsel and spreading the word about the site through the two colleges, local community leaders (who have shown support for the idea), and advertising.

Phase two will focus on progressively larger college counties in Arkansas. We will use the colleges as a hub for increasing the popularity of the site. This appears to be our best approach to increasing use of the site because of the large number of college events which need to be advertised. Also, the fact that most college students use the internet for social reasons (95% of people ages 18 – 24 use online social networks) helps the chances that the site's utilization will grow.

Phase two cannot practically be given a set amount of time. There are too many contingencies involved to realistically predict how long it will take for the site to catch on. However, our goal is the start phase 3 by summer 2012.

Phase three will build off of phases one and two. In this phase we will start marketing to larger counties in Arkansas. We will use our credibility from success in smaller regions to gain support from local community leaders. We will also utilize the college students who have gone back home for the summer and are familiar with the site to help get it started in their home town. These students and community leaders will play an important role in keeping the site updated. Local ads (primarily billboards) will point community members to the site. As increasing numbers of people rely on the site for community information, more people will start updating the site. More updates will bring more users, which creates a self perpetuating system.

Phase four is the final marketing stage. By this time Communityspot.com will have established an Internet presence and we expect to see local communities begin using the site with little or no marketing on our part. We will focus here on improving the site and helping local government and community leaders learn how to utilize the site for the most benefit in their region.

<u>Maintenance and Improvement</u>

Our webmaster will be in charge of the primary maintenance and improvements to the site. The partners are in charge of all the major improvements, but the webmaster will be responsible for programming these improvements into the site. User feedback will be a key driver for improvements and updates. Users will be able to submit feedback at the bottom of every page allowing them to send messages directly to administrators recommending improvements.

<u>Personnel</u>

In the early stages, Communityspot.com's personnel will be limited to a webmaster and an employee responsible for day-to-day monitoring. The webmaster, also our programmer, will be responsible for translating our ideas to the physical website. To increase programmer buy in, we plan to contract out the

website development to a programmer who will work solely on our website. We plan to hire this programmer full time when the website begins to grow rapidly, also increasing the number of employee programmers as required. The employee responsible for monitoring will view the site daily, watching for any flagged inappropriate content. We will hire more monitoring employees as traffic on the site increases.

We will have a competitive pay scale to get the best people we can. The average pay for a web programmer in Texas is $38K to $57K salary. Our projected average salary for our programmers is $90K, which is comparable to a programmer with twenty or more years of experience.

Finance

Communityspot.com's financial strategy is to reinvest profits into the company. As we grow and start making a profit, we plan to put money back into the company, specifically into the marketing and personnel budgets. This allows us to continue to improve the site, expand our marketing strategy and cover more regions—even growing to cover regions outside the US.

Market and Competitive Analysis

People desire and need community—one does not have to look at Maslow's hierarchy of needs to understand this basic human necessity. People will even go as far as to pay for good community (private Universities, social clubs and organizations, gated housing communities, etc.) and the management of Communityspot.com has experienced this first hand at Ouachita Baptist University. Students at OBU pay a high tuition not only for the education they receive but also for the community at this university, which they perceive as valuable (the community is one of the main focuses for the admissions office). With the advancement of technology, the traditional means of community are being replaced by new methods of connecting people. This is evident in the rapid growth of social networking sites, blogs, and message boards. We will analyze what other online products are doing to meet the needs of community and how we will compete with them.

How it's being done

We noticed three broad categories of sites used for developing community online— Community websites for specific cities, sites that allow people to create groups based on physical communities, and sites that allow people to find specific information about their community.

- The first group is city sites. This includes sites such as Myhotsprings.com, which focus on information about a specific city. This site provides information on Hot Springs to residents and allows for some member contribution. However, this site has three major disadvantages. The first, these web pages are often crowded and disorderly. The site has so much clutter it is hard to find exactly what you want without being familiar with the site. The second is that the site is only for Hot Springs, there is no potential for growth outside of that market. And the third is that the site is updated by the owners, making it nearly impossible to find all the events going on it Hot Springs.

- The second category is groups on sites for physical communities. A good example of this is Yahoo Communities or Facebook groups. These allow people to create groups for individuals to join, connecting them by their physical communities if they wish. This is good for sending out emails or messages to people in that community, but is limited to that extent. It is also not available for outside users, but limited to members of that group and users of that specific site.

- The third group is sites that have specific information for specific communities. A good example of this is craigslist.com. This site allows classifieds for specific communities all around. It is good for finding classifieds for that community, but that is all. In addition, craiglist.com does not cover smaller communities, such as Arkadelphia. In fact, in Arkansas the site only has five cities listed.

- The final group is social networking sites. These sites (Facebook, Myspace, Twitter) offer users the ability to connect with others—specifically within a particular network. Users are able to connect and communicate with others through an online social forum. Advertisers also have the ability to place adds on these site and focus on specific target markets.

How we'll do it

- Communityspot.com offers a competitive advantage over city sites by keeping the site simple, maintaining a standard format which can be used by all communities, and using member contributions to keep the site updated. By organizing and simplifying the information on the website, Communityspot.com allows users to find the most important and relevant information regarding a specific community quickly and easily. Communityspot.com does not only offer this advantage for one specific community, but allows every community access to a user-friendly "spot." Also, Communtiyspot.com allows communities to keep their sites timely and up-to-date by letting and encouraging members to contribute to their community's "spot."

- Communityspot.com allows the presentation of valuable information on the community without the hassle of sending it through email or signing up for a group. Websites like these only allow users who are members of that online community to access information on these groups, while outside users must be invited to view this content. Also these sites have very limited information and are utilized mainly to directly communicate with other members of these groups. Every online user will be able to access information regarding a specific community through Communityspot.com, but only members who sign up for their specific community will be able to edit content for their "spot." Members can also sign up for weekly, bi weekly, or daily updates through email on specific categories if they wish to be continually involved in their community's "spot."

- Communityspot.com allows even the smallest communities to have their own spot, and then covers every basic aspect of that community from events to classifieds. This allows an all-encompassing view of the community and what it has to offer. Communityspot.com combines all these specific functions into one comprehensive and informative "spot" for the community.

- Finally, Communityspot.com addresses competition from social networking sites by establishing an actual online presence for communities. Facebook and other similar sites allow members to connect on the basis of their community (members are a part of a specific Facebook network) but does not actual establish that community online (users can establish pages for organizations, businesses, etc but these are limited in scope). By creating an actual physical online representation for the community, Communityspot.com lets users participate in their own communities far beyond mere communication within a specific network. Communityspot.com also allows local businesses to target their specific community through online advertising on their community's specific "spot." This allows businesses that would previously have no relevant place to advertise

online, a chance to specifically advertise to those viewing information on the business's physical community.

Critical Risks

The management team of Communityspot.com has forecasted and evaluated the following risks that could affect the operations, functionality, and continued existence of this enterprise. The following are key internal and external risks that Communityspot.com faces as a developing web business. These risks are accompanied by countering actions Communityspot.com's management will take to assure that possible events and occurrences will not negatively effect our operations.

Programmer could not translate ideas into a functional website in required time.

- Communityspot.com would prepare itself for this risk by launching our website in a single test market as spelled out in the marketing phase of our plan. The website designed for this test market would be simple and easily creatable. We would hire an independent programmer to design and program our site, and only choose a reputable individual that would deliver our firm quality results in a timely manner. We would continue to use an independent programmer until we expanded greatly in the later phases of our site's development. In the later phases, we would hire our own programmers so that they could provide continual design revision on demand and within our timetables. Our staff, consisting of multiple programmers, chosen in regards to quality of their knowledge, work and creativity, could minimize this risk.

The server hosting our site crashes.

- To avoid this risk, our company would use an outside firm to host our website. We would not have our own servers but would use another firm, so if there is an issue with the server hosting our site, it will be corrected quickly by professionals who would also offer back up server to keep our site up and running. This firm would also provide professional management and maintenance of the servers hosting our site. These hosting companies also offer a large quantity of server space as Communityspot.com grows. Having an outside firm (such as hostgator.com) to host our website would reduce the risk of our webpage going down.

Advertisers would not see any value in advertising on our site.

Advertising would be our main source of revenue, so getting companies and organizations to advertise on Communityspot.com is essential to its success. We plan to keep costs very low initially in order to keep the price of advertising affordable for other

- companies. In the first phase of development, we plan on creating awareness about our website to local businesses and letting them post basic information (location, sales etc) for free. Additional information on front-page advertisement will cost a small fee. Communityspot.com's growth is centered on individuals, so as knowledge of this site spreads, we anticipate businesses in the community or businesses wishing to market in that community to see this website as a community center and therefore find value in placing advertisements on this site. Also local businesses that would have no other relevant means to advertise their businesses online will have the opportunity now. We have already had several local businesses express interest and intent to advertise on Communityspot.com. As Communityspot.com grows, advertisement space and space for links to

other websites will be available for a fee. Keeping costs low initially and promoting among individuals, mainly college students at first, to support rapid growth will substantially reduce this risk.

<u>Individuals' buy-in will not be great enough to make our business profitable.</u>

- To grow and sustain Communityspot.com, we must have a webpage that individuals see as a valuable resource, either in their own community or as they travel to other communities. In order to overcome this obstacle, we plan to initiate the growth of Communityspot.com in small to medium size college towns (populations 10,000-250,000). With the substantial growth of websites such as Facebook and Twitter through the use of college students, we believe college students to be the catalyst for growth. College students are usually more accepting of new technology and new means of social networking. With this in mind, we believe Communityspot.com's growth will start with college students and spread through word of mouth, as well as advertisements to individuals, companies and local governments. Focusing on college towns as our initial target market will create growth for Communityspot.com and lessen our risk of lack of user buy-in.

<u>Users post false, irrelevant or inappropriate information.</u>

- A concern for many user-edited web pages is that users have the ability to post their own information at will. While Communityspot.com's goal is to connect the community and share community information, inappropriate, false or irrelevant information will be prohibited on the site. We will do this by have a series of checks and steps users' information must go through before it is posted publically. These checks will not be burdensome or time consuming, but they will be effective enough to screen out most bad information. We will also allow users to tag information they believe is false or malicious. Once an item is tagged by a certain number of people it will be temporarily taken off the website to be screened by a Communityspot.com employee. The Communityspot.com staff member will see if the post is in compliance with Communityspot.com standards and will then either repost the item or delete it. As a final safety measure, we will have employees monitor our site to make sure it is accurate and appropriate for all users. Keeping our site reputable, trustworthy and clean is essential to user buy-in and the continuance of user traffic. By implementing policies and procedures to keep it this way, we can minimize this risk.

Exit Strategy

After three years, if Communityspot.com has not captured the market of a single community, generated a net profit, and has no signs of becoming a profitable business the partnership will be liquidated with assets being distributed first to creditors and then to owners. Assets will be distributed to owners in proportion to equity in the company, with the value of the site being independently assessed and given to Daniel as part of his share of equity.

Revenue Generation

Communityspot.com's primary source of revenue will come from businesses and organizations that wish to advertise on the site. In the early stages of the enterprise, most advertisements will be those of local companies located in the cities and counties we are focusing on establishing the site in. Management will research the area's businesses and approach those that we believe will be most willing to advertise and who will at the same time provide the most potential profits for Communityspot.com.   For example, in the site's initial stage we will be centered on Clark County and will try to seek advertising from local businesses

such as Southwest Sporting Goods, Mary & Martha's Florists, Southern Bank Corp, and Pizza Shack, just to name a few.

We will also seek to get nationally recognized companies to advertise on CommunitySpot.com. In the beginning phases of our business, these attempts will be limited to national chains that have an outlet in the local community we are focusing on at the current time. Once again, potential advertisers will be sought out by management and offered advertising space on our site. In Clark County, possible national organizations that we will attempt to get to advertise on Communityspot.com include Pizza Hut, Sears, and Enterprise rent-a-car. After our venture has made it out of the initial start-up phase and the use of CommunitySpot.com has become more widespread, we will then begin to approach other nationwide businesses about advertising on our site. As our business begins to mature, we hope to have a nice blend of local, national, and global advertising.

Our revenue will be collected through a budget system similar to the one used by Google. Companies and organizations wishing to advertise on CommunitySpot.com will pay us an amount of their choosing at the beginning of each month to place their ad on our site, and a portion of that amount will be allocated to each day of the month as that company's advertising budget. Companies can pay either by click or by view. Once the day's budget is used up, the ad will be removed from the site until the next day and another ad from a different organization will appear in its place.

Financial Overview

This section is to explain the details of the financial statement in the appendix.

Revenue

As stated earlier in this plan, revenue is earned through advertisements on the site. We have two main variables to consider in calculating revenue: number of people visiting our site per day and amount of money earned per visit.

The first variable is number of people visiting the site per day. Because this is directly correlated with how many people are in a community we are marketing to, we calculate this number as a percentage of our target market (our target market being communities which we are marketing in). For the first 18 months we have specific counties we target, so we know how many people are in our target market. After that we do not have specific counties picked but we do know that we will target enough counties to triple our current target market. In year three we plan to grow our target market by 10% every 3 months. In year 4 & 5 we estimate growing our target market 25% every year. This is how we calculate the number of people in our target market.

To calculate the percentage of people in our target market visiting our site, we first picked three percentages (representing our better, moderate, and worse case scenarios) then compared them to other websites which have similar or fewer features than our website but also have target markets based on physical communities. With this process we ended up basing our financials on the moderate scenario, which is 3% of our target market visiting our site.

The amount of revenue per visit is a single number which simplifies two different pricing methods. The first is based on a per click base. The per click base measures how many times an ad is clicked on by people visiting the site and charges per click. Our price is 25 cents. The second pricing is $20 per thousand views. We visited with several local businesses to ask if they would pay this price to advertise on a website like ours which targets their specific community, and every business owner we talked to said they would

be willing to pay that price. $20 per thousand views is equal to 2 cents per view. Each visitor will have to go to a home page, categories page, and specific item's page to view one item. With three ads per page that is equal to 9 ads per visit or 18 cents per visit. In consideration or conservatism, unforeseen complications, and potentially empty advertising space we have calculated this number at a much lower 10 cents per visit.

Expenses

Rent, utilities, data base rental, and insurance are expenses based on quotes or research directly from the companies which would provide these services. Wages were based on average pay for a highly experienced programmer in Dallas, TX. This is purposefully very high because in the early stages the quality of our programmer will be a huge factor in our success.

Cost of revenue is thrown in to cover all expenses which could be overlooked. Knowing that there are plenty of expenses we won't foresee, this helps keep the estimates conservative. This is calculated by taking 20% or gross revenue.

The loan is for $50,000 and paid back over 5 years with 8% interest.

Misc.

Sales are estimated on accounts. These accounts are estimated as a third collected each month in the first three months beginning the month of sale. Bad debt expense is estimated as 3% of all sales.

The long term assets are depreciated using the straight line method. The website costs are capitalized over ten years. The costs of the computer/server have a useful life of three years and the price is quoted directly from Dell.

Our financial statements project a very conservative outlook for Communityspot.com, yet profits are still made in each scenario. More importantly, the plan as presented does not take into account the fact that the use of most successful websites explodes as they become popular with more and more people. If CommunitySpot.com catches on and gains popularity with users outside our target markets, our business will be very successful because revenues and profits will be significantly higher than forecasted in this plan.

Funds Required & Offering

The funds required for this business are conservatively estimated to be $220,000. The bulk of these funds goes directly to the programming and maintenance of the site in the early stages of the business. We've projected positive cash flows beginning in the second year, but require the cash to sustain operations until then. The funds will come from three sources: $20,000 from Ryne, Daniel, & Chris; $50,000 from a business loan; and $150,000 from investors.

Investors will be given the opportunity to invest in Communityspot.com in exchange for a share of the ownership of the company. We would like to raise $150,000 through outside investment; we will accept this amount from one individual investor but will be willing to take on up to six investors. The $150,000 will buy a 30 percent share of the profits and/or losses of Communityspot.com. The minimum investment we will allow is $25,000; this would purchase a 5 percent share of profits/losses. If an individual invests $150,000, he or she will be given the entire 30 percent share.

Projected return on investment over the five-year financial projections for an investor with a 30 percent share in Communityspot.com is 70 percent. This is an average based on internal rate of return for the five years, but return is significantly above 70 percent in the last three years of the projections and is expected to grow at an increasing pace in future years.

	Communityspot.com

Income Statement

For the Period Ended December 31, 2010

	31-Jan	28-Feb	31-Mar	30-Apr	31-May	30-Jun
Revenue	$0	0	0	0	0	0
Cost of Revenue	0	0	0	0	0	0
Gross Profit	0	0	0	0	0	0
Expenses:						
Selling/Gen./ Adm.	(10,266)	(10,266)	(10,616)	(10,256)	(10,256)	(10,616)
Bad Debt Expense	0	0	0	0	0	0
Interest	0	0	0	0	0	(2,000)
Depreciation	(686)	(686)	(686)	(686)	(686)	(686)
Total Operating Expense	(10,952)	(10,952)	(11,302)	(10,942)	(10,942)	(13,302)
Operating Income (Loss)	(10,952)	(10,952)	(11,302)	(10,942)	(10,942)	(13,302)
Net Income (Loss)	**(10,952)**	**(10,952)**	**(11,302)**	**(10,942)**	**(10,942)**	**(13,302)**

	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec
Revenue	$2,160	2,160	2,160	4,860	4,860	4,860
Cost of Revenue	432	432	432	972	972	972
Gross Profit	1,728	1,728	1,728	3,888	3,888	3,888
Expenses:						
Selling/Gen./ Adm.	(10,521)	(10,521)	(10,876)	(10,506)	(10,506)	(10,876)
Bad Debt Expense	(65)	(65)	(65)	(146)	(146)	(146)
Interest	0	0	0	0	0	(2,000)
Depreciation	(686)	(686)	(686)	(686)	(686)	(686)
Total Operating Expense	(11,272)	(11,272)	(11,627)	(11,338)	(11,338)	(13,708)
Operating Income (Loss)	(9,544)	(9,544)	(9,899)	(7,450)	(7,450)	(9,820)
Net Income (Loss)	**(9,544)**	**(9,544)**	**(9,899)**	**(7,450)**	**(7,450)**	**(9,820)**

Communityspot.com
Income Statement
For the Period Ended December 31, 2011

	31-Jan	28-Feb	31-Mar	30-Apr	31-May	30-Jun
Revenue	$10,260	10,260	10,260	17,010	17,010	17,010
Cost of Revenue	2,052	2,052	2,052	3,402	3,402	3,402
Gross Profit	8,208	8,208	8,208	13,608	13,608	13,608
Expenses:						
Selling/Gen./ Adm.	(10,973)	(10,973)	(11,333)	(10,983)	(10,983)	(11,353)
Bad Debt Expense	(308)	(308)	(308)	(510)	(510)	(510)
Interest	0	0	0	0	0	(2,000)
Depreciation	(796)	(796)	(796)	(796)	(796)	(796)
Total Operating Expense	(12,077)	(12,077)	(12,437)	(12,289)	(12,289)	(14,659)
Operating Income (Loss)	(3,869)	(3,869)	(4,229)	1,319	1,319	(1,051)
Net Income (Loss)	**(3,869)**	**(3,869)**	**(4,229)**	**1,319**	**1,319**	**(1,051)**

	31-Jul	31-Aug	30-Sep	31-Oct	30-Nov	31-Dec
Revenue	$34,560	34,560	34,560	103,680	103,680	103,680
Cost of Revenue	6,912	6,912	6,912	20,736	20,736	20,736
Gross Profit	27,648	27,648	27,648	82,944	82,944	82,944
Expenses:						
Selling/Gen./ Adm.	(11,331)	(11,351)	(11,716)	(14,336)	(14,336)	(14,736)
Bad Debt Expense	(1,037)	(1,037)	(1,037)	(3,110)	(3,110)	(3,110)
Interest	0	0	0	0	0	(2,000)
Depreciation	(796)	(796)	(796)	(796)	(796)	(796)
Total Operating Expense	(13,164)	(13,184)	(13,549)	(18,242)	(18,242)	(20,642)
Operating Income (Loss)	14,484	14,464	14,099	64,702	64,702	62,302
Net Income (Loss)	**14,484**	**14,464**	**14,099**	**64,702**	**64,702**	**62,302**

Communityspot.com
Income Statement
For the Period Ended December 31, 2012

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue	$342,144	376,358	413,994	455,394
Cost of Revenue	68,429	75,272	82,799	91,079
Gross Profit	273,715	301,087	331,195	364,315
Expenses:				
Selling/Gen./ Adm.	(39,665)	(40,220)	(64,882)	(65,510)
Bad Debt Expense	(10,264)	(11,291)	(12,420)	(13,662)
Interest	0	(2,000)	0	(2,000)
Depreciation	(2,787)	(2,787)	(2,787)	(2,787)
Total Operating Expense	(52,716)	(56,298)	(80,088)	(83,959)
Operating Income (Loss)	220,999	244,789	251,107	280,356
Net Income (Loss)	**220,999**	**244,789**	**251,107**	**$280,356**

Communityspot.com
Income Statement
For the Period Ended December 31, 2013

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue	$569,242	569,242	569,242	569,242
Cost of Revenue	113,848	113,848	113,848	113,848
Gross Profit	455,394	455,394	455,394	455,394
Expenses:				
Selling/Gen./ Adm.	(68,424)	(68,465)	(73,298)	(97,329)
Bad Debt Expense	(17,077)	(17,077)	(17,077)	(17,077)
Interest	0	(2,000)	0	(2,000)
Depreciation	(3,738)	(3,738)	(3,738)	(3,738)
Total Operating Expense	(89,240)	(91,280)	(94,113)	(120,144)
Operating Income (Loss)	366,154	364,113	361,281	335,250
Gain/Loss on Sale of Assets	2,832	0	0	0
Net Income (Loss)	**368,986**	**364,113**	**361,281**	**$335,250**

Communityspot.com
Income Statement
For the Period Ended December 31, 2014

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue	$711,553	711,553	711,553	711,553
Cost of Revenue	142,311	142,311	142,311	142,311
Gross Profit	569,242	569,242	569,242	569,242
Expenses:				
Selling/Gen./ Adm.	(99,562)	(99,603)	(99,704)	(99,734)
Bad Debt Expense	(21,347)	(21,347)	(21,347)	(21,347)
Interest	0	(2,000)	0	(2,000)
Depreciation	(4,551)	(4,551)	(4,551)	(4,551)
Total Operating Expense	(125,460)	(127,501)	(125,601)	(127,632)
Operating Income (Loss)	443,782	441,742	443,641	441,610
Net Income (Loss)	**443,782**	**441,742**	**443,641**	**$441,610**

Communityspot.com
Statement of Cash Flows
For the Period Ended December 31, 2010

	January	February	March	April	May	June
Beginning Balance	$0	151,700	141,401	130,751	120,461	110,171
Cash flows from Operations						
Collections on Account	0	0	0	0	0	0
Cost of Revenue	0	0	0	0	0	0
Rent	(500)	(500)	(500)	(500)	(500)	(500)
Utitlities	(140)	(140)	(130)	(130)	(130)	(130)
Wages	(8,940)	(8,940)	(9,300)	(8,940)	(8,940)	(9,300)
Advertising Expense	(500)	(500)	(500)	(500)	(500)	(500)
Database Rental	(20)	(20)	(20)	(20)	(20)	(20)
Insurance	(1,000)	0	0	0	0	0
Net cash flows from Operations	(11,100)	(10,100)	(10,450)	(10,090)	(10,090)	(10,450)
Cash flows from Investing Activities						
Purchases of Plant and Equipment	(8,200)	0	0	0	0	0
Web Design and Maintenance	(50,000)	(200)	(200)	(200)	(200)	(200)
Net Cash Flows from Investing Activities	(58,200)	(200)	(200)	(200)	(200)	(200)
Cash flows from Financing Activities						
Owners' Investment	171,000	0	0	0	0	0
Loans	50,000	0	0	0	0	0
Net Cash flows from Financing Activities	221,000	0	0	0	0	0
Net Cash Flows	151,700	(10,300)	(10,650)	(10,290)	(10,290)	(10,650)
Ending Balance	**151,700**	**141,401**	**130,751**	**120,461**	**110,171**	**$99,522**

	July	August	September	October	November	December
Beginning Balance	$99,522	82,622	72,242	62,227	52,943	44,558
Cash flows from Operations						
Collections on Account	720	1,440	2,160	3,060	3,960	4,860
Cost of Revenue	(432)	(432)	(432)	(972)	(972)	(972)
Rent	(500)	(500)	(500)	(500)	(500)	(500)
Utitlities	(145)	(145)	(140)	(130)	(130)	(140)
Wages	(8,940)	(8,940)	(9,300)	(8,940)	(8,940)	(9,300)
Advertising Expense	(750)	(750)	(750)	(750)	(750)	(750)
Database Rental	(20)	(20)	(20)	(20)	(20)	(20)
Insurance	(1,000)	0	0	0	0	0
Interest	(2,000)	0	0	0	0	0
Net cash flows from Operations	(13,067)	(9,347)	(8,982)	(8,252)	(7,352)	(6,822)
Cash flows from Investing Activities						
Web Design and Maintenance	(3,000)	(200)	(200)	(200)	(200)	(200)
Net Cash Flows from Investing Activities	(3,000)	(200)	(200)	(200)	(200)	(200)
Cash flows from Financing Activities						
Principal Payments on Loan	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash flows from Financing Activities	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash Flows	(16,900)	(10,380)	(10,015)	(9,285)	(8,385)	(7,855)
Ending Balance	**82,622**	**72,242**	**62,227**	**52,943**	**44,558**	**$36,703**

Communityspot.com
Statement of Cash Flows
For the Period Ended December 31, 2011

	January	February	March	April	May	June
Beginning Balance	$36,703	21,838	16,574	12,749	10,174	9,850
Cash flows from Operations						
Collections on Account	6,660	8,460	10,260	12,510	14,760	17,010
Cost of Revnue	(2,052)	(2,052)	(2,052)	(3,402)	(3,402)	(3,402)
Rent	(500)	(500)	(500)	(500)	(500)	(500)
Utitlities	(140)	(140)	(130)	(130)	(130)	(130)
Wages	(8,980)	(8,980)	(9,350)	(8,980)	(8,980)	(9,350)
Advertising Expense	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Database Rental	(20)	(20)	(20)	(40)	(40)	(40)
Insurance	(1,000)	0	0	0	0	0
Interest	(2,000)	0	0	0	0	0
Net cash flows from Operations	(9,032)	(4,232)	(2,792)	(1,542)	709	2,589
Cash flows from Investing Activities						
Web Design and Maintenance	(5,000)	(200)	(200)	(200)	(200)	(200)
Net Cash Flows from Investing Activities	(5,000)	(200)	(200)	(200)	(200)	(200)
Cash flows from Financing Activities						
Principal Payments on Loan	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash flows from Financing Activities	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash Flows	(14,865)	(5,265)	(3,825)	(2,575)	(325)	1,556
Ending Balance	**21,838**	**16,574**	**12,749**	**10,174**	**9,850**	**$11,405**

	July	August	September	October	November	December
Beginning Balance	$11,405	9,356	18,637	33,402	54,764	99,166
Cash flows from Operations						
Collections on Account	22,860	28,710	34,560	57,600	80,640	103,680
Cost of Revnue	(6,912)	(6,912)	(6,912)	(20,736)	(20,736)	(20,736)
Rent	(500)	(500)	(500)	(500)	(500)	(500)
Utitlities	(145)	(145)	(140)	(130)	(130)	(140)
Wages	(8,980)	(8,980)	(9,350)	(8,980)	(8,980)	(9,350)
Advertising Expense	(1,500)	(1,500)	(1,500)	(4,500)	(4,500)	(4,500)
Database Rental	(40)	(59)	(59)	(59)	(59)	(79)
Insurance	(1,000)	0	0	0	0	0
Interest	(2,000)	0	0	0	0	0
Net cash flows from Operations	1,784	10,614	16,099	22,695	45,735	68,375
Cash flows from Investing Activities						
Purchases of Plant and Equipment	0	0	0	0	0	(500)
Web Design and Maintenance	(3,000)	(500)	(500)	(500)	(500)	(500)
Net Cash Flows from Investing Activities	(3,000)	(500)	(500)	(500)	(500)	(1,000)
Cash flows from Financing Activities						
Principal Payments on Loan	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash flows from Financing Activities	(833)	(833)	(833)	(833)	(833)	(833)
Net Cash Flows	(2,050)	9,281	14,766	21,362	44,402	66,542
Ending Balance	**9,356**	**18,637**	**33,402**	**54,764**	**99,166**	**$165,708**

Communityspot.com
Statement of Cash Flows
For the Period Ended December 31, 2012

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Beginning Balance	$165,708	378,390	624,352	866,720
Cash flows from Operations				
Collections on Account	331,776	364,954	401,449	441,594
Cost of Revenue	(68,429)	(75,272)	(82,799)	(91,079)
Rent	(1,500)	(1,500)	(1,500)	(1,500)
Utitlities	(410)	(390)	(430)	(400)
Wages	(32,068)	(32,068)	(56,068)	(56,068)
Advertising Expense	(4,950)	(5,445)	(5,990)	(6,588)
Database Rental	(237)	(317)	(394)	(454)
Insurance	(1,000)	0	(1,000)	0
Interest	(2,000)	0	(2,000)	0
Net cash flows from Operations	221,182	249,962	251,269	285,505
Cash flows from Investing Activities				
Web Design and Maintenance	(6,000)	(1,500)	(6,400)	(2,100)
Net Cash Flows from Investing Activities	(6,000)	(1,500)	(6,400)	(2,100)
Cash flows from Financing Activities				
Principal Payments on Loan	(2,500)	(2,500)	(2,500)	(2,500)
Owners' Withdrawals	0	0	0	0
Net Cash flows from Financing Activities	(2,500)	(2,500)	(2,500)	(2,500)
Net Cash Flows	212,682	245,962	242,369	280,905
Ending Balance	**378,390**	**624,352**	**866,720**	**$1,147,625**

Communityspot.com
Statement of Cash Flows
For the Period Ended December 31, 2013

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Beginning Balance	$1,147,625	1,471,127	1,854,406	2,220,351
Cash flows from Operations				
Collections on Account	531,293	569,242	569,242	569,242
Cost of Revenue	(113,848)	(113,848)	(113,848)	(113,848)
Rent	(1,800)	(1,800)	(1,800)	(1,800)
Utitlities	(420)	(400)	(440)	(410)
Wages	(56,172)	(56,172)	(60,904)	(84,904)
Advertising Expense	(8,236)	(8,236)	(8,236)	(8,236)
Database Rental	(547)	(608)	(668)	(729)
Insurance	(2,500)	0	(2,500)	0
Interest	(2,000)	0	(2,000)	0
Net cash flows from Operations	345,770	388,179	378,846	359,315
Cash flows from Investing Activities				
Purchases of Plant and Equipment	(12,500)	0	0	0
Gain on Sale of Equipment	2,832	0	0	0
Web Design and Maintenance	(10,100)	(2,400)	(10,400)	(2,400)
Net Cash Flows from Investing Activities	(19,768)	(2,400)	(10,400)	(2,400)
Cash flows from Financing Activities				
Principal Payments on Loan	(2,500)	(2,500)	(2,500)	(2,500)
Net Cash flows from Financing Activities	(2,500)	(2,500)	(2,500)	(2,500)
Net Cash Flows	323,502	383,279	365,946	354,415
Ending Balance	**1,471,127**	**1,854,406**	**2,220,351**	**$2,574,767**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Communityspot.com			
	Statement of Cash Flows			
	For the Period Ended December 31, 2014			
Beginning Balance	$2,574,767	2,678,260	3,143,649	3,394,437
Cash flows from Operations				
Collections on Account	664,116	711,553	711,553	711,553
Cost of Revenue	(142,311)	(142,311)	(142,311)	(142,311)
Rent	(1,800)	(1,800)	(1,800)	(1,800)
Utitlities	(420)	(400)	(440)	(410)
Wages	(85,008)	(85,008)	(85,008)	(85,008)
Advertising Expense	(10,294)	(10,294)	(10,294)	(10,294)
Database Rental	(790)	(851)	(911)	(972)
Insurance	(2,500)	0	(2,500)	0
Interest	(2,000)	0	(2,000)	0
Net cash flows from Operations	418,993	470,889	466,288	470,758
Cash flows from Investing Activities				
Web Design and Maintenance	(13,000)	(3,000)	(13,000)	(3,600)
Net Cash Flows from Investing Activities	(13,000)	(3,000)	(13,000)	(3,600)
Cash flows from Financing Activities				
Principal Payments on Loan	(2,500)	(2,500)	(2,500)	(2,500)
Owners' Withdrawals	(300,000)	0	(200,000)	0
Net Cash flows from Financing Activities	(302,500)	(2,500)	(202,500)	(2,500)
Net Cash Flows	103,493	465,389	250,788	464,658
Ending Balance	2,678,260	3,143,649	3,394,437	$3,859,095

	Year 1	Year 2	Year 3	Year 4	Year 5
Communityspot.com Consolidated Balance Sheet At December 31 Each Year					

Communityspot.com
Consolidated Balance Sheet
At December 31 Each Year

	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets:					
Cash	$36,703	$165,708	$1,147,625	$2,574,767	$3,859,095
Accounts Receivable (Net of Allowance)	6,286	100,570	147,244	184,055	230,068
Total Current Assets	42,989	266,277	1,294,869	2,758,821	4,089,163
Plant and Equipment:					
Computer/Server (Net of Depreciation)	5,467	3,067	168	8,333	4,166
WebSite (Net of Depreciation)	49,500	54,350	62,100	76,620	95,180
Total Long-term Assets	54,967	57,417	62,268	84,953	99,346
Total Assets	**97,956**	**323,695**	**1,357,137**	**2,843,775**	**4,188,509**
Liabilities and Owners' Equity					
Liabilities					
Current Liabilities:					
Accounts Payable	643	11,337	66,058	146,223	241,468
Notes Payable	10,000	10,000	10,000	10,000	5,000
Accrued Expenses	2,194	5,110	6,554	7,692	9,116
Total Current Liabilites	12,837	26,447	82,611	163,916	255,583
Long-term Liabilities					
Notes Payable	35,000	25,000	15,000	5,000	0
Total Liabilities	**47,837**	**51,447**	**97,611**	**168,916**	**255,583**
Owners' Equity					
Dubach, Capital	(21,084)	30,522	259,890	588,705	880,983
Graham, Capital	(21,084)	30,522	259,890	588,705	880,983
Norcross, Capital	(21,084)	30,522	259,890	588,705	880,983
Investor, Capital	113,369	180,681	479,856	908,745	1,289,978
Total Owners Equity	50,118	272,247	1,259,525	2,674,859	3,932,926
Total Liabilities and Owners' Equity	**$97,956**	**$323,695**	**$1,357,137**	**$2,843,775**	**$4,188,509**