



## HIDDEN CREEK RECOVERY / RETREAT Variable Revenue Projections

Monthly Revenues per bed	16	16 Bed Net Revenue after Food Costs	15	15 Bed Net Revenue after Meals	14	14 Bed Net Revenue after Food Costs	13	13 Bed Net Revenue after Food Costs	12	12 Bed Net Revenue after Food Costs	11	11 Bed Net Revenue after Food Costs	10	10 Bed Net Revenue after Food Costs
\$ 10,000	\$ 160,000	\$ 145,360	\$ 150,000	\$ 136,275	\$ 140,000	\$ 126,275	\$ 130,000	\$ 118,105	\$ 120,000	\$ 109,020	\$ 110,000	\$ 99,935	\$ 100,000	\$ 90,850
\$ 11,000	\$ 176,000	\$ 161,360	\$ 165,000	\$ 151,275	\$ 154,000	\$ 141,190	\$ 143,000	\$ 131,105	\$ 132,000	\$ 121,020	\$ 121,000	\$ 110,935	\$ 110,000	\$ 100,850
\$ 12,000	\$ 192,000	\$ 177,360	\$ 180,000	\$ 166,275	\$ 168,000	\$ 155,190	\$ 156,000	\$ 144,105	\$ 144,000	\$ 133,020	\$ 132,000	\$ 121,935	\$ 120,000	\$ 110,850
\$ 13,000	\$ 208,000	\$ 193,360	\$ 195,000	\$ 181,275	\$ 182,000	\$ 169,190	\$ 169,000	\$ 157,105	\$ 156,000	\$ 145,020	\$ 143,000	\$ 132,935	\$ 130,000	\$ 120,850
\$ 14,000	\$ 224,000	\$ 209,360	\$ 210,000	\$ 196,275	\$ 196,000	\$ 183,190	\$ 182,000	\$ 170,105	\$ 168,000	\$ 157,020	\$ 154,000	\$ 143,935	\$ 140,000	\$ 130,850
\$ 15,000	\$ 240,000	\$ 225,360	\$ 225,000	\$ 211,275	\$ 210,000	\$ 197,190	\$ 195,000	\$ 183,105	\$ 180,000	\$ 169,020	\$ 165,000	\$ 154,935	\$ 150,000	\$ 140,850

### Gross Revenues (less meal cost) - Average number of beds occupied (annualized)

Mo. Meal Cost @ \$30/PP/day	Revenues per bed	16	15	14	13	12	11	10	Less Staffing & Operating Expenses	
16.00	\$ (14,640)	\$ 10,000	\$ 1,744,320	\$ 1,635,300	\$ 1,515,300	\$ 1,417,260	\$ 1,308,240	\$ 1,199,220	\$ 1,090,200	\$85,000-\$95,000 per month \$1,020,000 - \$1,440,000 per year
15.00	\$ (13,725)	\$ 11,000	\$ 1,936,320	\$ 1,815,300	\$ 1,694,280	\$ 1,573,260	\$ 1,452,240	\$ 1,331,220	\$ 1,210,200	
14.00	\$ (12,810)	\$ 12,000	\$ 2,128,320	\$ 1,995,300	\$ 1,862,280	\$ 1,729,260	\$ 1,596,240	\$ 1,463,220	\$ 1,330,200	
13.00	\$ (11,895)	\$ 13,000	\$ 2,320,320	\$ 2,175,300	\$ 2,030,280	\$ 1,885,260	\$ 1,740,240	\$ 1,595,220	\$ 1,450,200	
12.00	\$ (10,980)	\$ 14,000	\$ 2,512,320	\$ 2,355,300	\$ 2,198,280	\$ 2,041,260	\$ 1,884,240	\$ 1,727,220	\$ 1,570,200	
11.00	\$ (10,065)	\$ 15,000	\$ 2,704,320	\$ 2,535,300	\$ 2,366,280	\$ 2,197,260	\$ 2,028,240	\$ 1,859,220	\$ 1,690,200	
10.00	\$ (9,150)									

#### Marketing Considerations:

#### Retreat Program potential package pricing hypotheticals

Two (2) 14-day programs @ \$7,500 ea = \$15,000 per bed revenue/ mo.  
 Three (3) 10-day programs @ \$4,995 = \$15,000 per bed revenue/ mo.  
 Two (2) 12-day programs @ \$5,995 ea = \$12,000 per bed revenue/ mo.



### Variable Costs Assumptions - Input

*turn to 0 and back to one to reset*

#### Hidden Creek Recovery Retreat Pro Forma Analysis

#### Assumptions

	Percentage	Rate
Ancillary Services (PP)	25.0%	\$150
Bed Debt	0.0%	
Meal Cost (per patient per day)	\$30	
Lab Test Cost	\$25	
PEO Cost per employee (per month)	\$150	
Monthly Lease Payment	\$15,000	
Renovation Cost per Sq. Ft	\$80	<i>Not currently being used</i>
Rooms - Single Occupancy	2	
Rooms - Double Occupancy	7	
Room Type - first to go	Double	Select

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

Scenario (Price Point)	Monthly Price per Bed - Single Occupancy	Monthly Price per Bed - Double Occupancy
1	\$11,000	\$10,000
2	\$12,000	\$11,000
3	\$13,000	\$12,000
4	\$14,000	\$13,000

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%	0%	0%	20%	100%
Occupancy Rate - Double Rooms (Total Beds)	34%	34%	46%	46%	57%	57%	69%	80%	91%	91%	100%	100%
Scholarship Rate Assumption	10%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

*Month 12 scholarship rate assume*

#### 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%	0%	20%
Occupancy Rate - Double Rooms (Total Beds)	23%	23%	34%	34%	46%	46%	57%	69%	80%	80%	91%	100%
Scholarship Rate Assumption	10%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

*Month 12 scholarship rate assume*

#### 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%	0%
Occupancy Rate - Double Rooms (Total Beds)	11%	11%	23%	23%	34%	34%	46%	57%	69%	69%	80%	91%
Scholarship Rate Assumption	10%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

*Month 12 scholarship rate assume*

#### 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%	11%	11%	23%	23%	34%	46%	57%	57%	69%	80%
Scholarship Rate Assumption	10%	15%	15%	15%	15%	15%	10%	10%	10%	10%	10%	10%

*Month 12 scholarship rate assume*

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



	Year 1												TOTAL	Year 1 RR	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		Year 1 RR	TOTAL	TOTAL		
<b>OPERATING EXPENSES</b>																		
Salaries & Wages:		31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	372,984	372,984	324,475	340,699
<b>Total Salaries &amp; Wages</b>		31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	31,082	372,984	372,984	324,475	340,699
FICA	7.65%	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	2,378	28,533	28,533	24,822	26,063
FUTA	3.30%	1,026	994	522	208	23	0	0	0	0	0	0	0	0	2,772	#NAME?	2,310	2,310
SUTA	2.70%	839	839	748	372	195	84	0	0	0	0	0	0	0	3,078	#NAME?	2,565	2,565
Alt Tax	0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W/C	0.57%	177	177	177	177	177	177	177	177	177	177	177	177	177	2,126	2,126	1,850	1,942
Commissions/Bonus		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employee Benefits	5%	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	1,554	18,649	18,649	16,224	17,035
Independent Contractors		8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	8,667	104,000	104,000	104,650	114,660
PEO Costs		1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	21,600	21,600	18,000	18,000
Hiring, Training, Other Costs		1,000	1,000	1,000	1,000	500									4,500	0	0	0
Meals/Kitchen		4,320	4,320	5,760	5,760	7,200	7,200	8,640	10,080	11,520	11,520	12,960	14,400	103,680	155,520	163,233	171,235	
Rent/CAM		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000	180,000	180,000	180,000	
Utilities		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000	42,000	42,679	43,960	
Professional: Billing	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Marketing/Advertising		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000	120,000	121,941	125,599	
Labs/UA Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Office & Medical Supplies		3,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	25,000	24,000	24,388	25,120	
Outcomes tracking	\$28.00	134	134	179	179	224	224	269	314	358	358	403	448	3,226	4,838	5,078	5,327	
Professional Fees		500	500	500	500	500	500	1,000	1,000	1,000	1,000	1,000	1,000	9,000	12,000	12,194	12,560	
Dues/Subscriptions/License		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,000	6,097	6,280	
<b>Other Treatment Costs</b>		4,134	3,134	3,179	3,179	3,224	3,224	3,769	3,814	3,858	3,858	3,903	3,948	43,226	46,838	47,758	49,287	
Uniforms		200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,400	2,439	2,512	
Holiday & Gifts		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,000	6,097	6,280	
Technology Expense		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	12,000	12,194	12,560	
Insurance: Property/Content/BI/PL		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	48,000	48,000	48,776	50,240	
Security/Monitoring		500	500	500	500	500	500	500	500	500	500	500	500	6,000	6,000	6,097	6,280	
Transportation/Mileage		750	750	750	750	750	750	750	750	750	750	750	750	9,000	9,000	9,146	9,420	
Printing		75	75	75	75	75	75	75	75	75	75	75	75	900	900	915	942	
Postage/Direct Mail		100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	1,219	1,256	
Repair & Maintenance		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	24,000	24,388	25,120	
<b>Other Operating Costs</b>		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	109,500	111,271	114,609	
<b>TOTAL OPERATING EXPENSES</b>		94,602	93,570	94,492	93,802	94,424	93,791	95,692	97,176	98,661	98,661	100,146	101,631	1,156,648	#NAME?	1,161,779	1,207,965	
<b>Net Operating Income - 100% Occupancy</b>		(37,740)	(39,867)	(22,888)	(22,198)	(4,919)	(4,286)	18,032	35,502	52,971	52,971	70,800	89,709	188,086	#NAME?	998,811	1,065,945	
<b>Net Operating Income - 90% Occupancy</b>		(56,694)	(57,768)	(40,789)	(40,099)	(22,820)	(22,187)	(922)	16,548	34,017	34,017	51,486	69,315	(35,897)	#NAME?	848,086	833,212	
<b>Net Operating Income - 80% Occupancy</b>		(75,648)	(75,669)	(58,690)	(58,000)	(40,721)	(40,088)	(19,876)	(2,406)	15,063	15,063	32,532	50,001	(258,440)	#NAME?	765,451	782,203	
<b>Net Operating Income - 70% Occupancy</b>		(94,602)	(93,570)	(76,591)	(75,901)	(58,622)	(57,989)	(38,830)	(21,360)	(3,891)	(3,891)	13,578	31,047	(480,623)	#NAME?	639,696	782,203	
<b>Net Income/(Loss) - 100% Occupancy</b>		(37,740)	(39,867)	(22,888)	(22,198)	(4,919)	(4,286)	18,032	35,502	52,971	52,971	70,800	89,709	188,086	#NAME?	998,811	1,065,945	
<b>Net Income/(Loss) - 90% Occupancy</b>		(56,694)	(57,768)	(40,789)	(40,099)	(22,820)	(22,187)	(922)	16,548	34,017	34,017	51,486	69,315	(35,897)	#NAME?	848,086	833,212	
<b>Net Income/(Loss) - 80% Occupancy</b>		(75,648)	(75,669)	(58,690)	(58,000)	(40,721)	(40,088)	(19,876)	(2,406)	15,063	15,063	32,532	50,001	(258,440)	#NAME?	765,451	782,203	
<b>Net Income/(Loss) - 70% Occupancy</b>		(94,602)	(93,570)	(76,591)	(75,901)	(58,622)	(57,989)	(38,830)	(21,360)	(3,891)	(3,891)	13,578	31,047	(480,623)	#NAME?	639,696	782,203	

# HIDDEN CREEK



## RECOVERY / RETREAT

		Year 1												Year 1 RR					
		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	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5
ADC		4.8	4.8	6.4	6.4	8.0	8.0	9.6	11.2	12.8	12.8	14.4	16.0		14.8	14.9	14.9	15.0	15.0
<b>ESTIMATED FULL TIME EMPLOYEES</b>																			
Office Manager & Bookkeeper		1	1	1	1	1	1	1	1	1	1	1	1		1	1	1	1	1
BHT Rehab Technicians (Concierges/ go-fers)		2	2	2	2	2	2	2	2	2	2	2	2		0	0	0	0	0
Head Chef		1	1	1	1	1	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		1	1	1	1	1
Landscaper		1	1	1	1	1	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		2	2	2	2	2
Admissions & Outreach Coordinator		1	1	1	1	1	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		1	1	1	1	1
Webmaster, IT & Communications		1	1	1	1	1	1	1	1	1	1	1	1		0.5	0.5	0.5	0.5	0.5
Facility Director & House Manager		1	1	1	1	1	1	1	1	1	1	1	1		1	1	1	1	1
Annual Salary		1	2	3	4	5	6	7	8	9	10	11	12	3					
Office Manager & Bookkeeper	\$ 37,440	\$ 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	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276
BHT Rehab Technicians (Concierges/ go-fers)	\$ 27,040	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 4,507	\$ 54,080	\$ -	\$ -	\$ -	\$ -	\$ -
Head Chef	\$ 37,440	\$ 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	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276
Assistant Cook #1	\$ 31,200	\$ 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	\$ 2,730	\$ 2,730	\$ 2,730	\$ 2,730	\$ 2,730
Landscaper	\$ 25,000	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 2,083	\$ 25,000	\$ 2,188	\$ 2,188	\$ 2,188	\$ 2,188	\$ 2,188
Housekeeper	\$ 20,592	\$ 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	\$ 3,604	\$ 3,604	\$ 3,604	\$ 3,604	\$ 3,604
Admissions & Outreach Coordinator	\$ 41,600	\$ 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	\$ 3,640	\$ 3,640	\$ 3,640	\$ 3,640	\$ 3,640
Maintenance, Transportation & Security	\$ 37,440	\$ 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	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276	\$ 3,276
Webmaster, IT & Communications	\$ 19,760	\$ 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	\$ 865	\$ 865	\$ 865	\$ 865	\$ 865
Facility Director & House Manager	\$ 47,840	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 3,987	\$ 47,840	\$ 4,186	\$ 4,186	\$ 4,186	\$ 4,186	\$ 4,186
<b>Total Salary</b>		\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 31,082	\$ 372,984	\$ 27,040	\$ 27,040	\$ 27,040	\$ 27,040	\$ 27,040
<b>Total Staff #</b>		12	12	12	12	12	12	12	12	12	12	12	12		10	10	10	10	10
<b>Independent Contractors</b>															# Months Used for RR				
	Rate	1	2	3	4	5	6	7	8	9	10	11	12	3					
Message Therapist	\$ 52,000	\$ 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	\$ 4,550	\$ 4,550	\$ 4,550	\$ 4,550	\$ 4,550
Forest Bathing Therapist	\$ 26,000	\$ 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	\$ 2,275	\$ 2,275	\$ 2,275	\$ 2,275	\$ 2,275
Addiction Counselor or Smart Recovery Facilitator	\$ 26,000	\$ 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	\$ 2,275	\$ 2,275	\$ 2,275	\$ 2,275	\$ 2,275
<b>Total</b>		\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 8,667	\$ 104,000	\$ 6,825	\$ 6,825	\$ 9,100	\$ 9,100	\$ 9,100

