



Hidden Creek Rehab Pro Forma Analysis

Select Revenue Scenario Inputs **1**

Assumptions

	Percentage	Rate	Bed Census	Occupancy %
Ancillary Services (PP)	25.0%	\$150	14	100%
Bed Debt	0.0%		13	93%
Meal Cost (per patient per day)	\$40		12	86%
Lab Test Cost	\$25		11	78%
PEO Cost per employee (per month)	\$150		10	71%
Monthly Lease Payment	\$12,000		9	64%
Renovation Cost per Sq. Ft	\$80	Not currently being used	8	57%
Rooms - Single Occupancy	4	4 beds	7	50%
Rooms - Double Occupancy	5	10 beds	6	43%
Room Type - first to go	Double	14 beds	5	35%

Scenario Indicator (Price Point) **1** Select

Scenario (Price Point)	Monthly Price per Bed - Single Occupancy	Monthly Price per Bed - Double Occupancy
1	\$35,000	\$30,000
2	\$40,000	\$35,000
3	\$45,000	\$40,000
4	\$50,000	\$45,000

Scenario (Occupancy)	Occupancy Rate - Month 12 of Year 1
1	100%
2	90%
3	80%
4	70%

Scenario	Month of Breakeven	Month of 100% Occupancy
1	8	16
2	8	21
3	8	27
4	9	35

Scenario 1 - 100% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	30%	30%	40%	40%	50%	50%	60%	70%	80%	80%	90%	100%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	30%	30%	65%	100%
Occupancy Rate - Double Rooms (Total Beds)	42%	42%	56%	56%	70%	70%	84%	98%	100%	100%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 1 - 90% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	20%	20%	30%	30%	40%	40%	50%	60%	70%	70%	80%	90%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	65%
Occupancy Rate - Double Rooms (Total Beds)	28%	28%	42%	42%	56%	56%	70%	84%	98%	98%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 1 - 80% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	10%	10%	20%	20%	30%	30%	40%	50%	60%	60%	70%	80%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%
Occupancy Rate - Double Rooms (Total Beds)	14%	14%	28%	28%	42%	42%	56%	70%	84%	84%	98%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 1 - 70% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	0%	0%	10%	10%	20%	20%	30%	40%	50%	50%	60%	70%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupancy Rate - Double Rooms (Total Beds)	0%	0%	14%	14%	28%	28%	42%	56%	70%	70%	84%	98%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Growth Factors

Census Growth - Monthly (Year 2 & on)	5.0%	
Salary Growth - Annual (Year 2 & on)	5.0%	
Revenue Growth - Annual	5.0%	Not currently being used (controlled by census)
Expense Growth - Annual	3.0%	



Operating Company - Hidden Creek
Operating Income Forecast
Price Point Scenario 1

Summary

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Revenue - by Occupancy Scenario															
100% Occupancy	\$0	\$107,680	\$143,573	\$143,573	\$179,467	\$179,467	\$228,028	\$266,033	\$309,438	\$309,438	\$353,743	\$398,047	\$2,618,488	\$4,588,876	\$4,776,568
90% Occupancy	\$0	\$71,787	\$107,680	\$107,680	\$143,573	\$143,573	\$190,024	\$228,028	\$266,033	\$266,033	\$309,438	\$353,743	\$2,187,593	\$3,927,493	\$4,457,978
80% Occupancy	\$0	\$35,893	\$71,787	\$71,787	\$107,680	\$107,680	\$152,019	\$190,024	\$228,028	\$228,028	\$266,033	\$309,438	\$1,768,397	\$3,465,581	\$3,637,482
70% Occupancy	\$0	\$0	\$35,893	\$35,893	\$71,787	\$71,787	\$114,014	\$152,019	\$190,024	\$190,024	\$228,028	\$266,033	\$1,355,502	\$3,197,964	\$3,257,549
Expenses															
Salaries/Taxes/Benefits	140,417	139,439	137,343	136,269	135,697	135,233	138,312	138,267	138,236	138,236	138,236	138,236	1,653,920	1,754,289	1,838,222
Marketing/Advertising	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Rent/Utilities/Maintenance	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	186,000	186,679	187,960
Meals	5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	16,800	120,960	194,483	201,600
Other Operating Costs	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
Other Treatment Costs	4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,814	3,853	3,892	42,822	47,217	48,664
Total Expenses	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
EBITDA - by Occupancy Scenario															
100% Occupancy	(199,199)	(84,542)	(48,271)	(47,197)	(12,451)	(11,987)	31,276	67,607	109,323	109,323	151,909	194,494	260,285	2,051,054	2,134,314
90% Occupancy	(199,199)	(120,435)	(84,165)	(83,090)	(48,344)	(47,880)	(6,729)	29,602	65,919	65,919	107,604	150,190	(170,610)	1,389,670	1,815,724
80% Occupancy	(199,199)	(156,328)	(120,058)	(118,984)	(84,238)	(83,774)	(44,734)	(8,403)	27,914	27,914	64,199	105,885	(589,805)	927,758	995,228
70% Occupancy	(199,199)	(192,222)	(155,951)	(154,877)	(120,131)	(119,667)	(82,738)	(46,407)	(10,091)	(10,091)	26,195	62,480	(1,002,700)	660,141	615,295

Revenue & Expense Detail

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Patient Days Billed (By Occupancy Scenario):	30	30	30	30	30	30	30	30	30	30	30	30	360	360	360
100% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36.0	78.0	120.0	270	1,262	1,440
100% Occupancy	Double Rooms (Total Beds)	126.0	126.0	168.0	168.0	210.0	252.0	294.0	300.0	300.0	300.0	300.0	2,754	3,600	3,600
90% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	78.0	114	635	1,138
90% Occupancy	Double Rooms (Total Beds)	84.0	84.0	126.0	126.0	168.0	210.0	252.0	294.0	294.0	300.0	300.0	2,406	3,600	3,600
80% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36	201	360
80% Occupancy	Double Rooms (Total Beds)	42.0	42.0	84.0	84.0	126.0	168.0	210.0	252.0	252.0	294.0	300.0	1,980	3,596	3,600
70% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0
70% Occupancy	Double Rooms (Total Beds)	0.0	0.0	42.0	42.0	84.0	84.0	126.0	168.0	210.0	252.0	294.0	1,512	3,534	3,600
Total Patient Days Billed - 100% Occupancy	126	126	168	168	210	210	252	294	336	336	378	420	3,024	4,862	5,040
Total Patient Days Billed - 90% Occupancy	84	84	126	126	168	168	210	252	294	294	336	378	2,520	4,235	4,738
Total Patient Days Billed - 80% Occupancy	42	42	84	84	126	126	168	210	252	252	294	336	2,016	3,797	3,960
Total Patient Days Billed - 70% Occupancy	0	0	42	42	84	84	126	168	210	210	252	294	1,512	3,534	3,600
Average Daily Patient Census - 100% Occupancy	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	8.4	13.5	14.0
Average Daily Patient Census - 90% Occupancy	2.8	2.8	4.2	4.2	5.6	5.6	7.0	8.4	9.8	9.8	11.2	12.6	7.0	11.8	13.2
Average Daily Patient Census - 80% Occupancy	1.4	1.4	2.8	2.8	4.2	4.2	5.6	7.0	8.4	8.4	9.8	11.2	5.6	10.5	11.0
Average Daily Patient Census - 70% Occupancy	0.0	0.0	1.4	1.4	2.8	2.8	4.2	5.6	7.0	7.0	8.4	9.8	4.2	9.8	10.0

REVENUE:

Monthly Rate:

100% Occupancy	Single Rooms	\$35,000	0	0	0	0	0	0	0	42,000	42,000	91,000	140,000	315,000	1,472,417	1,680,000
100% Occupancy	Double Rooms	\$30,000	126,000	126,000	168,000	168,000	210,000	210,000	252,000	294,000	300,000	300,000	300,000	2,754,000	3,600,000	3,600,000
90% Occupancy	Single Rooms	\$35,000	0	0	0	0	0	0	0	0	0	42,000	91,000	133,000	740,942	1,327,646
90% Occupancy	Double Rooms	\$30,000	84,000	84,000	126,000	126,000	168,000	210,000	252,000	294,000	294,000	300,000	300,000	2,406,000	3,600,000	3,600,000
80% Occupancy	Single Rooms	\$35,000	0	0	0	0	0	0	0	0	0	0	42,000	42,000	233,982	420,198
80% Occupancy	Double Rooms	\$30,000	42,000	42,000	84,000	84,000	126,000	168,000	210,000	252,000	252,000	294,000	300,000	1,980,000	3,596,100	3,600,000
70% Occupancy	Single Rooms	\$35,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70% Occupancy	Double Rooms	\$30,000	0	0	42,000	42,000	84,000	84,000	126,000	168,000	210,000	252,000	294,000	1,512,000	3,534,152	3,600,000
Patient Responsibility - 100% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 90% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 80% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 70% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Services - 100% Occupancy	\$150	682	682	910	910	1,137	1,137	1,365	1,592	1,820	1,820	2,047	2,275	16,379	26,334	27,298
Ancillary Services - 90% Occupancy	\$150	455	455	682	682	910	910	1,137	1,365	1,592	1,592	1,820	2,047	13,649	22,938	25,662
Ancillary Services - 80% Occupancy	\$150	227	227	455	455	682	682	910	1,137	1,365	1,365	1,592	1,820	10,919	20,564	21,449
Ancillary Services - 70% Occupancy	\$150	0	0	227	227	455	455	682	910	1,137	1,137	1,365	1,592	8,189	19,142	19,499
Total Expected Revenue - 100% Occupancy		126,682	126,682	168,910	168,910	211,137	211,137	253,365	295,592	343,820	343,820	393,047	442,275	3,085,379	5,098,752	5,307,298
Total Expected Revenue - 90% Occupancy		84,455	84,455	126,682	126,682	168,910	168,910	211,137	253,365	295,592	295,592	343,820	393,047	2,552,649	4,363,881	4,953,308
Total Expected Revenue - 80% Occupancy		42,227	42,227	84,455	84,455	126,682	126,682	168,910	211,137	253,365	253,365	295,592	343,820	2,032,919	3,850,645	4,041,647
Total Expected Revenue - 70% Occupancy		0	0	42,227	42,227	84,455	84,455	126,682	168,910	211,137	211,137	253,365	295,592	1,520,189	3,553,293	3,619,499

Bad Debt / Scholarships - 100% Occupancy	126,682	19,002	25,336	25,336	31,671	31,671	25,336	29,559	34,382	34,382	39,305	44,227	466,891	509,875	530,730
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	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Bad Debt / Scholarships - 90% Occupancy	84,455	12,668	19,002	19,002	25,336	25,336	21,114	25,336	29,559	29,559	34,382	39,305	365,056	436,388	495,331
Bad Debt / Scholarships - 80% Occupancy	42,227	6,334	12,668	12,668	19,002	19,002	16,891	21,114	25,336	25,336	29,559	34,382	264,522	385,065	404,165
Bad Debt / Scholarships - 70% Occupancy	0	0	6,334	6,334	12,668	12,668	12,668	16,891	21,114	21,114	25,336	29,559	164,687	355,329	361,950
Net Revenue - 100% Occupancy	0	107,680	143,573	143,573	179,467	179,467	228,028	266,033	309,438	309,438	353,743	398,047	2,618,488	4,588,876	4,776,568
Net Revenue - 90% Occupancy	0	71,787	107,680	107,680	143,573	143,573	190,024	228,028	266,033	266,033	309,438	353,743	2,187,593	3,927,493	4,457,978
Net Revenue - 80% Occupancy	0	35,893	71,787	71,787	107,680	107,680	152,019	190,024	228,028	228,028	266,033	309,438	1,768,397	3,465,581	3,637,982
Net Revenue - 70% Occupancy	0	0	35,893	35,893	71,787	71,787	114,014	152,019	190,024	190,024	228,028	266,033	1,355,502	3,197,964	3,257,549
OPERATING EXPENSES															
Salaries & Wages:	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
Total Salaries & Wages	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
FICA	7.65%	7,037	7,037	7,037	7,037	7,037	7,276	7,276	7,276	7,276	7,276	7,276	85,876	91,674	96,258
FUTA	3.30%	3,036	2,318	925	672	168	41	0	0	0	0	0	7,161	7,392	7,392
SUTA	2.70%	2,484	2,224	1,520	699	631	294	76	31	0	0	0	7,959	8,208	8,208
Alt Tax	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W/C	0.57%	524	524	524	524	524	524	542	542	542	542	542	6,399	6,831	7,172
Commissions/Bonus		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	10%	9,199	9,199	9,199	9,199	9,199	9,511	9,511	9,511	9,511	9,511	9,511	112,257	119,835	125,827
Independent Contractors		20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	246,000	258,300	271,215
PEO Costs		4,650	4,650	4,650	4,650	4,650	4,800	4,800	4,800	4,800	4,800	4,800	56,700	57,600	57,600
Hiring, Training, Other Costs		1,000	1,000	1,000	1,000	1,000	500	500	500	500	500	500	9,000	6,097	6,280
Meals/Kitchen		5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	120,960	194,483	201,600
Rent/CAM		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000	144,000	144,000
Utilities		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000	42,679	43,960
Professional: Billing	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing/Advertising		25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Labs/UA Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Treatment Costs		4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,814	3,853	42,822	47,217	48,664
Other Operating Costs		9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
TOTAL OPERATING EXPENSES	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
Net Operating Income - 100% Occupancy	(199,199)	(84,542)	(48,271)	(47,197)	(12,451)	(11,987)	31,276	67,607	109,323	109,323	151,909	194,494	260,285	2,051,054	2,134,314
Net Operating Income - 90% Occupancy	(199,199)	(120,435)	(84,165)	(83,090)	(48,344)	(47,880)	(6,729)	29,602	65,919	65,919	107,604	150,190	(170,610)	1,389,670	1,815,724
Net Operating Income - 80% Occupancy	(199,199)	(156,328)	(120,058)	(118,984)	(84,238)	(83,774)	(44,734)	(8,403)	27,914	27,914	64,199	105,885	(589,805)	927,758	995,228
Net Operating Income - 70% Occupancy	(199,199)	(192,222)	(155,951)	(154,877)	(120,131)	(119,667)	(82,738)	(46,407)	(10,091)	(10,091)	26,195	62,480	(1,002,700)	660,141	615,295
Net Income/(Loss) - 100% Occupancy	(199,199)	(84,542)	(48,271)	(47,197)	(12,451)	(11,987)	31,276	67,607	109,323	109,323	151,909	194,494	260,285	2,051,054	2,134,314
Net Income/(Loss) - 90% Occupancy	(199,199)	(120,435)	(84,165)	(83,090)	(48,344)	(47,880)	(6,729)	29,602	65,919	65,919	107,604	150,190	(170,610)	1,389,670	1,815,724
Net Income/(Loss) - 80% Occupancy	(199,199)	(156,328)	(120,058)	(118,984)	(84,238)	(83,774)	(44,734)	(8,403)	27,914	27,914	64,199	105,885	(589,805)	927,758	995,228
Net Income/(Loss) - 70% Occupancy	(199,199)	(192,222)	(155,951)	(154,877)	(120,131)	(119,667)	(82,738)	(46,407)	(10,091)	(10,091)	26,195	62,480	(1,002,700)	660,141	615,295

Hidden Creek Staffing Requirements
(Adjusted per census)

ESTIMATED FULL TIME EMPLOYEES

Therapists
Office Manager/HR
Nurses
CMA (Certified Medical Asst)
Case Manager
Rehab Technicians (BHT)/Recovery Coach
Head Chef
Assistant Cook #1
Assistant Cook #2
Landscape
Housekeeper
Outreach Coordinator
Provisions/Purchasing Manager
Maintenance, Transportation & Security
IT & Communications
Director of Nursing
Advanced Registered Nurse Practitioner
Facility Director
Psychiatrist/Medical Director
Clinical Director

Annual Salary

	1	2	3	4	5	6	7	8	9	10	11	12	3
Therapists	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 74,880
Office Manager/HR	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Nurses	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 229,840
CMA (Certified Medical Asst)	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 57,408
Case Manager	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 15,600
Rehab Technicians (BHT)/Recovery Coach	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 114,920
Head Chef	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Assistant Cook #1	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 31,200
Assistant Cook #2	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 21,216
Landscape	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 45,000
Housekeeper	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 41,184
Outreach Coordinator	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Provisions/Purchasing Manager	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
Maintenance, Transportation & Security	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
IT & Communications	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 19,760
Director of Nursing	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 83,200
Advanced Registered Nurse Practitioner	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Facility Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Psychiatrist/Medical Director	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 46,800
Clinical Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800

Total Salary	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 1,141,288
Total Staff	31	31	31	31	31	31	32	32	32	32	32	32		

Independent Contractors

Rate	1	2	3	4	5	6	7	8	9	10	11	12	Year 1 RR
Message Therapist	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 52,000
Yoga/Tai-chi/Workout Instructor	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 26,000
Contract CFO	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Contract COO	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 108,000
Total	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 246,000

(Adjusted per census)

[illegible]

(Adjusted per census)

Hidden Creek Recovery & Retreat Three Year Financial Forecast Page 6



Hidden Creek Rehab Pro Forma Analysis

Select Revenue Scenario Inputs **2**

Assumptions

	Percentage	Rate	Bed Census	Occupancy %
Ancillary Services (PP)	25.0%	\$150	14	100%
Bed Debt	0.0%		13	93%
Meal Cost (per patient per day)	\$40		12	86%
Lab Test Cost	\$25		11	78%
PEO Cost per employee (per month)	\$150		10	71%
Monthly Lease Payment	\$12,000		9	64%
Renovation Cost per Sq. Ft	\$80	Not currently being used	8	57%
Rooms - Single Occupancy	4	4 beds	7	50%
Rooms - Double Occupancy	5	10 beds	6	43%
Room Type - first to go	Double	14 beds	5	35%

Scenario Indicator (Price Point) **2** Select

Scenario (Price Point)	Monthly Price per Bed - Single Occupancy	Monthly Price per Bed - Double Occupancy
1	\$35,000	\$30,000
2	\$40,000	\$35,000
3	\$45,000	\$40,000
4	\$50,000	\$45,000

Scenario (Occupancy)	Occupancy Rate - Month 12 of Year 1
1	100%
2	90%
3	80%
4	70%

Scenario	Month of Breakeven	Month of 100% Occupancy
1	8	16
2	8	21
3	8	27
4	9	35

Scenario 2 - 100% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	30%	30%	40%	40%	50%	50%	60%	70%	80%	80%	90%	100%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	30%	30%	65%	100%
Occupancy Rate - Double Rooms (Total Beds)	42%	42%	56%	56%	70%	70%	84%	98%	100%	100%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to contin

Scenario 2 - 90% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	20%	20%	30%	30%	40%	40%	50%	60%	70%	70%	80%	90%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	65%
Occupancy Rate - Double Rooms (Total Beds)	28%	28%	42%	42%	56%	56%	70%	84%	98%	98%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to contin

Scenario 2 - 80% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	10%	10%	20%	20%	30%	30%	40%	50%	60%	60%	70%	80%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%
Occupancy Rate - Double Rooms (Total Beds)	14%	14%	28%	28%	42%	42%	56%	70%	84%	84%	98%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to contin

Scenario 2 - 70% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	0%	0%	10%	10%	20%	20%	30%	40%	50%	50%	60%	70%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupancy Rate - Double Rooms (Total Beds)	0%	0%	14%	14%	28%	28%	42%	56%	70%	70%	84%	98%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to contin

Growth Factors

Census Growth - Monthly (Year 2 & on)	5.0%	
Salary Growth - Annual (Year 2 & on)	5.0%	
Revenue Growth - Annual	5.0%	Not currently being used (controlled by census)
Expense Growth - Annual	3.0%	



Operating Company - Hidden Creek
Operating Income Forecast
Price Point Scenario 2

Summary

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Revenue - by Occupancy Scenario															
100% Occupancy	\$0	\$125,530	\$167,373	\$167,373	\$209,217	\$209,217	\$265,828	\$310,133	\$359,838	\$359,838	\$410,443	\$461,047	\$3,045,838	\$5,318,187	\$5,532,568
90% Occupancy	\$0	\$83,687	\$125,530	\$125,530	\$167,373	\$167,373	\$221,524	\$265,828	\$310,133	\$310,133	\$359,838	\$410,443	\$2,547,393	\$4,562,757	\$5,168,675
80% Occupancy	\$0	\$41,843	\$83,687	\$83,687	\$125,530	\$125,530	\$177,219	\$221,524	\$265,828	\$265,828	\$310,133	\$359,838	\$2,060,647	\$4,035,079	\$4,231,508
70% Occupancy	\$0	\$0	\$41,843	\$41,843	\$83,687	\$83,687	\$132,914	\$177,219	\$221,524	\$221,524	\$265,828	\$310,133	\$1,580,202	\$3,728,087	\$3,797,549
Expenses															
Salaries/Taxes/Benefits	140,417	139,439	137,343	136,269	135,697	135,233	138,312	138,267	138,236	138,236	138,236	138,236	1,653,920	1,754,289	1,838,222
Marketing/Advertising	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Rent/Utilities/Maintenance	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	186,000	186,679	187,960
Meals	5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	16,800	120,960	194,483	201,600
Other Operating Costs	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
Other Treatment Costs	4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,814	3,853	3,892	42,822	47,217	48,664
Total Expenses	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
EBITDA - by Occupancy Scenario															
100% Occupancy	(199,199)	(66,692)	(24,471)	(23,397)	17,299	17,763	69,076	111,707	159,723	159,723	208,609	257,494	687,635	2,780,365	2,890,314
90% Occupancy	(199,199)	(108,535)	(66,315)	(65,240)	(24,544)	(24,080)	24,771	67,402	110,019	110,019	158,004	206,890	189,190	2,024,934	2,526,421
80% Occupancy	(199,199)	(150,378)	(108,158)	(107,084)	(66,388)	(65,924)	(19,534)	23,097	65,714	65,714	108,299	156,285	(297,555)	1,497,257	1,589,254
70% Occupancy	(199,199)	(192,222)	(150,001)	(148,927)	(108,231)	(107,767)	(63,838)	(21,207)	21,409	21,409	63,995	106,580	(778,000)	1,190,264	1,155,295

Revenue & Expense Detail

Revenue & Expense Detail		1	2	3	4	5	6	7	8	9	10	11	12				
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL	
Days		30	30	30	30	30	30	30	30	30	30	30	30	360	360	360	
Patient Days Billed (By Occupancy Scenario):																	
100% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36.0	78.0	120.0	270	1,262	1,440	
	Double Rooms (Total Beds)	126.0	126.0	168.0	168.0	210.0	210.0	252.0	294.0	300.0	300.0	300.0	300.0	2,754	3,600	3,600	
90% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	78.0	114	635	1,138	
	Double Rooms (Total Beds)	84.0	84.0	126.0	126.0	168.0	168.0	210.0	252.0	294.0	294.0	300.0	300.0	2,406	3,600	3,600	
80% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36	201	360	
	Double Rooms (Total Beds)	42.0	42.0	84.0	84.0	126.0	126.0	168.0	210.0	252.0	252.0	294.0	300.0	1,980	3,596	3,600	
70% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	
	Double Rooms (Total Beds)	0.0	0.0	42.0	42.0	84.0	84.0	126.0	168.0	210.0	210.0	252.0	294.0	1,512	3,534	3,600	
Total Patient Days Billed - 100% Occupancy		126	126	168	168	210	210	252	294	336	336	378	420	3,024	4,862	5,040	
Total Patient Days Billed - 90% Occupancy		84	84	126	126	168	168	210	252	294	294	336	378	2,520	4,235	4,738	
Total Patient Days Billed - 80% Occupancy		42	42	84	84	126	126	168	210	252	252	294	336	2,016	3,797	3,960	
Total Patient Days Billed - 70% Occupancy		0	0	42	42	84	84	126	168	210	210	252	294	1,512	3,534	3,600	
Average Daily Patient Census - 100% Occupancy		4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	8.4	13.5	14.0	
Average Daily Patient Census - 90% Occupancy		2.8	2.8	4.2	4.2	5.6	5.6	7.0	8.4	9.8	9.8	11.2	12.6	7.0	11.8	13.2	
Average Daily Patient Census - 80% Occupancy		1.4	1.4	2.8	2.8	4.2	4.2	5.6	7.0	8.4	8.4	9.8	11.2	5.6	10.5	11.0	
Average Daily Patient Census - 70% Occupancy		0.0	0.0	1.4	1.4	2.8	2.8	4.2	5.6	7.0	7.0	8.4	9.8	4.2	9.8	10.0	

REVENUE:

Monthly Rate:

100% Occupancy	Single Rooms	\$40,000	0	0	0	0	0	0	0	48,000	48,000	104,000	160,000	360,000	1,682,763	1,920,000
100% Occupancy	Double Rooms	\$35,000	147,000	147,000	196,000	196,000	245,000	245,000	294,000	343,000	350,000	350,000	350,000	3,213,000	4,200,000	4,200,000
90% Occupancy	Single Rooms	\$40,000	0	0	0	0	0	0	0	0	0	48,000	104,000	152,000	846,791	1,517,310
90% Occupancy	Double Rooms	\$35,000	98,000	98,000	147,000	147,000	196,000	196,000	245,000	294,000	343,000	350,000	350,000	2,807,000	4,200,000	4,200,000
80% Occupancy	Single Rooms	\$40,000	0	0	0	0	0	0	0	0	0	0	48,000	48,000	267,408	480,226
80% Occupancy	Double Rooms	\$35,000	49,000	49,000	98,000	98,000	147,000	147,000	196,000	245,000	294,000	343,000	350,000	2,310,000	4,195,450	4,200,000
70% Occupancy	Single Rooms	\$40,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70% Occupancy	Double Rooms	\$35,000	0	0	49,000	49,000	98,000	98,000	147,000	196,000	245,000	294,000	343,000	1,764,000	4,123,177	4,200,000
Patient Responsibility - 100% Occupancy		0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 90% Occupancy		0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 80% Occupancy		0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 70% Occupancy		0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Services - 100% Occupancy		\$150	682	682	910	910	1,137	1,137	1,365	1,592	1,820	2,047	2,275	16,379	26,334	27,298
Ancillary Services - 90% Occupancy		\$150	455	455	682	682	910	910	1,137	1,365	1,592	1,820	2,047	13,649	22,938	25,662
Ancillary Services - 80% Occupancy		\$150	227	227	455	455	682	682	910	1,137	1,365	1,592	1,820	10,919	20,564	21,449
Ancillary Services - 70% Occupancy		\$150	0	0	227	227	455	455	682	910	1,137	1,365	1,592	8,189	19,142	19,499
Total Expected Revenue - 100% Occupancy			147,682	147,682	196,910	196,910	246,137	246,137	295,365	344,592	399,820	399,820	456,047	512,275	3,589,379	5,909,097
Total Expected Revenue - 90% Occupancy			98,455	98,455	147,682	147,682	196,910	196,910	246,137	295,365	344,592	344,592	399,820	456,047	2,972,649	5,069,729
Total Expected Revenue - 80% Occupancy			49,227	49,227	98,455	98,455	147,682	147,682	196,910	246,137	295,365	295,365	344,592	399,820	2,368,919	4,483,421
Total Expected Revenue - 70% Occupancy			0	0	49,227	49,227	98,455	98,455	147,682	196,910	246,137	246,137	295,365	344,592	1,772,189	4,142,319

Bad Debt / Scholarships - 100% Occupancy	147,682	22,152	29,536	29,536	36,921	36,921	29,536	34,459	39,982	39,982	45,605	51,227	543,541	590,910	614,730
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	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Bad Debt / Scholarships - 90% Occupancy	98,455	14,768	22,152	22,152	29,536	29,536	24,614	29,536	34,459	34,459	39,982	45,605	425,256	506,973	574,297
Bad Debt / Scholarships - 80% Occupancy	49,227	7,384	14,768	14,768	22,152	22,152	19,691	24,614	29,536	29,536	34,459	39,982	308,272	448,342	470,168
Bad Debt / Scholarships - 70% Occupancy	0	0	7,384	7,384	14,768	14,768	14,768	19,691	24,614	24,614	29,536	34,459	191,987	414,232	421,950
Net Revenue - 100% Occupancy	0	125,530	167,373	167,373	209,217	209,217	265,828	310,133	359,838	359,838	410,443	461,047	3,045,838	5,318,187	5,532,568
Net Revenue - 90% Occupancy	0	83,687	125,530	125,530	167,373	167,373	221,524	265,828	310,133	310,133	359,838	410,443	2,547,393	4,562,757	5,168,675
Net Revenue - 80% Occupancy	0	41,843	83,687	83,687	125,530	125,530	177,219	221,524	265,828	265,828	310,133	359,838	2,060,647	4,035,079	4,231,508
Net Revenue - 70% Occupancy	0	0	41,843	41,843	83,687	83,687	132,914	177,219	221,524	221,524	265,828	310,133	1,580,202	3,728,087	3,797,549
OPERATING EXPENSES															
Salaries & Wages:	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
Total Salaries & Wages	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
FICA	7.65%	7,037	7,037	7,037	7,037	7,037	7,276	7,276	7,276	7,276	7,276	7,276	85,876	91,674	96,258
FUTA	3.30%	3,036	2,318	925	679	168	41	0	0	0	0	0	7,161	7,392	7,392
SUTA	2.70%	2,484	2,224	1,520	699	631	294	76	31	0	0	0	7,959	8,208	8,208
Alt Tax	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W/C	0.57%	524	524	524	524	524	542	542	542	542	542	542	6,399	6,831	7,172
Commissions/Bonus		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	10%	9,199	9,199	9,199	9,199	9,199	9,511	9,511	9,511	9,511	9,511	9,511	112,257	119,835	125,827
Independent Contractors		20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	246,000	258,300	271,215
PEO Costs		4,650	4,650	4,650	4,650	4,650	4,800	4,800	4,800	4,800	4,800	4,800	56,700	57,600	57,600
Hiring, Training, Other Costs		1,000	1,000	1,000	1,000	1,000	500	500	500	500	500	500	9,000	6,097	6,280
Meals/Kitchen		5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	120,960	194,483	201,600
Rent/CAM		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000	144,000	144,000
Utilities		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000	42,679	43,960
Professional: Billing	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing/Advertising		25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Labs/UA Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Treatment Costs		4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,853	3,892	42,822	47,217	48,664
Other Operating Costs		9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
TOTAL OPERATING EXPENSES	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
Net Operating Income - 100% Occupancy	(199,199)	(66,692)	(24,471)	(23,397)	17,299	17,763	69,076	111,707	159,723	159,723	208,609	257,494	687,635	2,780,365	2,890,314
Net Operating Income - 90% Occupancy	(199,199)	(108,535)	(66,315)	(65,240)	(24,544)	(24,080)	24,771	67,402	110,019	110,019	158,004	206,890	189,190	2,024,934	2,526,421
Net Operating Income - 80% Occupancy	(199,199)	(150,378)	(108,158)	(107,084)	(66,388)	(65,924)	(19,534)	23,097	65,714	65,714	108,299	156,285	(297,555)	1,497,257	1,589,254
Net Operating Income - 70% Occupancy	(199,199)	(192,222)	(150,001)	(148,927)	(108,231)	(107,767)	(63,838)	(21,207)	21,409	21,409	63,995	106,580	(778,000)	1,190,264	1,155,295
Net Income/(Loss) - 100% Occupancy	(199,199)	(66,692)	(24,471)	(23,397)	17,299	17,763	69,076	111,707	159,723	159,723	208,609	257,494	687,635	2,780,365	2,890,314
Net Income/(Loss) - 90% Occupancy	(199,199)	(108,535)	(66,315)	(65,240)	(24,544)	(24,080)	24,771	67,402	110,019	110,019	158,004	206,890	189,190	2,024,934	2,526,421
Net Income/(Loss) - 80% Occupancy	(199,199)	(150,378)	(108,158)	(107,084)	(66,388)	(65,924)	(19,534)	23,097	65,714	65,714	108,299	156,285	(297,555)	1,497,257	1,589,254
Net Income/(Loss) - 70% Occupancy	(199,199)	(192,222)	(150,001)	(148,927)	(108,231)	(107,767)	(63,838)	(21,207)	21,409	21,409	63,995	106,580	(778,000)	1,190,264	1,155,295

Hidden Creek Staffing Requirements
(Adjusted per census)

Year 1													
	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	
ESTIMATED FULL TIME EMPLOYEES													
Therapists	1	1	1	1	1	1	2	2	2	2	2	2	
Office Manager/HR	1	1	1	1	1	1	1	1	1	1	1	1	
Nurses	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
CMA (Certified Medical Asst)	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	
Case Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Rehab Technicians (BHT)/Recovery Coach	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
Head Chef	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #1	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #2	1	1	1	1	1	1	1	1	1	1	1	1	
Landscape	1	1	1	1	1	1	1	1	1	1	1	1	
Housekeeper	2	2	2	2	2	2	2	2	2	2	2	2	
Outreach Coordinator	1	1	1	1	1	1	1	1	1	1	1	1	
Provisions/Purchasing Manager	1	1	1	1	1	1	1	1	1	1	1	1	
Maintenance, Transportation & Security	1	1	1	1	1	1	1	1	1	1	1	1	
IT & Communications	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Director of Nursing	1	1	1	1	1	1	1	1	1	1	1	1	
Advanced Registered Nurse Practitioner	1	1	1	1	1	1	1	1	1	1	1	1	
Facility Director	1	1	1	1	1	1	1	1	1	1	1	1	
Psychiatrist/Medical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Clinical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Annual Salary													
Therapists	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 74,880
Office Manager/HR	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Nurses	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 229,840
CMA (Certified Medical Asst)	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 57,408
Case Manager	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 15,600
Rehab Technicians (BHT)/Recovery Coach	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 114,920
Head Chef	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Assistant Cook #1	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 31,200
Assistant Cook #2	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 21,216
Landscape	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 45,000
Housekeeper	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 41,184
Outreach Coordinator	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Provisions/Purchasing Manager	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
Maintenance, Transportation & Security	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
IT & Communications	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 19,760
Director of Nursing	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 83,200
Advanced Registered Nurse Practitioner	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Facility Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Psychiatrist/Medical Director	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 46,800
Clinical Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Total Salary	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 1,141,288
Total Staff	31	31	31	31	31	31	32	32	32	32	32	32	
Independent Contractors													
Rate	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	Year 1 RR
Massage Therapist	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 52,000
Yoga/Tai-chi/Workout Instructor	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 26,000
Contract CFO	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Contract COO	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 108,000
Total	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 246,000

(Adjusted per census)

[illegible]

Hidden Creek Staffing Requirements
(Adjusted per census)

Year 3											
14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1
4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25
2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880
3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440
21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117
5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274
1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433
10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867
1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949
4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134
3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815
7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644
3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440
6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856
32	32	32	32	32	32	32	32	32	32	32	32
MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778
2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389
5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513
9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923
22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601



Hidden Creek Rehab Pro Forma Analysis

Select Revenue Scenario Inputs **3**

Assumptions

	Percentage	Rate	Bed Census	Occupancy %
Ancillary Services (PP)	25.0%	\$150	14	100%
Bed Debt	0.0%		13	93%
Meal Cost (per patient per day)	\$40		12	86%
Lab Test Cost	\$25		11	78%
PEO Cost per employee (per month)	\$150		10	71%
Monthly Lease Payment	\$12,000		9	64%
Renovation Cost per Sq. Ft	\$80	Not currently being used	8	57%
Rooms - Single Occupancy	4	4 beds	7	50%
Rooms - Double Occupancy	5	10 beds	6	43%
Room Type - first to go	Double	14 beds	5	35%

Scenario Indicator (Price Point) **3** *Select*

Scenario (Price Point)	Monthly Price per Bed - Single Occupancy	Monthly Price per Bed - Double Occupancy
1	\$35,000	\$30,000
2	\$40,000	\$35,000
3	\$45,000	\$40,000
4	\$50,000	\$45,000

Scenario (Occupancy)	Occupancy Rate - Month 12 of Year 1
1	100%
2	90%
3	80%
4	70%

Scenario	Month of Breakeven	Month of 100% Occupancy
1	8	16
2	8	21
3	8	27
4	9	35

Scenario 3 - 100% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	30%	30%	40%	40%	50%	50%	60%	70%	80%	80%	90%	100%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	30%	30%	65%	100%
Occupancy Rate - Double Rooms (Total Beds)	42%	42%	56%	56%	70%	70%	84%	98%	100%	100%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 3 - 90% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	20%	20%	30%	30%	40%	40%	50%	60%	70%	70%	80%	90%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	65%
Occupancy Rate - Double Rooms (Total Beds)	28%	28%	42%	42%	56%	56%	70%	84%	98%	98%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 3 - 80% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	10%	10%	20%	20%	30%	30%	40%	50%	60%	60%	70%	80%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%
Occupancy Rate - Double Rooms (Total Beds)	14%	14%	28%	28%	42%	42%	56%	70%	84%	84%	98%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 3 - 70% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	0%	0%	10%	10%	20%	20%	30%	40%	50%	50%	60%	70%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupancy Rate - Double Rooms (Total Beds)	0%	0%	14%	14%	28%	28%	42%	56%	70%	70%	84%	98%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Growth Factors

Census Growth - Monthly (Year 2 & on)	5.0%	
Salary Growth - Annual (Year 2 & on)	5.0%	
Revenue Growth - Annual	5.0%	Not currently being used (controlled by census)
Expense Growth - Annual	3.0%	



Operating Company - Hidden Creek
Operating Income Forecast
Price Point Scenario 3

Summary

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Revenue - by Occupancy Scenario															
100% Occupancy	\$0	\$143,380	\$191,173	\$191,173	\$238,967	\$238,967	\$303,628	\$354,233	\$410,238	\$410,238	\$467,143	\$524,047	\$3,473,188	\$6,047,498	\$6,288,568
90% Occupancy	\$0	\$95,587	\$143,380	\$143,380	\$191,173	\$191,173	\$253,024	\$303,628	\$354,233	\$354,233	\$410,238	\$467,143	\$2,907,193	\$5,198,021	\$5,879,372
80% Occupancy	\$0	\$47,793	\$95,587	\$95,587	\$143,380	\$143,380	\$202,419	\$253,024	\$303,628	\$303,628	\$354,233	\$410,238	\$2,352,897	\$4,604,578	\$4,825,533
70% Occupancy	\$0	\$0	\$47,793	\$47,793	\$95,587	\$95,587	\$151,814	\$202,419	\$253,024	\$253,024	\$303,628	\$354,233	\$1,804,902	\$4,258,209	\$4,337,549
Expenses															
Salaries/Taxes/Benefits	140,417	139,439	137,343	136,269	135,697	135,233	138,312	138,267	138,236	138,236	138,236	138,236	1,653,920	1,754,289	1,838,222
Marketing/Advertising	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Rent/Utilities/Maintenance	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	186,000	186,679	187,960
Meals	5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	16,800	120,960	194,483	201,600
Other Operating Costs	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
Other Treatment Costs	4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,814	3,853	3,892	42,822	47,217	48,664
Total Expenses	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
EBITDA - by Occupancy Scenario															
100% Occupancy	(199,199)	(48,842)	(671)	403	47,049	47,513	106,876	155,807	210,123	210,123	265,309	320,494	1,114,985	3,509,675	3,646,314
90% Occupancy	(199,199)	(96,635)	(48,465)	(47,390)	(744)	(280)	56,271	105,202	154,119	154,119	208,404	263,590	548,990	2,660,198	3,237,119
80% Occupancy	(199,199)	(144,428)	(96,258)	(95,184)	(48,538)	(48,074)	5,666	54,597	103,514	103,514	152,399	206,685	(5,305)	2,066,755	2,183,279
70% Occupancy	(199,199)	(192,222)	(144,051)	(142,977)	(96,331)	(95,867)	(44,938)	3,993	52,909	52,909	101,795	150,680	(553,300)	1,720,387	1,695,295

Revenue & Expense Detail

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Patient Days Billed (By Occupancy Scenario):	30	30	30	30	30	30	30	30	30	30	30	30	360	360	360
100% Occupancy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36.0	78.0	120.0	270	1,262	1,440
Double Rooms (Total Beds)	126.0	126.0	168.0	168.0	210.0	210.0	252.0	294.0	300.0	300.0	300.0	300.0	2,754	3,600	3,600
90% Occupancy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	78.0	114	635	1,138
Double Rooms (Total Beds)	84.0	84.0	126.0	126.0	168.0	168.0	210.0	252.0	294.0	294.0	300.0	300.0	2,406	3,600	3,600
80% Occupancy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36	201	360
Double Rooms (Total Beds)	42.0	42.0	84.0	84.0	126.0	126.0	168.0	210.0	252.0	252.0	294.0	300.0	1,980	3,596	3,600
70% Occupancy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0
Double Rooms (Total Beds)	0.0	0.0	42.0	42.0	84.0	84.0	126.0	168.0	210.0	210.0	252.0	294.0	1,512	3,534	3,600
Total Patient Days Billed - 100% Occupancy	126	126	168	168	210	210	252	294	336	336	378	420	3,024	4,862	5,040
Total Patient Days Billed - 90% Occupancy	84	84	126	126	168	168	210	252	294	294	336	378	2,520	4,235	4,738
Total Patient Days Billed - 80% Occupancy	42	42	84	84	126	126	168	210	252	252	294	336	2,016	3,797	3,960
Total Patient Days Billed - 70% Occupancy	0	0	42	42	84	84	126	168	210	210	252	294	1,512	3,534	3,600
Average Daily Patient Census - 100% Occupancy	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	8.4	13.5	14.0
Average Daily Patient Census - 90% Occupancy	2.8	2.8	4.2	4.2	5.6	5.6	7.0	8.4	9.8	9.8	11.2	12.6	7.0	11.8	13.2
Average Daily Patient Census - 80% Occupancy	1.4	1.4	2.8	2.8	4.2	4.2	5.6	7.0	8.4	8.4	9.8	11.2	5.6	10.5	11.0
Average Daily Patient Census - 70% Occupancy	0.0	0.0	1.4	1.4	2.8	2.8	4.2	5.6	7.0	7.0	8.4	9.8	4.2	9.8	10.0

REVENUE:

Monthly Rate:

100% Occupancy	Single Rooms	\$45,000	0	0	0	0	0	0	0	54,000	54,000	117,000	180,000	405,000	1,893,108	2,160,000
Occupancy	Double Rooms	\$40,000	168,000	168,000	224,000	224,000	280,000	280,000	336,000	392,000	400,000	400,000	400,000	3,672,000	4,800,000	4,800,000
90% Occupancy	Single Rooms	\$45,000	0	0	0	0	0	0	0	0	0	54,000	117,000	171,000	952,640	1,708,974
Occupancy	Double Rooms	\$40,000	112,000	112,000	168,000	168,000	224,000	224,000	336,000	392,000	392,000	400,000	400,000	3,208,000	4,800,000	4,800,000
80% Occupancy	Single Rooms	\$45,000	0	0	0	0	0	0	0	0	0	0	54,000	54,000	300,834	540,254
Occupancy	Double Rooms	\$40,000	56,000	56,000	112,000	112,000	168,000	168,000	224,000	336,000	336,000	392,000	400,000	2,640,000	4,794,800	4,800,000
70% Occupancy	Single Rooms	\$45,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Occupancy	Double Rooms	\$40,000	0	0	56,000	56,000	112,000	112,000	168,000	224,000	280,000	280,000	336,000	392,000	4,712,202	4,800,000
Patient Responsibility - 100% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 90% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 80% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 70% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Services - 100% Occupancy	\$150	682	682	910	910	1,137	1,137	1,365	1,592	1,820	1,820	2,047	2,275	16,379	26,334	27,298
Ancillary Services - 90% Occupancy	\$150	455	455	682	682	910	910	1,137	1,365	1,592	1,592	1,820	2,047	13,649	22,938	25,662
Ancillary Services - 80% Occupancy	\$150	227	227	455	455	682	682	910	1,137	1,365	1,365	1,592	1,820	10,919	20,564	21,449
Ancillary Services - 70% Occupancy	\$150	0	0	227	227	455	455	682	910	1,137	1,137	1,365	1,592	8,189	19,142	19,499
Total Expected Revenue - 100% Occupancy		168,682	168,682	224,910	224,910	281,137	281,137	337,365	393,592	455,820	455,820	519,047	582,275	4,093,379	6,719,442	6,987,298
Total Expected Revenue - 90% Occupancy		112,455	112,455	168,682	168,682	224,910	224,910	281,137	337,365	393,592	393,592	455,820	519,047	3,392,649	5,775,578	6,532,636
Total Expected Revenue - 80% Occupancy		56,227	56,227	112,455	112,455	168,682	168,682	224,910	281,137	337,365	337,365	393,592	455,820	2,704,919	5,116,197	5,361,703
Total Expected Revenue - 70% Occupancy		0	0	56,227	56,227	112,455	112,455	168,682	224,910	281,137	281,137	337,365	393,592	2,024,189	4,731,344	4,819,499

Bad Debt / Scholarships - 100% Occupancy	168,682	25,302	33,736	33,736	42,171	42,171	33,736	39,359	45,582	45,582	51,905	58,227	620,191	671,944	698,730
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	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Bad Debt / Scholarships - 90% Occupancy	112,455	16,868	25,302	25,302	33,736	33,736	28,114	33,736	39,359	39,359	45,582	51,905	485,456	577,558	653,264
Bad Debt / Scholarships - 80% Occupancy	56,227	8,434	16,868	16,868	25,302	25,302	22,491	28,114	33,736	33,736	39,359	45,582	352,022	511,620	536,170
Bad Debt / Scholarships - 70% Occupancy	0	0	8,434	8,434	16,868	16,868	16,868	22,491	28,114	28,114	33,736	39,359	219,287	473,134	481,950
Net Revenue - 100% Occupancy	0	143,380	191,173	191,173	238,967	238,967	303,628	354,233	410,238	410,238	467,143	524,047	3,473,188	6,047,498	6,288,568
Net Revenue - 90% Occupancy	0	95,587	143,380	143,380	191,173	191,173	253,024	303,628	354,233	354,233	410,238	467,143	2,907,193	5,198,021	5,879,372
Net Revenue - 80% Occupancy	0	47,793	95,587	95,587	143,380	143,380	202,419	253,024	303,628	303,628	354,233	410,238	2,352,897	4,604,578	4,825,533
Net Revenue - 70% Occupancy	0	0	47,793	47,793	95,587	95,587	151,814	202,419	253,024	253,024	303,628	354,233	1,804,902	4,258,209	4,337,549
OPERATING EXPENSES															
Salaries & Wages:	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
Total Salaries & Wages	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
FICA	7.65%	7,037	7,037	7,037	7,037	7,037	7,276	7,276	7,276	7,276	7,276	7,276	85,876	91,674	96,258
FUTA	3.30%	3,036	2,318	925	679	168	41	0	0	0	0	0	7,161	7,392	7,392
SUTA	2.70%	2,484	2,224	1,520	699	631	294	76	31	0	0	0	7,959	8,208	8,208
Alt Tax	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W/C	0.57%	524	524	524	524	524	542	542	542	542	542	542	6,399	6,831	7,172
Commissions/Bonus		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	10%	9,199	9,199	9,199	9,199	9,199	9,511	9,511	9,511	9,511	9,511	9,511	112,257	119,835	125,827
Independent Contractors		20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	246,000	258,300	271,215
PEO Costs		4,650	4,650	4,650	4,650	4,650	4,800	4,800	4,800	4,800	4,800	4,800	56,700	57,600	57,600
Hiring, Training, Other Costs		1,000	1,000	1,000	1,000	1,000	500	500	500	500	500	500	9,000	6,097	6,280
Meals/Kitchen		5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	15,120	16,800	120,960	194,483	201,600
Rent/CAM		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000	144,000	144,000
Utilities		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000	42,679	43,960
Professional: Billing	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing/Advertising		25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Labs/UA Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Treatment Costs		4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,853	3,892	42,822	47,217	48,664
Other Operating Costs		9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
TOTAL OPERATING EXPENSES	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
Net Operating Income - 100% Occupancy	(199,199)	(48,842)	(671)	403	47,049	47,513	106,876	155,807	210,123	210,123	265,309	320,494	1,114,985	3,509,675	3,646,314
Net Operating Income - 90% Occupancy	(199,199)	(96,635)	(48,465)	(47,390)	(744)	(280)	56,271	105,202	154,119	154,119	208,404	263,590	548,990	2,660,198	3,237,119
Net Operating Income - 80% Occupancy	(199,199)	(144,428)	(96,258)	(95,184)	(48,538)	(48,074)	5,666	54,597	103,514	103,514	152,399	206,685	(5,305)	2,066,755	2,183,279
Net Operating Income - 70% Occupancy	(199,199)	(192,222)	(144,051)	(142,977)	(96,331)	(95,867)	(44,938)	3,993	52,909	52,909	101,795	150,680	(553,300)	1,720,387	1,695,295
Net Income/(Loss) - 100% Occupancy	(199,199)	(48,842)	(671)	403	47,049	47,513	106,876	155,807	210,123	210,123	265,309	320,494	1,114,985	3,509,675	3,646,314
Net Income/(Loss) - 90% Occupancy	(199,199)	(96,635)	(48,465)	(47,390)	(744)	(280)	56,271	105,202	154,119	154,119	208,404	263,590	548,990	2,660,198	3,237,119
Net Income/(Loss) - 80% Occupancy	(199,199)	(144,428)	(96,258)	(95,184)	(48,538)	(48,074)	5,666	54,597	103,514	103,514	152,399	206,685	(5,305)	2,066,755	2,183,279
Net Income/(Loss) - 70% Occupancy	(199,199)	(192,222)	(144,051)	(142,977)	(96,331)	(95,867)	(44,938)	3,993	52,909	52,909	101,795	150,680	(553,300)	1,720,387	1,695,295

Hidden Creek Staffing Requirements
(Adjusted per census)

Year 1													
	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	
ESTIMATED FULL TIME EMPLOYEES													
Therapists	1	1	1	1	1	1	2	2	2	2	2	2	
Office Manager/HR	1	1	1	1	1	1	1	1	1	1	1	1	
Nurses	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
CMA (Certified Medical Asst)	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	
Case Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Rehab Technicians (BHT)/Recovery Coach	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
Head Chef	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #1	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #2	1	1	1	1	1	1	1	1	1	1	1	1	
Landscape	1	1	1	1	1	1	1	1	1	1	1	1	
Housekeeper	2	2	2	2	2	2	2	2	2	2	2	2	
Outreach Coordinator	1	1	1	1	1	1	1	1	1	1	1	1	
Provisions/Purchasing Manager	1	1	1	1	1	1	1	1	1	1	1	1	
Maintenance, Transportation & Security	1	1	1	1	1	1	1	1	1	1	1	1	
IT & Communications	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Director of Nursing	1	1	1	1	1	1	1	1	1	1	1	1	
Advanced Registered Nurse Practitioner	1	1	1	1	1	1	1	1	1	1	1	1	
Facility Director	1	1	1	1	1	1	1	1	1	1	1	1	
Psychiatrist/Medical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Clinical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Annual Salary													
Therapists	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 74,880
Office Manager/HR	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Nurses	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 229,840
CMA (Certified Medical Asst)	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 57,408
Case Manager	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 15,600
Rehab Technicians (BHT)/Recovery Coach	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 114,920
Head Chef	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Assistant Cook #1	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 31,200
Assistant Cook #2	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 21,216
Landscape	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 45,000
Housekeeper	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 41,184
Outreach Coordinator	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Provisions/Purchasing Manager	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
Maintenance, Transportation & Security	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
IT & Communications	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 19,760
Director of Nursing	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 83,200
Advanced Registered Nurse Practitioner	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Facility Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Psychiatrist/Medical Director	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 46,800
Clinical Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Total Salary	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 1,141,288
Total Staff	31	31	31	31	31	31	32	32	32	32	32	32	
Independent Contractors													
Rate	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	Year 1 RR
Massage Therapist	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 52,000
Yoga/Tai-chi/Workout Instructor	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 26,000
Contract CFO	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Contract COO	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 108,000
Total	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 246,000

(Adjusted per census)

[illegible]

(Adjusted per census)

Hidden Creek Recovery & Retreat Three Year Financial Forecast Page 18



Hidden Creek Rehab Pro Forma Analysis

Select Revenue Scenario Inputs **4**

Assumptions

	Percentage	Rate	Bed Census	Occupancy %
Ancillary Services (PP)	25.0%	\$150	14	100%
Bed Debt	0.0%		13	93%
Meal Cost (per patient per day)	\$40		12	86%
Lab Test Cost	\$25		11	78%
PEO Cost per employee (per month)	\$150		10	71%
Monthly Lease Payment	\$12,000		9	64%
Renovation Cost per Sq. Ft	\$80	Not currently being used	8	57%
Rooms - Single Occupancy	4	4 beds	7	50%
Rooms - Double Occupancy	5	10 beds	6	43%
Room Type - first to go	Double	14 beds	5	35%

Scenario Indicator (Price Point) **4** *Select*

Scenario (Price Point)	Monthly Price per Bed - Single Occupancy	Monthly Price per Bed - Double Occupancy
1	\$35,000	\$30,000
2	\$40,000	\$35,000
3	\$45,000	\$40,000
4	\$50,000	\$45,000

Scenario (Occupancy)	Occupancy Rate - Month 12 of Year 1
1	100%
2	90%
3	80%
4	70%

Scenario	Month of Breakeven	Month of 100% Occupancy
1	8	16
2	8	21
3	8	27
4	9	35

Scenario 4 - 100% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	30%	30%	40%	40%	50%	50%	60%	70%	80%	80%	90%	100%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	30%	30%	65%	100%
Occupancy Rate - Double Rooms (Total Beds)	42%	42%	56%	56%	70%	70%	84%	98%	100%	100%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 4 - 90% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	20%	20%	30%	30%	40%	40%	50%	60%	70%	70%	80%	90%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%	65%
Occupancy Rate - Double Rooms (Total Beds)	28%	28%	42%	42%	56%	56%	70%	84%	98%	98%	100%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 4 - 80% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	10%	10%	20%	20%	30%	30%	40%	50%	60%	60%	70%	80%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	30%
Occupancy Rate - Double Rooms (Total Beds)	14%	14%	28%	28%	42%	42%	56%	70%	84%	84%	98%	100%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Scenario 4 - 70% Occupancy

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Occupancy Rate - Overall	0%	0%	10%	10%	20%	20%	30%	40%	50%	50%	60%	70%
Occupancy Rate - Single Rooms	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupancy Rate - Double Rooms (Total Beds)	0%	0%	14%	14%	28%	28%	42%	56%	70%	70%	84%	98%
Scholarship Rate Assumption	100%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

Month 12 scholarship rate assumed to continue

Growth Factors

Census Growth - Monthly (Year 2 & on)	5.0%	
Salary Growth - Annual (Year 2 & on)	5.0%	
Revenue Growth - Annual	5.0%	Not currently being used (controlled by census)
Expense Growth - Annual	3.0%	



Operating Company - Hidden Creek
Operating Income Forecast
Price Point Scenario 4

Summary

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Revenue - by Occupancy Scenario															
100% Occupancy	\$0	\$161,230	\$214,973	\$214,973	\$268,717	\$268,717	\$341,428	\$398,333	\$460,638	\$460,638	\$523,843	\$587,047	\$3,900,538	\$6,776,809	\$7,044,568
90% Occupancy	\$0	\$107,487	\$161,230	\$161,230	\$214,973	\$214,973	\$284,524	\$341,428	\$398,333	\$398,333	\$460,638	\$523,843	\$3,266,993	\$5,833,285	\$6,590,070
80% Occupancy	\$0	\$53,743	\$107,487	\$107,487	\$161,230	\$161,230	\$227,619	\$284,524	\$341,428	\$341,428	\$398,333	\$460,638	\$2,645,147	\$5,174,076	\$5,419,558
70% Occupancy	\$0	\$0	\$53,743	\$53,743	\$107,487	\$107,487	\$170,714	\$227,619	\$284,524	\$284,524	\$341,428	\$398,333	\$2,029,602	\$4,788,332	\$4,877,549
Expenses															
Salaries/Taxes/Benefits	140,417	139,439	137,343	136,269	135,697	135,233	138,312	138,267	138,236	138,236	138,236	138,236	1,653,920	1,754,289	1,838,222
Marketing/Advertising	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Rent/Utilities/Maintenance	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	15,500	186,000	186,679	187,960
Meals	5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	13,440	15,120	16,800	120,960	194,483	201,600
Other Operating Costs	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
Other Treatment Costs	4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,814	3,853	3,892	42,822	47,217	48,664
Total Expenses	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
EBITDA - by Occupancy Scenario															
100% Occupancy	(199,199)	(30,992)	23,129	24,203	76,799	77,263	144,676	199,907	260,523	260,523	322,009	383,494	1,542,335	4,238,986	4,402,314
90% Occupancy	(199,199)	(84,735)	(30,615)	(29,540)	23,056	23,520	87,771	143,002	198,219	198,219	258,804	320,290	908,790	3,295,462	3,947,816
80% Occupancy	(199,199)	(138,478)	(84,358)	(83,284)	(30,688)	(30,224)	30,866	86,097	141,314	141,314	196,499	257,085	286,945	2,636,253	2,777,305
70% Occupancy	(199,199)	(192,222)	(138,101)	(137,027)	(84,431)	(83,967)	(26,038)	29,193	84,409	84,409	139,595	194,780	(328,600)	2,250,510	2,235,295

Revenue & Expense Detail

	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Patient Days (By Occupancy Scenario):	30	30	30	30	30	30	30	30	30	30	30	30	360	360	360
100% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36.0	78.0	120.0	270	1,262	1,440
100% Occupancy	Double Rooms (Total Beds)	126.0	126.0	168.0	168.0	210.0	252.0	294.0	300.0	300.0	300.0	300.0	2,754	3,600	3,600
90% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	78.0	114	635	1,138
90% Occupancy	Double Rooms (Total Beds)	84.0	84.0	126.0	126.0	168.0	210.0	252.0	294.0	294.0	300.0	300.0	2,406	3,600	3,600
80% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	36.0	36	201	360
80% Occupancy	Double Rooms (Total Beds)	42.0	42.0	84.0	84.0	126.0	168.0	210.0	252.0	252.0	294.0	300.0	1,980	3,596	3,600
70% Occupancy	Single Rooms	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0
70% Occupancy	Double Rooms (Total Beds)	0.0	0.0	42.0	42.0	84.0	84.0	126.0	168.0	210.0	252.0	294.0	1,512	3,534	3,600
Total Patient Days Billed - 100% Occupancy	126	126	168	168	210	210	252	294	336	336	378	420	3,024	4,862	5,040
Total Patient Days Billed - 90% Occupancy	84	84	126	126	168	168	210	252	294	294	336	378	2,520	4,235	4,738
Total Patient Days Billed - 80% Occupancy	42	42	84	84	126	126	168	210	252	252	294	336	2,016	3,797	3,960
Total Patient Days Billed - 70% Occupancy	0	0	42	42	84	84	126	168	210	210	252	294	1,512	3,534	3,600
Average Daily Patient Census - 100% Occupancy	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	8.4	13.5	14.0
Average Daily Patient Census - 90% Occupancy	2.8	2.8	4.2	4.2	5.6	5.6	7.0	8.4	9.8	9.8	11.2	12.6	7.0	11.8	13.2
Average Daily Patient Census - 80% Occupancy	1.4	1.4	2.8	2.8	4.2	4.2	5.6	7.0	8.4	8.4	9.8	11.2	5.6	10.5	11.0
Average Daily Patient Census - 70% Occupancy	0.0	0.0	1.4	1.4	2.8	2.8	4.2	5.6	7.0	7.0	8.4	9.8	4.2	9.8	10.0

REVENUE:

Monthly Rate:

100% Occupancy	Single Rooms	\$50,000	0	0	0	0	0	0	0	60,000	60,000	130,000	200,000	450,000	2,103,453	2,400,000
100% Occupancy	Double Rooms	\$45,000	189,000	189,000	252,000	252,000	315,000	315,000	378,000	441,000	450,000	450,000	450,000	4,131,000	5,400,000	5,400,000
90% Occupancy	Single Rooms	\$50,000	0	0	0	0	0	0	0	0	0	60,000	130,000	190,000	1,058,489	1,896,638
90% Occupancy	Double Rooms	\$45,000	126,000	126,000	189,000	189,000	252,000	315,000	378,000	441,000	441,000	450,000	450,000	3,809,000	5,400,000	5,400,000
80% Occupancy	Single Rooms	\$50,000	0	0	0	0	0	0	0	0	0	0	60,000	60,000	334,260	600,282
80% Occupancy	Double Rooms	\$45,000	63,000	63,000	126,000	126,000	189,000	252,000	315,000	378,000	378,000	441,000	450,000	2,970,000	5,394,150	5,400,000
70% Occupancy	Single Rooms	\$50,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70% Occupancy	Double Rooms	\$45,000	0	0	63,000	63,000	126,000	189,000	252,000	315,000	315,000	378,000	441,000	2,268,000	5,301,227	5,400,000
Patient Responsibility - 100% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 90% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 80% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patient Responsibility - 70% Occupancy	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ancillary Services - 100% Occupancy	\$150	682	682	910	910	1,137	1,137	1,365	1,592	1,820	1,820	2,047	2,275	16,379	26,334	27,298
Ancillary Services - 90% Occupancy	\$150	455	455	682	682	910	910	1,137	1,365	1,592	1,592	1,820	2,047	13,649	22,938	25,662
Ancillary Services - 80% Occupancy	\$150	227	227	455	455	682	682	910	1,137	1,365	1,365	1,592	1,820	10,919	20,564	21,449
Ancillary Services - 70% Occupancy	\$150	0	0	227	227	455	455	682	910	1,137	1,137	1,365	1,592	8,189	19,142	19,499
Total Expected Revenue - 100% Occupancy		189,682	189,682	252,910	252,910	316,137	316,137	379,365	442,592	511,820	511,820	582,047	652,275	4,597,379	7,529,788	7,827,298
Total Expected Revenue - 90% Occupancy		126,455	126,455	189,682	189,682	252,910	252,910	316,137	379,365	442,592	442,592	511,820	582,047	3,812,649	6,481,427	7,322,300
Total Expected Revenue - 80% Occupancy		63,227	63,227	126,455	126,455	189,682	189,682	252,910	316,137	379,365	379,365	442,592	511,820	3,040,919	5,748,973	6,021,732
Total Expected Revenue - 70% Occupancy		0	0	63,227	63,227	126,455	126,455	189,682	252,910	316,137	316,137	379,365	442,592	2,276,189	5,320,369	5,419,499

Bad Debt / Scholarships - 100% Occupancy	189,682	28,452	37,936	37,936	47,421	47,421	37,936	44,259	51,182	51,182	58,205	65,227	696,841	752,979	782,730
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	Year 1												Year 1	Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	TOTAL	TOTAL
Bad Debt / Scholarships - 90% Occupancy	126,455	18,968	28,452	28,452	37,936	37,936	31,614	37,936	44,259	44,259	51,182	58,205	545,666	648,143	732,230
Bad Debt / Scholarships - 80% Occupancy	63,227	9,484	18,968	18,968	28,452	28,452	25,291	31,614	37,936	37,936	44,259	51,182	395,772	574,897	602,173
Bad Debt / Scholarships - 70% Occupancy	0	0	9,484	9,484	18,968	18,968	18,968	25,291	31,614	31,614	37,936	44,259	246,587	532,037	541,950
Net Revenue - 100% Occupancy	0	161,230	214,973	214,973	268,717	268,717	341,428	398,333	460,638	460,638	523,843	587,047	3,900,538	6,776,899	7,044,568
Net Revenue - 90% Occupancy	0	107,487	161,230	161,230	214,973	214,973	284,524	341,428	398,333	398,333	460,638	523,843	3,266,993	5,833,285	6,590,070
Net Revenue - 80% Occupancy	0	53,743	107,487	107,487	161,230	161,230	227,619	284,524	341,428	341,428	398,333	460,638	2,645,147	5,174,076	5,419,558
Net Revenue - 70% Occupancy	0	0	53,743	53,743	107,487	107,487	170,714	227,619	284,524	284,524	341,428	398,333	2,029,602	4,788,332	4,877,549
OPERATING EXPENSES															
Salaries & Wages:	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
Total Salaries & Wages	91,987	91,987	91,987	91,987	91,987	91,987	95,107	95,107	95,107	95,107	95,107	95,107	1,122,568	1,198,352	1,258,270
FICA	7.65%	7,037	7,037	7,037	7,037	7,037	7,276	7,276	7,276	7,276	7,276	7,276	85,876	91,674	96,258
FUTA	3.30%	3,036	2,318	925	679	168	41	0	0	0	0	0	7,161	7,392	7,392
SUTA	2.70%	2,484	2,224	1,520	692	631	294	76	31	0	0	0	7,959	8,208	8,208
Alt Tax	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W/C	0.57%	524	524	524	524	524	542	542	542	542	542	542	6,399	6,831	7,172
Commissions/Bonus		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	10%	9,199	9,199	9,199	9,199	9,199	9,511	9,511	9,511	9,511	9,511	9,511	112,257	119,835	125,827
Independent Contractors		20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	20,500	246,000	258,300	271,215
PEO Costs		4,650	4,650	4,650	4,650	4,650	4,800	4,800	4,800	4,800	4,800	4,800	56,700	57,600	57,600
Hiring, Training, Other Costs		1,000	1,000	1,000	1,000	1,000	500	500	500	500	500	500	9,000	6,097	6,280
Meals/Kitchen		5,040	5,040	6,720	6,720	8,400	8,400	10,080	11,760	13,440	15,120	16,800	120,960	194,483	201,600
Rent/CAM		12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000	144,000	144,000
Utilities		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000	42,679	43,960
Professional: Billing	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing/Advertising		25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	245,000	243,882	251,199
Labs/UA Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Treatment Costs		4,118	3,118	3,157	3,157	3,196	3,196	3,735	3,774	3,814	3,853	3,892	42,822	47,217	48,664
Other Operating Costs		9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	9,125	109,500	111,271	114,609
TOTAL OPERATING EXPENSES	199,199	192,222	191,845	190,770	191,918	191,454	196,752	198,426	200,114	200,114	201,834	203,553	2,358,202	2,537,823	2,642,254
Net Operating Income - 100% Occupancy	(199,199)	(30,992)	23,129	24,203	76,799	77,263	144,676	199,907	260,523	260,523	322,009	383,494	1,542,335	4,238,986	4,402,314
Net Operating Income - 90% Occupancy	(199,199)	(84,735)	(30,615)	(29,540)	23,056	23,520	87,771	143,002	198,219	198,219	258,804	320,290	908,790	3,295,462	3,947,816
Net Operating Income - 80% Occupancy	(199,199)	(138,478)	(84,358)	(83,284)	(30,688)	(30,224)	30,866	86,097	141,314	141,314	196,499	257,085	286,945	2,636,253	2,777,305
Net Operating Income - 70% Occupancy	(199,199)	(192,222)	(138,101)	(137,027)	(84,431)	(83,967)	(26,038)	29,193	84,409	84,409	139,595	194,780	(328,600)	2,250,510	2,235,295
Net Income/(Loss) - 100% Occupancy	(199,199)	(30,992)	23,129	24,203	76,799	77,263	144,676	199,907	260,523	260,523	322,009	383,494	1,542,335	4,238,986	4,402,314
Net Income/(Loss) - 90% Occupancy	(199,199)	(84,735)	(30,615)	(29,540)	23,056	23,520	87,771	143,002	198,219	198,219	258,804	320,290	908,790	3,295,462	3,947,816
Net Income/(Loss) - 80% Occupancy	(199,199)	(138,478)	(84,358)	(83,284)	(30,688)	(30,224)	30,866	86,097	141,314	141,314	196,499	257,085	286,945	2,636,253	2,777,305
Net Income/(Loss) - 70% Occupancy	(199,199)	(192,222)	(138,101)	(137,027)	(84,431)	(83,967)	(26,038)	29,193	84,409	84,409	139,595	194,780	(328,600)	2,250,510	2,235,295

Hidden Creek Staffing Requirements
(Adjusted per census)

Year 1													
	4.2	4.2	5.6	5.6	7.0	7.0	8.4	9.8	11.2	11.2	12.6	14.0	
ESTIMATED FULL TIME EMPLOYEES													
Therapists	1	1	1	1	1	1	2	2	2	2	2	2	
Office Manager/HR	1	1	1	1	1	1	1	1	1	1	1	1	
Nurses	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
CMA (Certified Medical Asst)	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	
Case Manager	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Rehab Technicians (BHT)/Recovery Coach	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	
Head Chef	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #1	1	1	1	1	1	1	1	1	1	1	1	1	
Assistant Cook #2	1	1	1	1	1	1	1	1	1	1	1	1	
Landscape	1	1	1	1	1	1	1	1	1	1	1	1	
Housekeeper	2	2	2	2	2	2	2	2	2	2	2	2	
Outreach Coordinator	1	1	1	1	1	1	1	1	1	1	1	1	
Provisions/Purchasing Manager	1	1	1	1	1	1	1	1	1	1	1	1	
Maintenance, Transportation & Security	1	1	1	1	1	1	1	1	1	1	1	1	
IT & Communications	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Director of Nursing	1	1	1	1	1	1	1	1	1	1	1	1	
Advanced Registered Nurse Practitioner	1	1	1	1	1	1	1	1	1	1	1	1	
Facility Director	1	1	1	1	1	1	1	1	1	1	1	1	
Psychiatrist/Medical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Clinical Director	1	1	1	1	1	1	1	1	1	1	1	1	
Annual Salary													
Therapists	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 74,880
Office Manager/HR	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Nurses	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 19,153	\$ 229,840
CMA (Certified Medical Asst)	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 4,784	\$ 57,408
Case Manager	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 15,600
Rehab Technicians (BHT)/Recovery Coach	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 9,577	\$ 114,920
Head Chef	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Assistant Cook #1	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600	\$ 31,200
Assistant Cook #2	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 1,768	\$ 21,216
Landscape	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 3,750	\$ 45,000
Housekeeper	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 3,432	\$ 41,184
Outreach Coordinator	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
Provisions/Purchasing Manager	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000
Maintenance, Transportation & Security	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 3,467	\$ 41,600
IT & Communications	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 1,647	\$ 19,760
Director of Nursing	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 6,933	\$ 83,200
Advanced Registered Nurse Practitioner	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 3,120	\$ 37,440
Facility Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Psychiatrist/Medical Director	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 3,900	\$ 46,800
Clinical Director	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 6,067	\$ 72,800
Total Salary	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 91,987	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 95,107	\$ 1,141,288
Total Staff	31	31	31	31	31	31	32	32	32	32	32	32	
Independent Contractors													
Rate	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	Year 1 RR
Massage Therapist	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 4,333	\$ 52,000
Yoga/Tai-chi/Workout Instructor	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 26,000
Contract CFO	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 60,000
Contract COO	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000	\$ 108,000
Total	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 246,000

(Adjusted per census)

[illegible]

Hidden Creek Staffing Requirements
(Adjusted per census)

Year 3											
14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1
4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25
2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25	4.25
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1
6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880	6,880
3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440
21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117	21,117
5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274	5,274
1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433	1,433
10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558	10,558
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867	2,867
1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949	1,949
4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134	4,134
3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784	3,784
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378	1,378
3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822	3,822
1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815	1,815
7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644	7,644
3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440	3,440
6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689	6,689
104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856	104,856
32	32	32	32	32	32	32	32	32	32	32	32
MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778	4,778
2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389	2,389
5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513	5,513
9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923	9,923
22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601	22,601

TYPICAL STAFFING REQUIREMENTS FOR 12-16 PERSON RESIDENTIAL REHAB
(using Georgia rural/ local pay standards)

Treatment Program						
ROLE	EMP TYPE	RATE	STAFFING SCHEDULE	HOURS	C/P/W	NOTES
Director Of Nursing (RN, BSN)	Salaried	\$ 40.00	weekday	40	\$ 1,600.00	Oversees Medical. Also be a clinician, reducing 1 personnel position
Clinical Director	Salaried	\$ 35.00	weekday	40	\$ 1,400.00	Oversees integration theraputic counselors facilitators, and case manager
Outreach Coordinator	Salaried	\$ 20.00	per schedule	40	\$ 800.00	Personal Concierge/assistant & facilitator for clients- a or coach "foot soldier"
Behavioral Health Technician (4.2 FTE*)	Hourly	\$ 13.00	24/7	168	\$ 2,184.00	Ground level go-fers liason like a bellhop- assist Client/Patients with their needs.
LPN (4.6 Fte)	Hourly	\$ 26.00	24/7	168	\$ 4,368.00	Replaces RN for medical necessities- can operate without supervision of RN?
CMA (Certified Medical Asst) (2.3 FTE*)	Hourly	\$ 12.00	all shifts	84	\$ 1,008.00	Answer phones, paperwork from nursing staff,
Therapist (1-2 FTE's)	Hourly	\$ 20.00	daily	36	\$ 400.00	Provides individual, group & family therapy only
Psychiatrist (Medical Director)	Hourly	\$ 75.00	weekday	12	\$ 900.00	3 visits per week- 30 minutes per client performing psych evaluations & follow-up
Advanced Registered Nurse Practitioner*	Hourly	\$ 48.00	weekday (swing)	15	\$ 720.00	Acting medical director in absence of medical director "workhorse"-medical leadership
Case Manager	Hourly	\$ 15.00	per schedule	20	\$ 300.00	Advocate and assistant to client handling non-medical issues-- assists with family/ legal/ empl or misc. Issues. Interface with other medical staff
*ADNP (Adv. Registered Nurse Practitioner)						
Lodge/ Hospitality Operation						
Facility Director	Salaried	\$ 35.00	weekday/swing	40	\$ 1,400.00	Orchestrates/ integrates treatment and hospitality activities
Office Mgr/ Human Resources/ Bookkeeping	Salaried	\$ 18.00	weekday	40	\$ 720.00	
Cook - Lead/Chef	Salaried	\$ 20.00	weekday	40	\$ 800.00	
Cook	Hourly	\$ 15.00	weekend (swing)	40	\$ 600.00	
Cook	Hourly	\$ 17.00	weekend	24	\$ 408.00	
Custodial-Housekeeping	Hourly	\$ 11.00	daily	72	\$ 792.00	
Maintenance, Transportation & Security	Hourly	\$ 20.00	per schedule	40	\$ 800.00	
IT& Communications	Hourly	\$ 19.00	per schedule	20	\$ 380.00	Includes website management & SEO
*FTE: "Full-Time Employees					\$ 19,580.00	This includes liberal budgeting for contract professional fees for back-end management- and can be economized, rounding the monthly staffing fees to about \$100,000 per month, which concurs with many operator's figures .
					\$ 3,500.00	
				Weekly	\$ 23,080.00	
				Monthly	\$ 92,320.00	
				Contractors	\$ 19,000.00	
EXPENSES PER MONTH		Monthly staffing & contractors			\$ 111,320.00	

Independent Contractors						
LMT (Licenses Massage Therapist+A33	Per client				\$ 1,000.00	1½ hour weekly sessions per client
Yoga/ Tai Chi, or Shinrin Yoku Instructor	Session				\$ 500.00	Optional amenity expense
Contract CFO/ Prosperity BH	Contract				\$ 8,500.00	Negotiable fees-- could be consolidated expense
Contract COO/ Prosperity BH	Contract				\$ 9,000.00	Negotiable fees-- could be consolidated expense
Utilization Review *				TOTAL	\$ 19,000.00	

- 1) Premium PPO- Clients Pre-Pay Ded'ct
2) High End Clients- Self Pay

These staffing projections are prepared by Independent Consultant Rene Douthat , CEO of Hatch Compliance.. using prevailing Georgia pay rates.

These numbers are very close to those prepared by Prosperity BH, and validate each other.

Note that the Contract COO and CFO amounts will be phased in when the operation is functional, and can be phased-in" to mitigate the front-end start-up financial burden.

Nonetheless-- such rates are negotiable, with an equity position option instead.