

Mountain Skies Equestrian & Retreat Center



Confidential Business Plan

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Introduction

First of all let me thank you for taking the time to review this document. This has been a dream of mine since I was very young, to own a ranch where people can come to enjoy their horses in a comfortable and peaceful setting.

The overall plan is to develop an Equestrian and Corporate Retreat Center that is a working ranch breeding horses and providing covered arena space for events in the Quad-City area of Prescott, Arizona. The optimum location would be secluded enough to provide serenity for the lodging guests, yet close enough to major highways to provide convenient access for members and event attendees.

I am looking for a financial partner or loan from someone who believes in this project as much as I do. I have the capability to build and manage this project from start to finish and I need someone who will take minimal risk in order to get a 125% to 200% return on their investment over three years.

My commitment to you as a potential investor is to be frank and honest about every aspect of the project. I will happily convey weaknesses as well as strengths and report accurate information. I will not coerce anyone into this, nor will I accept anything from someone whom I don't feel has a factual understanding of the complete project.

Take your time, ask questions, and if you come to the same conclusion as I, then let's build an Equestrian Center. If not, thank you so much for your time. I wish you blessings and God-Speed in all your future endeavors.



Synopsis

Description of Project

Develop 100 acres into a 40 acre equestrian and corporate retreat center with 60 acres parceled into 15 four acre ranchettes to augment the finance process. Equestrian Center property will be used for events, boarding, riding lessons, trail rides, hay rides, camping, RV parking, lodging, dining, conference rooms, and other equestrian activities. The Center will have an approximately 10,000 square foot conference center that includes lodging, kitchen, dining room, and conference rooms. Initially there will be a 3700 square foot barn, a 7500 square foot open arena, as well as a 20,000 square foot covered arena. A gift shop and coffee shop will round out the Center's campus.

The four acre ranchettes will be improved with wells, fencing, and roads to facilitate sales. Property Owners will receive the benefits of free membership in the Equestrian Center which will allow usage of the facilities for free or at reduced rates. CC & R's will dictate the quality and type of homes that can be built and the general appearance.

Funding

Center will require capital funding of 3.5 million dollars.

Return of Investment

Plan sets interest rate at 20% on a 30 year amortization with a balloon payment at 36 months from center opening (48 months from loan initiation). In lieu of periodic payments during construction (approximately 9-12 months), plan suggests a one year payment of interest at the close of the loan at the end of year 4. At 20% interest, the four year rate of return is 80%.

Executive Summary

Overview

Imagine with me if you will. You are the owner of a small electronics firm in Phoenix, Arizona. Your company is about to embark on some major changes to solidify your position in the market. You are the one who makes the final decisions, but it is important to you to receive input from your employees. You decide to schedule an out-of-town retreat for your management team to undertake team building exercises and strategic planning.

You decide on a place located outside of Prescott, in Northern Arizona, that you heard about from a friend. He had recently attended a similar meeting there.

As you drive, your mind on the many things you wish to accomplish during the meetings, you almost overlook the traffic becoming thinner, the terrain changing, and your surroundings becoming increasingly more rural. The mountains are beautiful this time of year, and with suddenness, you open the window and feel the brisk breeze on your face. You take a deeper breath than you can ever remember, and you relax.

You pull under the ranch gate of your destination; your attention is directed to a rustic, yet well kept, building. The porch is scattered with rocking chairs that look comfortable and inviting. Looking over, you see a large, clean, white fabric covered building, and a woman wearing chaps and spurs leading a horse through the door. To the other side is a barn with activity all around and just about everywhere you look, there are horses. Beautiful horses that walk as if they are prancing on clouds.

Topping the steps, a man in a cowboy hat and apron says “Howdy, I’m Matt; I’m the grub master here. I saw you pull up. If you’re looking for the office, it’s right around the corner. Welcome to our little slice of heaven. Enjoy your stay”.

After signing in, you drive out to your private casita. Well decorated, cozy, and very comfortable. You lie down for a moment and feel the light breeze and listen to the sounds of nature wafting through the open window, and again, you take a deep breath.

Entering the afternoon meeting session you overhear your stock manager and salesman discussing the wonderful trail ride they arrived early for. Your assistant tells you what a great idea this is and how comfortable the rooms are. There are tables at the back of the meeting room stocked with fresh fruit, pastries, chips, and an assortment of beverages. You know you have work to do now, but a hay ride to a steak dinner later is really starting to whet your appetite. Let the meetings begin

Welcome to beautiful Mountain Skies Equestrian and Corporate Retreat Center located in the scenic high chaparral of Northern Arizona.

Opportunity

This is not the chance of a lifetime nor is it an Internet IPO goldmine. It is simply a good project with reasonable rates of return based on needs in a growing community. It is also a dream and therefore something that passion will drive. The Quad-City area of Prescott has a large horse population and very few public facilities to utilize. This is an opportunity to put an upscale equestrian and retreat center in the middle of the largest horse population in Yavapai County.

In March of 2006 a study was published out of Yavapai College that demonstrates the need for such a facility. Of the 1700 respondents, 100% said they would pay for the use of such facilities. There is also a need for more corporate meeting rooms as a recent personal informal survey indicates, many of the popular Quad-City meeting facilities are booked full for at least 6 weeks.

This is a strong plan, well conceived, and backed by data. It also represents an opportunity to do something good. The Center will provide youth an outlet for their energies, offer training excellence in horsemanship, help corporations meet team needs, and become a partner in the community.

Market

According to a Pleasure Horse Industry survey compiled by John Morgan, Dean of Yavapai College Agribusiness in March of 2006 (See Attached Documents), there are over 12,000 horses in Yavapai County (page 18), mostly in the area southeast of Prescott and the Chino and Williamson Valley area north of Prescott (page 4, paragraph 4). This study showed that 83% of horse owners live on 10 acres or less, that 67.8% are interested in taking classes or clinics, 100% are willing to pay a fee for the use of arenas, and that over 50% would be willing to travel up to 40 miles for the use of these arenas. It also states that almost 60% responded that the area is in need of more arenas (page 6).

In terms of events, the study found that almost 60% of the respondents said that they attend 1-5 events per year and 25% attend 6-10 annually (page 11, graph).

Differentiation

Our appeal will be to the upscale rider who desires a deeper relationship with their horse. We will offer natural horsemanship classes based on the Parelli model though not to the exclusivity of other models of like nature. Our trainers must be certified in an area of natural horsemanship and our fees will reflect as such. The boarding facilities will be clean and the arenas will be maintained to high levels. An on-site tack shop will include a coffee house and all boarders will have individual lockers that can be secured. Our breeding program will offer affordable, high quality Tennessee Walking Horses that can be purchased as foals or as fully trained seasoned horses. Instead of just providing horse purchases, we will also offer horse leasing programs to allow people to timeshare a horse. We will maximize the use of each horse by utilizing them from birth to old age.

Our Corporate Center will offer well equipped meeting rooms as well as comfortable lodging, delicious dining, and well-trained facilitators. Our primary difference from our competitors will be our location and the equestrian activities. We will use the time our guests spend here to educate them and promote the other activities of the center.

Products

In addition to the items already mentioned, we will have a 20,000 square foot covered arena that can be rented to outside parties.

For the Equestrian Center the main products will be boarding, training, trail rides, hay rides, events, and other activities.

The Corporate Center offers lodging, dining, meeting rooms, equipment rental, and other items associated with such business.

Management Biography

John Wright has been involved in business process redesign and information technology for over 25 years. He excels at bringing improved process and procedure systems in a wide variety of business models and industries. John brings this expertise along with his knowledge and love of horses into this venture.

Along the road John has also worked in construction, civil engineering, as a musician, a loan officer, a senior pastor, and even a stuntman. This project is the culmination of all the positions and talent that John has accrued during his life.

After coming across the Parelli Natural Horse*Man*Ship training model and viewing the Level 1 training sessions, John realized that all of his experience had led up to this point in his life when his childhood dream could now be put into action.

Scott Weigele has worked as a general superintendent for five years developing and setting up new subdivisions primarily in Northern Arizona. He has had his General Contractor's license for 8 years and is also a licensed real estate agent in the state of Arizona He is currently pursuing the class room hours needed to become a real estate broker.

With over 25 total years of practical hands-on construction experience, Scott is very motivated and driven in his pursuit of excellence. Scott has also made himself a student of current local real estate market trends through very thorough and precise data collection.

The management qualifications will only impress after you decide that this is a worthy project. We are uniquely qualified to direct this project start to finish. Once we have had an opportunity to get to know one another, we believe you will come to the same conclusion.

Use of Proceeds

The section labeled Supporting Documents (SD series) in this document give complete detail about the plans and projections of the Center. This is my working blueprint once the project begins. Monthly comparative reviews will be conducted and operational adjustments made as necessary to achieve maximum profit. For review, a summary of the loan proceeds is included here.

Construction & Improvement	\$2,961,800
Horses	\$33,000
Equipment	\$72,800
Furnishings	\$213,983
Salaries & Certification	\$39,000
Operating Expenses	\$35,680
Operating Capital	\$143,737
	<hr/>
Total	\$3,500,000

Key Financials

Listed below is a summary of the detail found in the section Three Year Projected Income & Expenses.

	Construction	Year 1	Year 2	Year 3	Total
Operation Revenue		\$412,150	\$863,550	\$1,012,500	\$2,288,200
Land Revenue		\$795,000	\$1,770,000	\$1,890,000	\$4,455,000
Operation Expenses		\$594,082	\$807,490	\$936,111	\$2,337,683
Land Expenses		\$466,097	\$511,097	\$511,097	\$1,488,290
		<hr/>			
Profit/Loss	\$0	\$146,971	\$1,314,963	\$1,455,293	\$2,917,227
Capital Expenditures	\$3,356,263	\$53,600	\$27,900	\$167,700	\$3,605,463

Strengths/Weaknesses

Weaknesses include:

- There is at least one other large scale project that is attempting to create community arenas in Prescott. This is a non-profit venture with an \$8 million price tag for phase one. The city has tentatively agreed to work with the group, but they have stated that before anything can begin, they must have cash-in-hand.
- Because of the study just release from Yavapai College on the Pleasure Horse Industry in Yavapai County, there may be others attempting to build arenas for public use.
- There are other boarding ranches close by. We will need to offer superior service and cleanliness to be competitive.
- The better trails will be located about 10-30 minutes away requiring some driving to be done for some of the trail rides. However, all the other ranches in the area charge fees for this service, as we will.

Strengths include:

- We have a unique opportunity to become the first in this community to offer this type of program and these types of facilities.
- It is a multi-use facility using the Equestrian Center to draw interest to the Corporate Center and vice-versa.
- Seasonal revenues may be minimized by the enclosed arena. While the corporate center may slow down, the training and indoor riding should increase due to the weather.
- Scalability. The project can succeed on as little as 10 acres, works even a little better on 20 acres, and really flies on 40 plus acres.
- A multi-talented project manager with a background covering every aspect of the development and business management.
- Location, Location, Location.
- Passion, Passion, Passion.

Summary

Price, Service, Quality; choose any two. Service and Quality are the choices for this venture. If this project is something that interests you, it's time to take the next step. Here's a chance to do something really positive with your investments.

General Plan

Investor Protection

First let's address the most important issue for an investor immediately. How is your investment protected? This concern should be addressed to your satisfaction before investing additional time considering this proposal.

What if, two years down the line we have to resign the plan, default everything back to you and walk away. Then what are you, the investor, left with? Your protection is simple – you hold the deed to the property and all improvements thereon plus all the equipment and supplies purchased. Property value is expected to exceed amounts owed in the second year in a below average market.

Referring to section SD5 - Property Value Analysis, you will note that even in an average real estate market, the value of the property exceeds the amount of the original loan sometime within the second year. Simply holding on to the property into the third year would gain you almost \$1.5 million in appreciation in a low market, \$2.6 million in an average market, and \$4 million in an up market.. Selling it, or keeping the property in your portfolio and leasing it would make the investment profitable for you, the investor. Regardless of the market conditions, the investment in property and property improvement alone would be exceeded after the first year of completion. Therefore, all the equipment and furniture that could be auctioned off would be icing on the cake.

Now, let's look at the positive. Success of this plan nets you monthly loan payments for three years at an agreed upon interest rate (estimated 20% APR, with a 30 Year amortization), the principle would be paid off in a balloon payment at the end of the third year of operation (forth year of loan), and the first years interest would be paid at the close of the loan (refer to SD5: Return of Investment Analysis).

To make this plan work we need creative financing. You will need to agree to not take any monthly payments in principal or interest until one year after loan initiation. In

return the payoff amount after four years from the loan initiation date will include the first year's interest. Should land sales take place within the first year, the interest would be paid at the end of the first year as opposed to waiting until the end. Once the Center is open, monthly principle and interest payments would be made until the close of the loan.

Referring to SD3: Year One Cost Timetable; you will note that there is a one year build schedule, a very generous timeframe for the building of this project. Most likely it can be completed in nine months or less as denoted by the cost breakdown. An advantage is that lessons, trail-rides, and other training classes can begin as soon as the property is acquired and a round pen completed. Boarding can begin immediately after the barn is built. Land sales can begin as soon as the parcels are split out, roads put in, wells dug, and fencing erected.

Obviously, operation income from the construction period will be quite modest. However, during this season of the build the concentration will be on promoting the business and marketing. Yet, the amount that is received will go in the till to offset smaller expenses during construction. The entire goal of this period financially is to arrive at the point where the first month of operation mirrors the first month on paper (Year One – Income). The plan does not forecast any income from this construction period.

In terms of hard cash and property investment, I hope that any major concerns have been mitigated. If not, ask more questions before you move on any further. It's important to understand this plan and ensure the suitability of each section before moving to the next.

Business Structure

Two corporate entities will be created, one for-profit that will encapsulate the daily business, and a non-profit for doing community service work, organizing and conducting events, and supports therapy horse programs. There will be a very definitive financial line separating the two for IRS reporting reasons.

Officers of the for-profit corporation will be the investors and minimally the project/business manager. The officers of the non-profit corporation will be selected from prominent community leaders solicited once the basic campus is completed. The business manager will be a member of the board for the non-profit corporation and initially will act as a facilitator remaining on the board until success is assured. The non-profit will lease the grounds for larger events from the for-profit.

Land Acquisition

The site plan drawing (section CD1) shows only ten acres developed to scale. The plan sets a land size of 40 acres for the Center and 60 acres parceled out for sale. The 40 acres will allow expansion of boarding horses in 24' x 42' open corrals, ensure extra privacy for the future casitas, and be able to place the campsite/hayride destination as far from the public areas of the Center as possible.

Location

The Quad-City area of Prescott, Arizona is the selected location. It is close enough to Phoenix, Las Vegas, and Tucson that the Corporate Center will receive lodging guests from there. It is within fifty miles of Interstate 40 and thirty miles from Interstate 17 in northern Arizona should out of state people may easily travel to and attend events. One attraction of the area is that the climate is very mild. Riding and training can take place year round. The plan includes a down season for conservative planning purposes, but the fact is there may be no real off- season. Should it be needed, the large covered arena can be partitioned into smaller arenas during inclement weather. The area has a large horse population as well as many affluent families living in and around. It is an area growing and yet still very open. In addition, it is home to the largest equestrian population in Yavapai County. 92% of the population in Yavapai County resides within the metropolitan area of Prescott, Prescott Valley, Chino Valley, and Dewy/Humboldt.

Staffing

The goal is to create a family atmosphere where staff feel appreciated and empowered to make decisions within their positions. Having spent years developing teams to work on Total Quality Management (TQM) and Continuous Quality Improvement (CQI), I have seen first-hand the benefit of satisfied employees who feel they have ownership in the project. Loyalty and work ethic will be rewarded with profit sharing and equitable salaries.

Equine Training Staff

One of the more difficult tasks will be to maintain qualified training staff. The very nature of this group of people tends to make them transient in terms of work. In order to bring continuity to the program, I will become certified as an instructor in the Parelli methods of equine training (Appendix C). It will then be necessary for any trainer hired to be going through a program and have an understanding of the concepts of the natural horsemanship training methods. We will maintain a video library available for training staff to view at their leisure. These will include shows from the RFD television network by Dennis Reis, Ken McNabb, Clinton Anderson, Charles Wilhelm, and others of like method mind. Any trainer who does not subscribe to the humane methods of natural horsemanship simply will not be considered.

As an additional benefit to the training staff, should finances allow and after they have been employed for two years, may select a certification avenue and the Center will pay for their expenses to complete the process. Upon completion they will receive an increase in pay as well as special marketing from the Center. The benefit of this policy is to then charge a higher fee for their services.

Equine

The horses to be purchased will be Tennessee Walking Horses, a wonderful horse with a sweet temperament and an extremely comfortable ride. It is said “ride one today, you’ll own one tomorrow”. Since the primary purpose of the horse is to be a trail horse that will have to deal with a wide range of rider abilities, the focus will be comfort and safety for our riding clients.

Tennessee Walking Horses were bred for stamina and a comfortable stride to cover long distances and rough terrain. While competing successfully in every equine sport, this American-bred horse replaces the jarring trot with the gliding running-walk which it maintains for long distances at eight mph, and fifteen mph over short distances. The Walker is considered to have the most superb temperament of all horse breeds. Recently they were ranked fourth in popularity in the United States.

Another reason for the selection of this breed is that there are very few West-Coast Tennessee Walker breeders and there are already personal associations with other breeders that would allow the waiver of stud fees and the like for the ability to cross breed with their horses.

Web Marketing

The Center will maintain a web site for all current information as well as paying for search engine optimization to ensure top listings in the various market categories. An online store will be created to sell ranch-specific merchandise as well as some promoted items that the ranch will recommend. Banners and cross promotion with other supplier websites will also help to generate income. This income is not part of this plan and will most likely be developed after the Three Year plan evolves.

The other place where the web will be of great benefit is in the area of buying and selling horses. As deals come along for finer horses and also as a benefit to our boarding clients, advertisement on the website for sale of these horses will occur. As a service to our clients who need to quickly move their horses, the Center will provide advertising on high profile horse selling web sites.

Events & Games

Games and Events will be geared primarily towards youth. This does not preclude adult participation, but the focus will be on raising awareness and competition in the younger age groups. The games that will be held are Gymkhana Games (Appendix A1) and include a variety of skills that horses and riders must master in order to be

competitive. Different skill levels will be offered in competition to allow all who wish the opportunity to compete. It would be advantageous to be the first to bring the games to the area in an organized manner. The games will not be breed specific so that riders of all types could enter the games.

The community does not have any well developed dressage events. These would also become a part of the equestrian repertoire. The five year plan includes a full dressage arena and events to utilize it.

The Center would focus on many avenues of development that would increase the equine community's knowledge, entertainment, and desire to hold more equine events. This in turn requires more training and arena time, which brings increases in cash-flow during non-event periods. People also are exposed to the facilities and may find other uses for the covered arena. Auto shows, flea markets, and many other possibilities exist to rent the space to organizations that require a covered area. Marketing to these different groups that already show in the community would be part of the marketing plan. They would never supersede the original focus of the Center, but would be adjunct to the chief operations.

Profitability Plan

Month ten of the first year after opening is the projected month where the Center would begin to realize a profit. This would be 18 – 22 months after land acquisition depending on the length of the build schedule. The optimum timing for the build would be to fund in January 2008, build until September 2007, and open in October, 2007. This plan reflects such a time frame and only minor modifications would need to be made to adjust the timing.

Association with Non-Profits

The Center will also offer reduced rates to non-profits wanting to rent the facilities. This would include the Corporate Center and lodging facilities. These times would be scheduled to prevent conflicts with for-profit rates. The off-season would be used to promote the Center to these groups.

Association with Local Academics

Since Yavapai College has locations in and around the area, the Center will not duplicate the offerings of classes. Instead the Center will work in conjunction with the college to offer classes that enhance the horsemanship of the area. Offering the arena to the college may generate some income should they choose to rent the space for classes.

The space would also be marketed to the local charter schools wanting to start or expand horsemanship programs.

Beyond Three Years

The goals beyond the three year plan include a hike-in campground area where scouts and the like can utilize. This area will double as the destination for hayrides.

Several casitas will be built to cater to the tourist market. These will be western theme-based and offer more privacy.

A corporate office building will be built thereby opening space for a second meeting hall next to the kitchen where the initial office will be located. This room would have a folding wall for division into two rooms.

A 200' x 300' permanent steel structured arena will be built to attract major names in the equine training industry. Moveable bleachers and arena walls will allow the structure to be utilized for other large scale events.

Purchase of one or two stallions for breeding purposes

Space permitting, a RV campground would offer space with adjacent corrals for those attending events or just passing through for the evening.

A garden for weddings will double as a place for visitors to seek solitude.

Conclusion

The Center will be highly involved with the equine community, staging events and special promotions with local businesses. The local feed stores, saddle shops, and western wear stores will all become partners as we cross recommend one another.

The Center will also be involved in the community in general by being a good neighbor: offering arena space to therapists who provide equine therapy to troubled youth, specially-challenged children, patients who require equine-based physical therapy and others who benefit from this form of treatment.

This Center will be a clean, safe, comfortable place where people can come to relax, train, and just enjoy the ongoing activities of a ranch. The appeal will be to the upscale rider, presenting well trained staff, well maintained facilities, top notch equipment, and individual locking tack lockers as well as transportation for horses and riders to the many riding trails in the community.

Quality, customer service, community involvement, and continuous monitoring of key business indicators to maintain profitability will add up to success.

Income & Expense Item Detail

This section refers to the Income & Expense portions of the Three Year Projected Plan. Each detailed item is presented and the specific three year goals of each are discussed.

Administrative Expenses

Administrative costs stay fixed for the full course of the three year plan except for pest-control, professional fees, and salaries. There was not an attempt to fluctuate the utilities between off-season and peak-season. Instead, an average annual cost was determined and averaged over the whole year. Individual cost centers have their own associated utility costs to determine their profitability in this plan.

Taxes are figured as a straight 5% of income. Since this estimation is vary high and is based on income as opposed to net profit, the plan utilizes this area to accommodate contingency funds.

Riding Classes

Calculations: Refer to items 16-20 on SD1: Preliminary Cost Assumptions

The plan starts with one class of ten students per week and ends up at two classes of ten students per day (10 per week) by Year Three. Classes that will be provided are listed under SD9: Riding Class Offerings. Adjustments for off-peak periods have been made in this plan.

Trail Rides

Calculations: Refer to items 21-23 on SD1: Preliminary Cost Assumptions

This plan starts with one trail ride monthly and elevates to four per week by Year Three. The plan adjusts each year for a down season. We would require three or four different instructors/guides to be available. We will also rent out the facilities to

private instructors who are interested. These would be offered at discounted rates to increase exposure to the Center and would be scheduled around planned activities.

Hay Rides

Calculations: Refer to items 25-30 on SD1: Preliminary Cost Assumptions

Beginning with one ride per month for the first few months and then tapering off for the slow season, the number will then rise to two per week by the third year. This number may be underestimated as the Corporate Center could generate more business than currently calculated. Pricing and number of people per ride was based on a sampling of hayrides in the Phoenix area. Pricing was then increased by 35% for more desirable location. A printout of one can be found in Appendix E6-1. Repair costs rise in the third year due to ageing equipment. Advertising begins the month before the slow season ends in each of the first two years and in the third year advertising continues year-round as a way to estimate cash flow if there were one or two rides a month in the slow season.

Boarding

Calculations: Refer to items 33-37 of SD1: Preliminary Cost Assumptions and Section E of the Appendices for comparative rate sheets

The build of the barn will initially be for ten horses, five owned by the Center, and five available for boarding. Increases in boarding corrals will occur in Year Two with the purchase of seven outdoor covered stalls. The second purchase of eight additional outdoor stalls will occur in Year Three as well as the build of the second barn. This will bring a total of ten horses for the ranch and twenty five stalls available for boarding. Toward the end of Year Three, a total of nineteen horses will have permanent boarded space, while the others are maintained for the breeding program and short-term boarding.

The Center will provide alfalfa hay for all boarded horses twice a day. Any supplements, medications, or special grains will be charged separate additional fees

for handling. Other services such as exercise, hot walking, and ground work are available also for additional fees.

Gift Shop

Calculations: Refer to item 31 of SD1: Preliminary Cost Assumptions

Optimally, the gift shop will be built and open just prior to the first major event which will be held in the last month of the first year of operation. The gift shop will sell ranch-specific merchandise like t-shirts and coffee cups, as well as stock many of the more common tack products that the clients utilize. The wholesale benefit for merchandise will be realized as dealer relationships are formed.

The gift shop will also house a small coffee and pastry shop with a few tables inside and a porch outside with more tables for the use by clientele. The gift shop is intended to provide a service to our clients. The goal would be to operate as close to cost as possible to keep the prices as low as reasonable. However, during events, the gift shop is expected to generate a large profit from impulse purchases such as glow lights and other items that can be marked up as much as 1000%. Walking vendors will be employed to sell these items in the crowds as well as make them available in refreshment booths set up in strategic locations. Those employed for these tasks will be paid minimum wage plus a small percentage commission on what they sell. Or, when the event is held under the non-profit arm, they will be volunteers. During events, the Center will take on the flavor of a fair, returning to a peaceful ranch-like atmosphere afterwards.

In this plan, the daily gift shop sales are separated from the event activity. Please refer to the detail item 'Concessions' to review sales activities associated with events.

Corporate Center

Calculations: Refer to items 38-43 of SD1: Preliminary Cost Assumptions

The Corporate Center will house conferences and meetings of all types. The conference hall will have two entrances and a folding wall dividing the room in half for smaller meetings.

Year One of this plan begins with two meetings per month and ends with a two meeting pr week. By Year Three the plan projects four meetings per week during the peak season. With proper marketing to local corporations, this number can easily be exceeded.

The Center will also rent sound equipment, computers, and projection equipment for a fee. Overhead projectors will be made available at no cost. For the purposes of this plan the income will be included in the miscellaneous section.

Lodging

Calculations: Refer to items 46-47 of SD1: Preliminary Cost Assumptions

Lodging will generate the largest profit for the Center. The plan begins with the bunkhouse hosting twenty people each week and in three grows to full capacity four to five nights a week during peak season. Since this is the major source of income, all other expansion plans and capital expenditures will be based on the success of Lodging. As actual income varies, plans will either be moved forward or delayed.

Twin beds will be available in most rooms, with two or three offering a king-sized bed. Rates will be based on the room, not the number of occupants. If a single person stays in a room, they will be charged the two person rate.

These types of settings are very popular in the corporate arena for strategic planning and team building. With the proper marketing and salesmanship, the Center should be able to stay very busy. I have many contacts in the Phoenix area that specialize in facilitating these types of meetings and marketing directly to them would be an obvious first step.

In the five year plan, the casitas will also become a part of this section.

Concessions

Calculations: None

Concessions will coincide with events. Please review the next section for more information. As mentioned before, Concessions will be the cost center that captures revenue and expenses from sale of merchandise and food service at events.

Events

Calculations: Refer to item 46 of SD1: Preliminary Cost Assumptions and SD7: First Event Budget

Because of the possible conflict with membership, the Center will limit events to once per month. The Center itself will hold four events per year by Year Three and the other event times will be made available for rental. The Center events will be managed by the non-profit organization to attract volunteers. The events would also be closer together during the peak season, but for the purposes of this plan are scheduled once per quarter.

The second year will integrate four additional non-Center events and by the third year, the arena will be rented to outside events once per month.

In the plan you will note that the costs have been zeroed under the expenses column for the events that the Center holds. These costs have been included in the event budget (SD7) and will be paid by the non-profit Corporation.

For all events security will be provided, but medical emergency personnel will only be available during the Center held events.

Memberships

Calculations: Refer to item 47 of SD1: Preliminary Cost Assumptions

Membership will afford clients benefits not available to non-members. Arena use will be free to members during open ride times. Discounts at the gift/tack shop and

restaurant, lodging, boarding and trailer storage, and free entry to all events sponsored by the Center will be some of the additional benefits. While we estimate one new member per week, this estimate will need to be revisited once the Center is established. If membership sales are slow, promotions will be done and advertising will be increased to promote membership.

Facilitation

Calculations: Refer to items 44-45 of SD1: Preliminary Cost Assumptions

I am a trained facilitator and love the opportunity to apply my skills. Sometime in Year Two, I will begin to ramp-up to two seminars per quarter and that is the amount I would like to maintain. My time in Year One needs to focus solely on the Center activities and being available during business hours to meet the needs of the Center. In Year Two there will be an assistant that will be able to manage the urgent situations during Facilitation sessions.

Equine Breeding Program

Calculations: Refer to item 12 of SD1: Preliminary Cost Assumptions

The equine breeding program does not commence until after Year Three. However, there are associated expenses and issues that need to be addressed here.

The horses purchased for the Center will be high quality in order to maximize the breeding benefit. Conformation, temperament, and genotype will be of the highest quality available for the price at the time of purchase. At least two of the horses purchased of the first five will be in foal. The foals will become a part of the Center and will be trained for the trail, which will take about three and a half years. Since there will be down time associated for the pregnant mares, the foals will be used to do imprint training and halter breaking to minimize the impact of lost revenues. However, if the foals can be sold at a premium price, then the Center will take the profit at that time. Advertising for the young horses will occur 3 times before they reach a age appropriate for riding, first as a weanling, then as a yearling, and finally as a two year old. After that the Center will have enough time vested in them to keep

them for Center programs. Of course, prices increase as the length of time, training, and feeding costs accumulate.

Mares will be bred every other year so that by the end of a five year period, five foals are born annually.

Buying and selling of horses can also be profitable. Therefore, as deals for the purchase of horses arise, the Center will make decisions based on price, conformation, and profitability to determine whether the horse in question is a good short-term investment.

Another goal of the Equine Breeding Program will be to purchase a stallion that will be used in cross breeding with breeding partners and also the charge of stud fees.

Kitchen and Dining Room

Calculations: Refer to items 48-50 of SD1: Preliminary Cost Assumptions

The kitchen will be a very simple affair in terms of management. The buffet-style service will require only a cook and a service/cleanup person. The daily guest rates will include access to leftovers and snacks any time of day. At night, the dining room will be secured and restricted to lodging guests. Non-lodging guests may purchase a single meal for \$5.00 to \$6.00.

The kitchen will be managed low profit during the first year. Offering low prices and comfortable dining will establish a regular local clientele.

The calculations for the purpose of this plan include no additional income from the sale of individual meals. It is based on the number of lodging guests only.

Miscellaneous

This cost center covers everything else not already discussed in the plan. The possibilities include space rent for horse trailers, transportation fees, or other categories that are too small to track individually.

Capital Expenditures

There are eight capital expenditures planned as cash and operational abilities allow. They are as follows:

Year One

- Finish the gift shop
- Stock the gift shop and vendor carts

Year Two

- Panel purchase for seven covered stalls
- Two horse purchase

Year Three

- Panel purchase for eight covered stalls
- Three horse purchase
- Three year financial audit
- Commercial Appraisal for the purposes of refinance and plan buyout

Cash Flow

The effort will be made to keep \$150,000 or three months operating expenses in the bank as a contingency. All monies above this amount will be placed in some interest bearing accounts or be used to pay down the principle owed to minimize the impact of the final balloon payment.

Market Research

Local Pricing Survey

Lodging Rates

See E7-1

Food Rates

Golden Corral	\$8.99	776-1664
China Garden	\$8.99	445-7518

Meeting Rooms - based on 20 people

Hassayampa		778-9434
Prescott Resort		776-1666
Springhill Suites	\$250.00 per day/ no refreshments - overhead provided	776-0998

Hay Rides

\$45.00 per person 8 minimum

See E6-1

Boarding

See E1-E5

Arena Rental

Yavapai County Fairgrounds	\$2,000.00	
Yavapai Downs	\$2,000.00	775-8000

Market Statistics

According to a Pleasure Horse Industry survey compiled by John Morgan, Dean of Yavapai College Agribusiness in March of 2006 (See Attached Documents), there are over 12,000 horses in Yavapai County (page 18), mostly in the area southeast of Prescott and the Chino and Williamson Valley area north of Prescott (page 4, paragraph 4). This study showed that 83% of horse owners live on 10 acres or less, that 67.8% are interested in taking classes or clinics, 100% are willing to pay a fee for the use of arenas, and that over 50% would be willing to travel up to 40 miles for the use of these arenas. It also states that almost 60% responded that the area is in need of more arenas (page 6).

In terms of events, the study found that almost 60% of the respondents said that they attend 1-5 events per year and 25% attend 6-10 annually (page 11, graph).

The Arizona horse industry has topped 1 billion dollars annually of the 39 billion total annual national figures.

One concern is that as privatization and urbanization occur in the area, less and less space will be available for equestrian activities. Prescott voters approved \$40 million to be set aside to purchase open space. It is the goal of the Center to lobby local municipalities and home owner associations to preserve riding areas. It is crucial to initiate this plan to ensure the Center's future viability.

Area Demographics

According to the Federal Government census figures of 2000 and the estimates for 2005, the national population growth rate is 5.3%. Arizona boasts a 15.8% population rate and Yavapai County exceeds this at 18.6%. The current population of Yavapai County is 198,701.

Using figures from the study completed by John Morgan previously discussed, there are 12,000 horses in Yavapai County, and in excess of 7000 within a 40 mile radius of the proposed location of the Center. The figure of 2.4 horses per household would yield a potential 3000 households as possible clients within the 40-mile radius.

Three Year Projected Income & Expense

Year One – Income

Income	Month 1 Oct	Month 2 Nov	Month 3 Dec	Month 4 Jan	Month 5 Feb	Month 6 Mar	Month 7 Apr	Month 8 May	Month 9 Jun	Month 10 Jul	Month 11 Aug	Month 12 Sep	Total
		<-----	Down Season	----->									
Riding Classes	1,000	1,000	1,250	1,000	1,000	2,500	2,000	2,000	3,750	3,000	3,000	3,750	25,250
Trail Rides	500	500	625	500	500	1,250	1,000	2,000	2,500	2,000	2,000	2,500	15,875
Hay Rides	500	500	0	0	0	625	500	1,000	1,250	1,000	1,000	1,250	7,625
Boarding	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	27,000
Gift Shop	0	0	0	0	0	0	0	0	0	0	0	1,000	1,000
Corporate Center	600	300	0	300	600	1,500	1,200	1,200	1,500	2,400	2,400	3,000	15,000
Lodging	8,800	8,800	11,000	8,800	8,800	22,000	17,600	17,600	22,000	35,200	35,200	44,000	239,800
Concessions	0	0	0	0	0	0	0	0	0	0	0	3,000	3,000
Events	0	0	0	0	0	0	0	0	400	400	400	2,000	3,200
Memberships	150	150	150	150	150	300	300	450	450	750	750	750	4,500
Facilitation	0	0	0	0	0	0	0	0	0	0	0	0	0
Equine Program	0	0	0	0	0	0	0	0	0	0	0	0	0
Kitchen	2,400	2,400	3,000	2,400	2,400	6,000	4,800	4,800	6,000	9,600	9,600	12,000	65,400
Misc	100	100	100	200	200	200	400	400	600	600	800	800	4,500
Total Income	16,300	16,000	18,375	15,600	15,900	36,625	30,050	31,700	40,700	57,200	57,400	76,300	412,150
Operation P&L	-27,459	-27,664	-26,594	-27,639	-27,559	-13,563	-17,302	-16,264	-10,729	781	771	11,291	-181,932
Accumulated P&L	-27,459	-55,124	-81,718	-109,357	-136,916	-150,479	-167,781	-184,045	-194,775	-193,994	-193,223	-181,932	
Land Sales	265,000	0	0	0	0	0	265,000	0	0	0	265,000	0	795,000
Development Expenses	15,000	0	0	0	0	0	15,000	0	0	0	15,000	0	45,000
Land P&L	214,909	-35,091	-35,091	-35,091	-35,091	-35,091	214,909	-35,091	-35,091	-35,091	214,909	-35,091	
Accumulated Land P&L	214,909	179,817	144,726	109,634	74,543	39,452	254,360	219,269	184,177	149,086	363,995	328,903	
Cash Flow from Startup	381,277	353,613	327,019	299,380	271,820	258,257	505,956	489,691	478,962	479,743	711,914	703,204	
Capital Expenditures											33,600	20,000	53,600
Operation Debt Service	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	280,731
Investment Balance	3,499,848	3,499,693	3,499,535	3,499,375	3,499,213	3,499,047	3,498,879	3,498,708	3,498,534	3,498,357	3,498,178	3,497,995	

Year One – Expenses Page 1

Expenses														
Admin														
Electric	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Water	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Trash	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Gas	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Main	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Cell	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Internet	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance	1,000	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
Travel & Training	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Professional Fees	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Pest Control	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Misc	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Repairs	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	5,000	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
Taxes	815	800	919	780	795	1,831	1,503	1,585	2,035	2,860	2,870	3,815		20,608
Total Admin	9,715	9,700	9,819	9,680	9,695	10,731	10,403	10,485	10,935	11,760	11,770	12,715		127,408
Riding Classes														
Tack	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	200	200	250	200	200	500	400	400	750	600	600	750		5,050
Advertising	100	100	100	100	100	100	100	100	100	100	100	100		1,200
Refreshments	100	100	125	100	100	250	200	200	375	300	300	375		2,525
Total Riding Classes	450	450	525	450	450	900	750	750	1,275	1,050	1,050	1,275		9,375
Riding Classes P&L	550	550	725	550	550	1,600	1,250	1,250	2,475	1,950	1,950	2,475		15,875
Trail Rides														
Tack	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	100	100	125	100	100	250	200	400	500	400	400	500		3,175
Advertising	100	100	100	100	100	100	100	100	100	100	100	100		1,200
Refreshments/Food	25	25	31	25	25	63	50	100	125	100	100	125		794
Total Trail Rides	275	275	306	275	275	463	400	650	775	650	650	775		5,769

Year One – Expenses Page 2

Hay Rides

Equipment Upkeep	25	25	0	0	25	25	25	25	25	25	25	25	250
Salaries	180	180	0	0	0	225	180	360	450	360	360	450	2,745
Advertising	100	100	0	0	100	100	100	100	100	100	100	100	1,000
Food & Drink	100	100	0	0	0	125	100	200	250	200	200	250	1,525
Total Hay Rides	405	405	0	0	125	475	405	685	825	685	685	825	5,520
Hay Rides P&L	95	95	0	0	-125	150	95	315	425	315	315	425	2,105

Boarding

Feed	800	800	1,000	800	800	1,000	800	800	1,000	800	800	1,000	10,400
Salaries	840	840	1,050	840	840	1,050	840	840	1,050	840	840	1,050	10,920
Advertising	50	50	50	50	50	50	50	50	50	50	50	50	600
Equipment Upkeep	50	50	50	50	50	50	50	50	50	50	50	50	600
Total Boarding	1,740	1,740	2,150	1,740	1,740	2,150	1,740	1,740	2,150	1,740	1,740	2,150	22,520
Boarding P&L	510	510	100	510	510	100	510	510	100	510	510	100	4,480

Gift Shop

Salaries	0	0	0	0	0	0	0	0	0	1,920	1,920	2,400	6,240
Inventory	0	0	0	0	0	0	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0	0	0	0	200	200	400
Total Gift Shop	0	0	0	0	0	0	0	0	0	1,920	2,120	2,600	6,640
Gift Shop P&L	0	0	0	0	0	0	0	0	0	-1,920	-2,120	-1,600	-5,640

Corporate Center

Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	60	30	0	30	60	150	120	120	150	240	240	300	1,500
Advertising	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
Utilities	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Refreshments	100	50	0	50	100	250	200	200	250	400	400	500	2,500
Total Corporate Center	1,760	1,680	1,600	1,680	1,760	2,000	1,920	1,920	2,000	2,240	2,240	2,400	23,200

Year One – Expenses Page 3

Lodging														
Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Room Furnishings	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	400	400	500	400	400	1,000	800	800	1,000	1,600	1,600	2,000		10,900
Advertising	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Lodging	1,400	1,400	1,500	1,400	1,400	2,000	1,800	1,800	2,000	2,600	2,600	3,000		22,900
Lodging P&L	7,400	7,400	9,500	7,400	7,400	20,000	15,800	15,800	20,000	32,600	32,600	41,000		216,900
Concessions														
Equipment Upkeep	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	0	0	0	0	0	0	0	0	0	0	0	1,000		1,000
Advertising	0	0	0	0	0	0	0	0	0	0	0	0		0
Food & Drink	0	0	0	0	0	0	0	0	0	0	0	2,000		2,000
Total Concessions	0	0	0	0	0	0	0	0	0	0	0	3,000		3,000
Concessions P&L	0	0	0	0	0	0	0	0	0	0	0	0		0
Events														
Security	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Medical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Year One – Expenses Page 4

Memberships													
Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Memberships	0	0	0	0	0	0	0	0	0	0	0	0	0
Memberships P&L	150	150	150	150	150	300	300	450	450	750	750	750	4,500
Facilitation													
Office Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Facilitation	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilitation P&L	0	0	0	0	0	0	0	0	0	0	0	0	0
Equine Program													
Horse Feed	800	800	1,000	800	800	1,000	800	800	1,000	800	800	1,000	10,400
Vet	300	300	375	300	300	375	300	300	375	300	300	375	3,900
Ferrier	200	200	250	200	200	250	200	200	250	200	200	250	2,600
Training	1,000	1,000	1,250	1,000	1,000	1,250	1,000	1,000	1,250	1,000	1,000	1,250	13,000
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Equine Program	2,300	2,300	2,875	2,300	2,300	2,875	2,300	2,300	2,875	2,300	2,300	2,875	29,900
Equine Program P&L	-2,300	-2,300	-2,875	-2,300	-2,300	-2,875	-2,300	-2,300	-2,875	-2,300	-2,300	-2,875	-29,900
Kitchen													
Inventory	960	960	1,200	960	960	2,400	1,920	1,920	2,400	3,840	3,840	4,800	26,160
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	960	960	1,200	960	960	2,400	1,920	1,920	2,400	3,840	3,840	4,800	26,160
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Kitchen	2,320	2,320	2,800	2,320	2,320	5,200	4,240	4,240	5,200	8,080	8,080	10,000	57,120
Kitchen P&L	80	80	200	80	80	800	560	560	800	1,520	1,520	2,000	8,280
Misc													
Misc	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Misc	0	0	0	0	0	0	0	0	0	0	0	0	0
Misc P&L	100	100	100	200	200	200	400	400	600	600	800	800	4,500
Total Expenses	43,759	43,664	44,969	43,239	43,459	50,188	47,352	47,964	51,429	56,419	56,629	65,009	594,082

Year Two - Income

Income	Month 1 Oct	Month 2 Nov	Month 3 Dec	Month 4 Jan	Month 5 Feb	Month 6 Mar	Month 7 Apr	Month 8 May	Month 9 Jun	Month 10 Jul	Month 11 Aug	Month 12 Sep	Total
		<-----	Down Season		----->								
Riding Classes	4,000	4,000	5,000	4,000	4,000	6,250	5,000	5,000	7,500	6,000	7,000	8,750	66,500
Trail Rides	4,000	2,000	1,250	500	1,000	2,500	5,600	5,600	10,500	8,400	8,400	10,500	60,250
Hay Rides	1,000	500	0	0	0	625	1,000	2,000	2,500	4,000	4,000	5,000	20,625
Boarding	2,250	2,250	2,250	2,250	2,250	2,250	2,700	3,150	4,050	4,500	4,500	4,500	36,900
Gift Shop	3,200	3,200	4,000	3,200	3,200	4,000	3,200	3,200	4,000	3,200	3,200	4,000	41,600
Corporate Center	2,400	1,200	375	600	600	1,500	2,400	3,600	4,500	4,800	4,800	6,000	32,775
Lodging	35,200	26,400	11,000	8,800	17,600	33,000	35,200	35,200	55,000	44,000	44,000	55,000	400,400
Concessions	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000	40,000
Events	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	2,000	0	2,000	16,000
Memberships	600	600	750	600	600	750	600	600	750	600	600	750	7,800
Facilitation	0	0	1,875	0	0	1,875	0	0	1,875	0	0	1,875	7,500
Equine Program	0	0	0	0	0	0	0	0	0	0	0	0	0
Kitchen	9,600	7,200	3,000	2,400	4,800	9,000	9,600	9,600	15,000	12,000	12,000	15,000	109,200
Misc	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
Total Income	71,250	49,350	38,500	31,350	36,050	70,750	74,300	69,950	114,675	96,500	90,500	120,375	863,550
Operation P&L	5,578	-10,907	-18,457	-23,327	-20,632	4,918	6,764	2,307	34,642	21,398	16,198	37,577	56,060
Accumulated P&L	-176,354	-187,261	-205,718	-229,044	-249,676	-244,758	-237,994	-235,687	-201,045	-179,647	-163,450	-125,873	
Land Sales	295,000	0	295,000	0	295,000	0	295,000	0	0	295,000	0	295,000	1,770,000
Development Expenses	15,000	0	15,000	0	15,000	0	15,000	0	0	15,000	0	15,000	90,000
Land P&L	244,909	-35,091	244,909	-35,091	244,909	-35,091	244,909	-35,091	-35,091	244,909	-35,091	244,909	
Accumulated Land P&L	573,812	538,721	783,629	748,538	993,446	958,355	1,203,264	1,168,172	1,133,081	1,377,989	1,342,898	1,587,807	
Cash Flow from Startup	1,003,783	992,876	1,269,419	1,246,092	1,520,461	1,510,679	1,799,243	1,801,550	1,836,192	2,152,589	2,168,787	2,501,364	
Capital Expenditures						14,700	13,200						27,900
Operation Debt Service	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	280,731
Investment Balance	3,497,809	3,497,620	3,497,428	3,497,233	3,497,035	3,496,833	3,496,628	3,496,419	3,496,207	3,495,992	3,495,773	3,495,550	

Year Two - Expenses Page 1

Expenses													
Admin													
Electric	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Water	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Trash	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Gas	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Main	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Cell	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Internet	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance	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
Travel & Training	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Professional Fees	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Pest Control	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Misc	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Repairs	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	84,000
Taxes	3,563	2,468	1,925	1,568	1,803	3,538	3,715	3,498	5,734	4,825	4,525	6,019	43,178
Total Admin	15,063	13,968	13,425	13,068	13,303	15,038	15,215	14,998	17,234	16,325	16,025	17,519	181,178
Riding Classes													
Tack	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	800	800	1,000	800	800	1,250	1,000	1,000	1,500	1,200	1,400	1,750	13,300
Advertising	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Refreshments	400	400	500	400	400	625	500	500	750	600	700	875	6,650
Total Riding Classes	1,350	1,350	1,650	1,350	1,350	2,025	1,650	1,650	2,400	1,950	2,250	2,775	21,750
Riding Classes P&L	2,650	2,650	3,350	2,650	2,650	4,225	3,350	3,350	5,100	4,050	4,750	5,975	44,750
Trail Rides													
Tack	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	800	400	250	100	200	500	800	800	1,500	1,200	1,200	1,500	9,250
Advertising	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Refreshments/Food	200	100	63	25	50	125	280	280	525	420	420	525	3,013
Total Trail Rides	1,150	650	463	275	400	775	1,230	1,230	2,175	1,770	1,770	2,175	14,063

Year Two – Expenses Page 2

Hay Rides

Equipment Upkeep	25	25	0	0	25	25	25	25	25	25	25	25	250
Salaries	360	180	0	0	0	225	360	720	900	1,440	1,440	1,800	7,425
Advertising	100	0	0	0	100	100	100	100	100	100	100	100	900
Food & Drink	200	100	0	0	0	125	200	400	500	800	800	1,000	4,125
Total Hay Rides	685	305	0	0	125	475	685	1,245	1,525	2,365	2,365	2,925	12,700
Hay Rides P&L	315	195	0	0	-125	150	315	755	975	1,635	1,635	2,075	7,925

Boarding

Feed	800	800	1,000	800	800	1,000	960	1,120	1,800	1,600	1,600	2,000	14,280
Salaries	840	840	1,050	840	840	1,050	1,092	1,176	1,680	1,428	1,428	1,785	14,049
Advertising	50	50	50	50	50	50	50	50	50	50	50	50	600
Equipment Upkeep	50	50	50	50	50	50	50	50	50	50	50	50	600
Total Boarding	1,740	1,740	2,150	1,740	1,740	2,150	2,152	2,396	3,580	3,128	3,128	3,885	29,529
Boarding P&L	510	510	100	510	510	100	548	754	470	1,372	1,372	615	7,371

Gift Shop

Salaries	1,920	1,920	2,400	1,920	1,920	2,400	1,920	1,920	2,400	1,920	1,920	2,400	24,960
Inventory	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total Gift Shop	2,620	2,620	3,100	2,620	2,620	3,100	2,620	2,620	3,100	2,620	2,620	3,100	33,360
Gift Shop P&L	580	580	900	580	580	900	580	580	900	580	580	900	8,240

Corporate Center

Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	240	120	38	60	60	150	240	360	450	480	480	600	3,278
Advertising	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
Utilities	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Refreshments	400	200	63	100	100	250	400	600	750	800	800	1,000	5,463
Total Corporate Center	2,240	1,920	1,700	1,760	1,760	2,000	2,240	2,560	2,800	2,880	2,880	3,200	27,940

Year Two – Expenses Page 3

Lodging														
Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Room Furnishings	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	1,600	1,200	500	400	800	1,500	1,600	1,600	2,500	2,000	2,000	2,500	2,500	18,200
Advertising	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Lodging	2,600	2,200	1,500	1,400	1,800	2,500	2,600	2,600	3,500	3,000	3,000	3,500	3,500	30,200
Lodging P&L	32,600	24,200	9,500	7,400	15,800	30,500	32,600	32,600	51,500	41,000	41,000	51,500	51,500	370,200
Concessions														
Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	1,000	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
Advertising														0
Food & Drink	2,000	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
Total Concessions	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	37,200
Concessions P&L	1,900	-3,100	1,900	1,900	-3,100	1,900	1,900	-3,100	1,900	1,900	-3,100	1,900	1,900	2,800
Events														
Security	300	0	0	300	0	0	300	0	0	300	0	0	0	1,200
Medical	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries	500	0	0	500	0	0	500	0	0	500	0	0	0	2,000
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Events	800	0	0	800	0	0	800	0	0	800	0	0	0	3,200

Year Two – Expenses Page 4

Memberships														
Salaries	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Total Memberships	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Memberships P&L	100	100	250	100	100	250	100	100	250	100	100	250	1,800	
Facilitation														
Office Supplies	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salary	0	0	250	0	0	250	0	0	250	0	0	250	250	1,000
Total Facilitation	50	50	300	50	50	300	50	50	300	50	50	300	1,600	
Facilitation P&L	-50	-50	1,575	-50	-50	1,575	-50	-50	1,575	-50	-50	1,575	5,900	
Equine Program														
Horse Feed	800	800	1,000	800	800	1,000	1,120	1,120	1,400	1,120	1,120	1,400	1,400	12,480
Vet	300	300	375	300	300	375	420	420	525	420	420	525	525	4,680
Ferrier	200	200	250	200	200	250	280	280	350	280	280	350	350	3,120
Training	1,000	1,000	1,250	1,000	1,000	1,250	1,400	1,400	1,750	1,400	1,400	1,750	1,750	15,600
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Equine Program	2,300	2,300	2,875	2,300	2,300	2,875	3,220	3,220	4,025	3,220	3,220	4,025	4,025	35,880
Equine Program P&L	-2,300	-2,300	-2,875	-2,300	-2,300	-2,875	-3,220	-3,220	-4,025	-3,220	-3,220	-4,025	-4,025	-35,880
Kitchen														
Inventory	3,840	2,880	1,200	960	1,920	3,600	3,840	3,840	6,000	4,800	4,800	6,000	6,000	43,680
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	3,840	2,880	1,200	960	1,920	3,600	3,840	3,840	6,000	4,800	4,800	6,000	6,000	43,680
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Kitchen	8,080	6,160	2,800	2,320	4,240	7,600	8,080	8,080	12,400	10,000	10,000	12,400	12,400	92,160
Kitchen P&L	1,520	1,040	200	80	560	1,400	1,520	1,520	2,600	2,000	2,000	2,600	2,600	17,040
Misc														
Misc	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Misc	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Misc P&L	2,000	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
Total Expenses	65,672	60,257	56,957	54,677	56,682	65,832	67,536	67,643	80,033	75,102	74,302	82,798	82,798	807,490

Year Three - Income

Income	Month 1 Oct	Month 2 Nov	Month 3 Dec	Month 4 Jan	Month 5 Feb	Month 6 Mar	Month 7 Apr	Month 8 May	Month 9 Jun	Month 10 Jul	Month 11 Aug	Month 12 Sep	Total
	<-----		Down Season		----->								
Riding Classes	5,000	4,000	5,000	4,000	4,000	6,250	6,000	8,000	10,000	9,000	9,000	12,500	82,750
Trail Rides	5,600	2,800	1,250	1,000	2,000	10,000	8,000	12,000	15,000	16,000	16,000	20,000	109,650
Hay Rides	1,000	1,000	1,250	1,000	1,000	1,250	1,000	1,000	1,250	4,000	4,000	5,000	22,750
Boarding	4,500	4,500	4,500	5,400	5,850	5,850	6,300	6,750	7,200	7,650	8,100	8,550	75,150
Gift Shop	3,200	3,200	4,000	3,200	3,200	4,000	3,200	3,200	4,000	3,200	3,200	4,000	41,600
Corporate Center	3,600	1,200	0	600	1,200	3,000	2,400	3,600	4,500	4,800	4,800	6,000	35,700
Lodging	35,200	26,400	11,000	8,800	17,600	33,000	35,200	35,200	55,000	44,000	44,000	55,000	400,400
Concessions	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
Events	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
Memberships	600	600	750	600	600	750	600	600	750	600	600	750	7,800
Facilitation	0	0	1,875	0	0	1,875	0	0	1,875	0	0	1,875	7,500
Equine Program	0	0	0	0	0	0	0	0	0	0	0	0	0
Kitchen	9,600	7,200	3,000	2,400	4,800	9,000	9,600	9,600	15,000	12,000	12,000	15,000	109,200
Misc	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Total Income	78,300	60,900	42,625	37,000	50,250	84,975	82,300	89,950	124,575	111,250	111,700	138,675	1,012,500
Operation P&L	4,643	-8,087	-25,488	-27,722	-18,009	5,542	5,735	11,238	34,172	25,765	25,949	42,652	76,389
Accumulated P&L	-121,230	-129,317	-154,805	-182,527	-200,536	-194,994	-189,259	-178,021	-143,849	-118,084	-92,135	-49,483	
Land Sales	315,000	0	315,000	0	315,000	0	0	315,000	0	315,000	315,000	0	1,890,000
Development Expenses	15,000	0	15,000	0	15,000	0	0	15,000	0	15,000	15,000	0	90,000
Land P&L w/debt	264,909	-35,091	264,909	-35,091	264,909	-35,091	-35,091	264,909	-35,091	264,909	264,909	-35,091	
Accumulated Land P&L	1,852,715	1,817,624	2,082,532	2,047,441	2,312,350	2,277,258	2,242,167	2,507,075	2,471,984	2,736,893	3,001,801	2,966,710	
Cash Flow from Startup	2,804,207	2,796,120	3,065,832	3,038,109	3,335,101	3,340,643	3,346,377	3,672,616	3,706,788	4,047,553	4,267,402	4,300,054	
Capital Expenditures	16,800		19,800								121,100	10,000	167,700
Operation Debt Service	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	23,394	280,731
Investment Balance	3,495,323	3,495,093	3,494,859	3,494,621	3,494,379	3,494,133	3,493,883	3,493,629	3,493,370	3,493,107	3,492,840	3,492,569	

Year Three – Expenses Page 1

Expenses														
Admin														
Electric	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Water	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Trash	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Gas	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Main	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone Cell	200	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Internet	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Insurance	1,000	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
Travel & Training	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Professional Fees	700	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Pest Control	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Misc	1,000	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
Repairs	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	10,000	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
Taxes	3,915	3,045	2,131	1,850	2,513	4,249	4,115	4,498	6,229	5,563	5,585	6,934		50,625
Total Admin	19,215	18,345	17,431	17,150	17,813	19,549	19,415	19,798	21,529	20,863	20,885	22,234		234,225
Riding Classes														
Tack	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	1,000	800	1,000	800	800	1,250	1,200	1,600	2,000	1,800	1,800	2,500		16,550
Advertising	100	100	100	100	100	100	100	100	100	100	100	100		1,200
Refreshments	500	400	500	400	400	625	600	800	1,000	900	900	1,250		8,275
Total Riding Classes	1,650	1,350	1,650	1,350	1,350	2,025	1,950	2,550	3,150	2,850	2,850	3,900		26,625
Riding Classes P&L	3,350	2,650	3,350	2,650	2,650	4,225	4,050	5,450	6,850	6,150	6,150	8,600		56,125
Trail Rides														
Tack	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	800	400	125	100	200	1,000	800	1,200	1,500	1,600	1,600	2,000		11,325
Advertising	100	100	100	100	100	100	100	100	100	100	100	100		1,200
Refreshments/Food	280	140	63	50	100	500	400	600	750	800	800	1,000		5,483
Total Trail Rides	1,230	690	338	300	450	1,650	1,350	1,950	2,400	2,550	2,550	3,150		18,608

Year Three – Expenses Page 2

Hay Rides

Equipment Upkeep	50	50	50	50	50	50	50	50	50	50	50	50	600
Salaries	360	360	450	360	360	450	360	360	450	1,440	1,440	1,800	8,190
Advertising	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Food & Drink	200	200	250	200	200	250	200	200	250	800	800	1,000	4,550
Total Hay Rides	710	710	850	710	710	850	710	710	850	2,390	2,390	2,950	14,540
Hay Rides P&L	290	290	400	290	290	400	290	290	400	1,610	1,610	2,050	8,210

Boarding

Feed	1,600	1,600	2,000	1,920	2,080	2,600	2,240	2,400	3,200	2,720	2,880	3,800	29,040
Salaries	1,428	1,428	2,100	1,848	1,932	2,415	2,016	2,100	2,730	2,268	2,352	3,045	25,662
Advertising	50	50	50	50	50	50	50	50	50	50	50	50	600
Equipment Upkeep	50	50	50	50	50	50	50	50	50	50	50	50	600
Total Boarding	3,128	3,128	4,200	3,868	4,112	5,115	4,356	4,600	6,030	5,088	5,332	6,945	55,902
Boarding P&L	1,372	1,372	300	1,532	1,738	735	1,944	2,150	1,170	2,562	2,768	1,605	19,248

Gift Shop

Salaries	1,920	1,920	2,400	1,920	1,920	2,400	1,920	1,920	2,400	1,920	1,920	2,400	24,960
Inventory	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total Gift Shop	2,620	2,620	3,100	2,620	2,620	3,100	2,620	2,620	3,100	2,620	2,620	3,100	33,360
Gift Shop P&L	580	580	900	580	580	900	580	580	900	580	580	900	8,240

Corporate Center

Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Office Supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	360	120	0	60	120	300	240	360	450	480	480	600	3,570
Advertising	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
Utilities	400	400	400	400	400	400	400	400	400	400	400	400	4,800
Refreshments	600	200	0	100	200	500	400	600	750	800	800	1,000	5,950
Total Corporate Center	2,560	1,920	1,600	1,760	1,920	2,400	2,240	2,560	2,800	2,880	2,880	3,200	28,720

Year Three – Expenses Page 3

Lodging													
Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Room Furnishings	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	1,600	1,200	500	400	800	1,500	1,600	1,600	2,500	2,000	2,000	2,500	18,200
Advertising	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Lodging	2,600	2,200	1,500	1,400	1,800	2,500	2,600	2,600	3,500	3,000	3,000	3,500	30,200
Lodging P&L	32,600	24,200	9,500	7,400	15,800	30,500	32,600	32,600	51,500	41,000	41,000	51,500	370,200
Concessions													
Equipment Upkeep	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	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
Advertising													0
Food & Drink	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
Total Concessions	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	37,200
Concessions P&L	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	1,900	22,800
Events													
Security	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Medical	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Salaries	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Advertising	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Events	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	19,200

Year Three – Expenses Page 4

Memberships														
Salaries	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Total Memberships	500	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Memberships P&L	100	100	250	100	100	250	100	100	250	100	100	250	1,800	
Facilitation														
Office Supplies	50	50	50	50	50	50	50	50	50	50	50	50	50	600
Salary	0	0	250	0	0	250	0	0	250	0	0	250	250	1,000
Total Facilitation	50	50	300	50	50	300	50	50	300	50	50	300	1,600	
Facilitation P&L	-50	-50	1,575	-50	-50	1,575	-50	-50	1,575	-50	-50	1,575	5,900	
Equine Program														
Horse Feed	1,120	1,120	2,000	1,600	1,600	2,000	1,600	1,600	2,000	1,600	1,600	2,000	2,000	19,840
Vet	420	420	750	600	600	750	600	600	750	600	600	750	750	7,440
Ferrier	280	280	500	400	400	500	400	400	500	400	400	500	500	4,960
Training	1,400	1,400	2,500	2,000	2,000	2,500	2,000	2,000	2,500	2,000	2,000	2,500	2,500	24,800
Advertising	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Equine Program	3,220	3,220	5,750	4,600	4,600	5,750	4,600	4,600	5,750	4,600	4,600	5,750	57,040	
Equine Program P&L	-3,220	-3,220	-5,750	-4,600	-4,600	-5,750	-4,600	-4,600	-5,750	-4,600	-4,600	-5,750	-57,040	
Kitchen														
Inventory	3,840	2,880	1,200	960	1,920	3,600	3,840	3,840	6,000	4,800	4,800	6,000	6,000	43,680
Equipment	100	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Salaries	3,840	2,880	1,200	960	1,920	3,600	3,840	3,840	6,000	4,800	4,800	6,000	6,000	43,680
Utilities	300	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Total Kitchen	8,080	6,160	2,800	2,320	4,240	7,600	8,080	8,080	12,400	10,000	10,000	12,400	12,400	92,160
Kitchen P&L	1,520	1,040	200	80	560	1,400	1,520	1,520	2,600	2,000	2,000	2,600	17,040	
Misc														
Misc	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Misc	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Misc P&L	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,000
Total Expenses	73,657	68,987	68,113	64,722	68,259	79,433	76,565	78,712	90,403	85,485	85,751	96,023	936,111	

Supporting Documents

The following documents are meant as support to the text herein. Supporting Documents all start with an SD classification

SD1: Preliminary Cost Assumptions

Number	Item	Units/Notes	Value
1	Build Cost Habitation/sq ft.		\$98.00
2	Build Cost Barn/Sheds/sq ft		\$28.00
3	Build Cost Food Service/sq ft		\$98.00
4	Build Cost Porch Area		\$20.00
5	Fencing/lin ft		\$8.00
6	Fence Panels		\$350.00
7	Well Dig/per foot		\$35.00
8	Uncovered Arena sq ft		\$0.50
9	Coverall Arena sq ft		\$4.50
10	Horses ea		\$5,000.00
11	Tack ea		\$1,600.00
12	Average Foal Sale Price		\$2,000.00
13	Total Loan Amount		\$3,500,000.00
14	Interest		20.00%
15	Number of Periods		360.00
16	Riding Lesson Group	per person	\$25.00
17	Riding Lesson Time	hours	2.00
18	Riding Lesson Group Size		10
19	Riding Lesson Private	per hour	\$35.00
20	Riding Lesson Refreshment Cost	per session	\$25.00
21	Trail Rides	per person 4 hours	\$100.00
22	Trail Ride Time	hours	4.00
23	Trail Ride Refreshment Cost	per person	5.00
24	Hay Rides	per person	\$50.00
25	Hay Ride Average		10.00
26	Hay Ride Staff Cost		\$15.00
27	Hay Ride Staff Number	cook,server,entertainer	3
28	Hay Ride Time	hours	4.00
29	Hay Ride Meal Cost		\$10.00
30	Equine Training Staff Cost	per hour	\$25.00
31	General Employee Cost	per hour	\$12.00
32	Ranch hand Time Per Horse	per hour/per horse/per day	0.25
33	Boarding	per horse/per month	\$450.00
34	Feed Cost per Horse	per week	\$40.00
35	Vet. Cost per Horse	per week	\$15.00
36	Ferrier Cost per Horse	per week	\$10.00
37	Training Cost per Horse	per week	\$50.00
38	Corp. Center	per day	\$300.00
39	Refreshment Cost per Session		\$50.00
40	Set Up/Clean Up Time	hours	2.00
41	Corp. Center Staff Cost	per hour	\$15.00
42	Facilitation	per day	\$750.00
43	Facilitator Pay per Day		\$100.00
44	Lodging	per person/per day	\$110.00
45	Lodging Cleanup per Room		\$5.00
46	Arena Rental		\$2,000.00
47	Annual Membership Price		\$150.00
48	Dining Charge	per meal	\$10.00
49	Dining Cost		\$4.00
50	Restaurant Help per Meal	2 people	\$4.00
51	Land Cost per Acre		\$21,000.00
52	Land Total Cost		\$2,100,000.00
53	Number of Acres		100
54	Down Payment		\$0.00
55	Number of Periods		360
56	Cost per 4-acre Improvement		\$15,000.00
57	First Year Sale Price Per Lot		\$265,000.00
58	Second Year Sale Price Per Lot		\$295,000.00
59	Third Year Sale Price Per Lot		\$315,000.00
60	Unimproved Land Value per Acre		\$5,250.00
61	4 Acre Parcel Value Unimproved		\$84,000.00

SD2: Startup Costs

	Number Unit	Total
Property Improvement		
Land Acquisition	100 acres	\$2,100,000.00
Land Prep		\$10,000.00
Architectural/Engineering		\$10,000.00
License, Permit, & Certs		\$10,000.00
Well Dig - 1000'	700 ft	\$24,500.00
Storage Tank	10000 gal	\$10,000.00
Well House & Pumps	1	\$3,000.00
Solar (if necessary)	1	\$0.00
Barn Build	3700 sq ft	\$103,600.00
Fence Panels Barn Paddocks	50 ea	\$17,500.00
Fencing 3 Rail Vinyl	3000 lin ft	\$24,000.00
Round Pen 60' Diameter	19 panels	\$6,650.00
Sm. Arena 75x100	7500 sq ft	\$3,750.00
Lg. Coverall Bldg	20000 sq ft	\$90,000.00
Arena Coolers & Heaters		\$10,000.00
Bunk House	4200 sq ft	\$411,600.00
Porch Area	3000 sq ft	\$24,000.00
Kitchen Office	3150 sq ft	\$88,200.00
Septic System		\$15,000.00
Horses	5 ea	\$25,000.00
Tack	5 sets	\$8,000.00
Feed & Grain		\$6,880.00
Corp License & Incorporation		\$1,000.00
Non-Profit License & Incorp.		\$800.00
Insurance 1st year 250k lib/1 mil bldgs.		\$20,000.00
Advertising		\$5,000.00
Association Fees		\$2,000.00
Ranch Equipment		
Backhoe		\$20,000.00
Tractor		\$5,000.00
Tools		\$1,000.00
Wagon & Tack		\$4,000.00
Horse Walker		\$3,800.00
Horse Trailer(s)		\$10,000.00
Bunk House		
Furniture		\$210,983.25
Linens & knick knacks		\$2,000.00
Cleaning Supplies		\$1,000.00
Salary Project Manager		\$12,000.00
Salary Trainer/Ranch Hand		\$12,000.00
Parelli Certification		\$15,000.00
Rest. Equipment		
Equipment		\$20,000.00
Utensils, Dishes, etc.		\$4,000.00
Corporate Center/Office		
Equipment		\$5,000.00
Total		\$3,356,263.25
Loan Request		\$3,500,000.00
Operating Capital Remaining		\$143,736.75

SD3: Year One Cost Timetable

	Number	Unit	Total	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Property Improvement															
Land Acquisition	100	acres	\$2,100,000.00												
Land Prep			\$10,000.00			\$10,000.00									
Architectural/Engineering			\$10,000.00			\$5,000.00	\$5,000.00								
License, Permit, & Certs			\$10,000.00				\$10,000.00								
Well Dig - 1000'	700	ft	\$24,500.00					\$10,000.00							
Storage Tank	10000	gal	\$10,000.00					\$10,000.00							
Well House & Pumps	1		\$3,000.00					\$3,000.00							
Solar (if necessary)	1		\$0.00					\$0.00							
Barn Build	3700	sq ft	\$103,600.00			\$51,800.00	\$51,800.00								
Fence Panels Barn Paddocks	50	ea	\$17,500.00												
Fencing 3 Rail Vinyl	3000	lin ft	\$24,000.00			\$24,000.00									
Round Pen 60' Diameter	19	panels	\$6,650.00			\$6,650.00									
Sm. Arena 75x100	7500	sq ft	\$3,750.00					\$3,750.00							
Lg. Coverall Bldg	20000	sq ft	\$90,000.00												
Arena Coolers & Heaters			\$10,000.00												
Bunk House	4200	sq ft	\$411,600.00						\$123,480.00	\$123,480.00	\$123,480.00	\$41,160.00			
Porch Area	3000	sq ft	\$24,000.00						\$7,200.00	\$7,200.00	\$7,200.00	\$2,400.00			
Kitchen Office	3150	sq ft	\$88,200.00						\$26,460.00	\$26,460.00	\$26,460.00	\$8,820.00			
Septic System			\$15,000.00					\$15,000.00							
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Horses	5	ea	\$25,000.00				\$25,000.00								
Tack	5	sets	\$8,000.00				\$8,000.00								
Feed & Grain			\$6,880.00					860	860	860	860	860	860	860	860
Corp License & Incorporation			\$1,000.00	\$1,000.00											
Non-Profit License & Incorp.			\$800.00	\$800.00											
Insurance 1st year 250k lib/1 mil bldgs.			\$20,000.00	\$20,000.00											
Advertising			\$5,000.00					\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00			
Association Fees			\$2,000.00	\$2,000.00											
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Ranch Equipment															
Backhoe			\$20,000.00	\$20,000.00											
Tractor			\$5,000.00	\$5,000.00											
Tools			\$1,000.00	\$1,000.00											
Wagon & Tack			\$4,000.00									\$4,000.00			
Horse Walker			\$3,800.00				\$3,800.00								
Horse Trailer(s)			\$10,000.00				\$10,000.00								
<hr/>															
Bunk House															
Furniture			\$210,983.25									\$210,983.25			
Linens & knick knacks			\$2,000.00									\$2,000.00			
Cleaning Supplies			\$1,000.00												
<hr/>															
Salary Project Manager			\$12,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Salary Trainer/Ranch Hand			\$12,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Parelli Certification			\$15,000.00				\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00				
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Rest. Equipment															
Equipment			\$20,000.00									\$20,000.00			
Utensils, Dishes, etc.			\$4,000.00									\$4,000.00			
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Corporate Center/Office															
Equipment			\$5,000.00									\$5,000.00			

SD4-1: Amortization Schedule – Operations

Amount Financed		\$1,400,000.00			A.P.R.		20.00%	
Periods per Year		12			Residual			
No. of Periods		360			Payment		\$23,394.26	
Mo. #	Mo.Pmt	Int. Pd.	Prin/Pd	Prin/Bal.	Prin. Paid	Int. Paid		
				\$1,400,000.00				
1	\$23,394.26	\$23,333.33	\$60.93	\$1,399,939.07	\$60.93	\$23,333.33		
2	\$23,394.26	\$23,332.32	\$61.94	\$1,399,877.13	\$122.87	\$46,665.65		
3	\$23,394.26	\$23,331.29	\$62.98	\$1,399,814.15	\$185.85	\$69,996.94		
4	\$23,394.26	\$23,330.24	\$64.03	\$1,399,750.13	\$249.87	\$93,327.17		
5	\$23,394.26	\$23,329.17	\$65.09	\$1,399,685.03	\$314.97	\$116,656.34		
6	\$23,394.26	\$23,328.08	\$66.18	\$1,399,618.86	\$381.14	\$139,984.43		
7	\$23,394.26	\$23,326.98	\$67.28	\$1,399,551.57	\$448.43	\$163,311.41		
8	\$23,394.26	\$23,325.86	\$68.40	\$1,399,483.17	\$516.83	\$186,637.27		
9	\$23,394.26	\$23,324.72	\$69.54	\$1,399,413.63	\$586.37	\$209,961.99		
10	\$23,394.26	\$23,323.56	\$70.70	\$1,399,342.93	\$657.07	\$233,285.55		
11	\$23,394.26	\$23,322.38	\$71.88	\$1,399,271.05	\$728.95	\$256,607.93		
12	\$23,394.26	\$23,321.18	\$73.08	\$1,399,197.97	\$802.03	\$279,929.11		
13	\$23,394.26	\$23,319.97	\$74.30	\$1,399,123.68	\$876.32	\$303,249.08		
14	\$23,394.26	\$23,318.73	\$75.53	\$1,399,048.14	\$951.86	\$326,567.81		
15	\$23,394.26	\$23,317.47	\$76.79	\$1,398,971.35	\$1,028.65	\$349,885.28		
16	\$23,394.26	\$23,316.19	\$78.07	\$1,398,893.28	\$1,106.72	\$373,201.46		
17	\$23,394.26	\$23,314.89	\$79.37	\$1,398,813.91	\$1,186.09	\$396,516.35		
18	\$23,394.26	\$23,313.57	\$80.70	\$1,398,733.21	\$1,266.79	\$419,829.92		
19	\$23,394.26	\$23,312.22	\$82.04	\$1,398,651.17	\$1,348.83	\$443,142.14		
20	\$23,394.26	\$23,310.85	\$83.41	\$1,398,567.76	\$1,432.24	\$466,452.99		
21	\$23,394.26	\$23,309.46	\$84.80	\$1,398,482.96	\$1,517.04	\$489,762.45		
22	\$23,394.26	\$23,308.05	\$86.21	\$1,398,396.75	\$1,603.25	\$513,070.50		
23	\$23,394.26	\$23,306.61	\$87.65	\$1,398,309.10	\$1,690.90	\$536,377.11		
24	\$23,394.26	\$23,305.15	\$89.11	\$1,398,219.99	\$1,780.01	\$559,682.27		
25	\$23,394.26	\$23,303.67	\$90.60	\$1,398,129.39	\$1,870.61	\$582,985.93		
26	\$23,394.26	\$23,302.16	\$92.11	\$1,398,037.29	\$1,962.71	\$606,288.09		
27	\$23,394.26	\$23,300.62	\$93.64	\$1,397,943.65	\$2,056.35	\$629,588.71		
28	\$23,394.26	\$23,299.06	\$95.20	\$1,397,848.45	\$2,151.55	\$652,887.77		
29	\$23,394.26	\$23,297.47	\$96.79	\$1,397,751.66	\$2,248.34	\$676,185.25		
30	\$23,394.26	\$23,295.86	\$98.40	\$1,397,653.26	\$2,346.74	\$699,481.11		
31	\$23,394.26	\$23,294.22	\$100.04	\$1,397,553.22	\$2,446.78	\$722,775.33		
32	\$23,394.26	\$23,292.55	\$101.71	\$1,397,451.51	\$2,548.49	\$746,067.88		
33	\$23,394.26	\$23,290.86	\$103.40	\$1,397,348.11	\$2,651.89	\$769,358.74		
34	\$23,394.26	\$23,289.14	\$105.13	\$1,397,242.98	\$2,757.02	\$792,647.88		
35	\$23,394.26	\$23,287.38	\$106.88	\$1,397,136.10	\$2,863.90	\$815,935.26		
36	\$23,394.26	\$23,285.60	\$108.66	\$1,397,027.44	\$2,972.56	\$839,220.86		

SD4-2: Amortization Schedule – Land

Amount Financed		2,100,000.00			A.P.R.	20.00%
Periods per Year		12			Residual	
No. of Periods		360			Payment	\$35,091.39
Mo.	Mo.Pmt	Int. Pd.	Prin/Pd	Prin/Bal.	Prin. Paid	Int. Paid
				\$2,100,000.00		
1	\$35,091.39	\$35,000.00	\$91.39	\$2,099,908.61	\$91.39	\$35,000.00
2	\$35,091.39	\$34,998.48	\$92.92	\$2,099,815.69	\$184.31	\$69,998.48
3	\$35,091.39	\$34,996.93	\$94.46	\$2,099,721.23	\$278.77	\$104,995.40
4	\$35,091.39	\$34,995.35	\$96.04	\$2,099,625.19	\$374.81	\$139,990.76
5	\$35,091.39	\$34,993.75	\$97.64	\$2,099,527.55	\$472.45	\$174,984.51
6	\$35,091.39	\$34,992.13	\$99.27	\$2,099,428.28	\$571.72	\$209,976.64
7	\$35,091.39	\$34,990.47	\$100.92	\$2,099,327.36	\$672.64	\$244,967.11
8	\$35,091.39	\$34,988.79	\$102.60	\$2,099,224.76	\$775.24	\$279,955.90
9	\$35,091.39	\$34,987.08	\$104.31	\$2,099,120.45	\$879.55	\$314,942.98
10	\$35,091.39	\$34,985.34	\$106.05	\$2,099,014.39	\$985.61	\$349,928.32
11	\$35,091.39	\$34,983.57	\$107.82	\$2,098,906.58	\$1,093.42	\$384,911.89
12	\$35,091.39	\$34,981.78	\$109.62	\$2,098,796.96	\$1,203.04	\$419,893.67
13	\$35,091.39	\$34,979.95	\$111.44	\$2,098,685.52	\$1,314.48	\$454,873.62
14	\$35,091.39	\$34,978.09	\$113.30	\$2,098,572.22	\$1,427.78	\$489,851.71
15	\$35,091.39	\$34,976.20	\$115.19	\$2,098,457.03	\$1,542.97	\$524,827.91
16	\$35,091.39	\$34,974.28	\$117.11	\$2,098,339.92	\$1,660.08	\$559,802.20
17	\$35,091.39	\$34,972.33	\$119.06	\$2,098,220.86	\$1,779.14	\$594,774.53
18	\$35,091.39	\$34,970.35	\$121.04	\$2,098,099.81	\$1,900.19	\$629,744.88
19	\$35,091.39	\$34,968.33	\$123.06	\$2,097,976.75	\$2,023.25	\$664,713.21
20	\$35,091.39	\$34,966.28	\$125.11	\$2,097,851.64	\$2,148.36	\$699,679.49
21	\$35,091.39	\$34,964.19	\$127.20	\$2,097,724.44	\$2,275.56	\$734,643.68
22	\$35,091.39	\$34,962.07	\$129.32	\$2,097,595.12	\$2,404.88	\$769,605.75
23	\$35,091.39	\$34,959.92	\$131.47	\$2,097,463.65	\$2,536.35	\$804,565.67
24	\$35,091.39	\$34,957.73	\$133.66	\$2,097,329.98	\$2,670.02	\$839,523.40
25	\$35,091.39	\$34,955.50	\$135.89	\$2,097,194.09	\$2,805.91	\$874,478.90
26	\$35,091.39	\$34,953.23	\$138.16	\$2,097,055.93	\$2,944.07	\$909,432.13
27	\$35,091.39	\$34,950.93	\$140.46	\$2,096,915.47	\$3,084.53	\$944,383.07
28	\$35,091.39	\$34,948.59	\$142.80	\$2,096,772.67	\$3,227.33	\$979,331.66
29	\$35,091.39	\$34,946.21	\$145.18	\$2,096,627.49	\$3,372.51	\$1,014,277.87
30	\$35,091.39	\$34,943.79	\$147.60	\$2,096,479.89	\$3,520.11	\$1,049,221.66
31	\$35,091.39	\$34,941.33	\$150.06	\$2,096,329.83	\$3,670.17	\$1,084,162.99
32	\$35,091.39	\$34,938.83	\$152.56	\$2,096,177.27	\$3,822.73	\$1,119,101.82
33	\$35,091.39	\$34,936.29	\$155.10	\$2,096,022.16	\$3,977.84	\$1,154,038.11
34	\$35,091.39	\$34,933.70	\$157.69	\$2,095,864.47	\$4,135.53	\$1,188,971.81
35	\$35,091.39	\$34,931.07	\$160.32	\$2,095,704.15	\$4,295.85	\$1,223,902.89
36	\$35,091.39	\$34,928.40	\$162.99	\$2,095,541.16	\$4,458.84	\$1,258,831.29

SD5: Return on Investment Analysis

Investment overview	
Project name:	Mountain Skies Development Project
Project sponsor:	TBD
Date of request:	1/1/08

Cash flow and ROI statement				
BENEFIT DRIVERS	YEAR			
	0	1	2	3
Interest Payments		\$699,823	\$699,383	\$698,846
Balloon Payment				\$3,492,569
1st Year Interest Payment				700,000
Total annual benefits		\$699,823	\$699,383	\$4,891,415

Costs	Year 0	Year 1	Year 2	Year 3
Total	\$3,500,000	\$0	\$0	\$0

Benefits	Year 0	Year 1	Year 2	Year 3
Annual benefit flow	(\$3,500,000)	\$699,823	\$699,383	\$4,891,415
Cumulative benefit flow	(3,500,000)	(2,800,177)	(2,100,794)	2,790,621

Initial investment	Year 0	Year 1	Year 2	Year 3
Initial investment	\$3,500,000	\$0	\$0	\$0
Implementation costs	0	0	0	0
Ongoing support costs	0	0	0	0
Training costs	0	0	0	0
Other costs	0	0	0	0
Total costs	\$3,500,000	\$0	\$0	\$0

ROI measures				
Net present value	\$2,790,621			
Return on investment		20%	40%	180%

SD6: Property Value Analysis

Market Value Increases	Very Low	Low	Average	High
Equity Increase at Completion	10.00%	20.00%	30.00%	40.00%
Annual Valuation Increase	5.00%	10.00%	15.00%	20.00%

Build + Land Value 2,961,800.00

Appreciated Value					
At Completion		3,257,980.00	3,554,160.00	3,850,340.00	4,146,520.00
Year 1		3,477,427.00	3,969,608.00	4,491,943.00	5,044,432.00
Year 2		3,680,732.85	4,397,816.80	5,199,074.95	6,089,030.40
Year 3		4,041,692.99	5,025,422.48	6,179,337.69	7,521,492.48
Value Over Build					
At Completion		296,180.00	592,360.00	888,540.00	1,184,720.00
Year 1		515,627.00	1,007,808.00	1,530,143.00	2,082,632.00
Year 2		718,932.85	1,436,016.80	2,237,274.95	3,127,230.40
Year 3		1,079,892.99	2,063,622.48	3,217,537.69	4,559,692.48
Value Over Original Loan					
At Completion		(242,020.00)	54,160.00	350,340.00	646,520.00
Year 1		(22,573.00)	469,608.00	991,943.00	1,544,432.00
Year 2		180,732.85	897,816.80	1,699,074.95	2,589,030.40
Year 3		541,692.99	1,525,422.48	2,679,337.69	4,021,492.48
Value Over/Under Payoff					
At Completion	3,500,000.00	(242,020.00)	54,160.00	350,340.00	646,520.00
Year 1 Payoff	3,497,994.93	(20,567.93)	471,613.07	993,948.07	1,546,437.07
Year 2 Payoff	3,495,549.97	185,182.88	902,266.83	1,703,524.98	2,593,480.43
Year 3 Payoff	3,492,568.60	549,124.39	1,532,853.88	2,686,769.09	4,028,923.88
Value Over/Under Hard Money 65%					
At Completion	3,500,000.00	(1,382,313.00)	(1,189,796.00)	(997,279.00)	(804,762.00)
Year 1 Payoff	3,497,994.93	(1,237,667.38)	(917,749.73)	(578,231.98)	(219,114.13)
Year 2 Payoff	3,495,549.97	(1,103,073.62)	(636,969.05)	(116,151.25)	462,319.79
Year 3 Payoff	3,492,568.60	(865,468.16)	(226,043.99)	524,000.90	1,396,401.51
Value Over/Under Commercial 80%					
At Completion	3,500,000.00	(893,616.00)	(656,672.00)	(419,728.00)	(182,784.00)
Year 1 Payoff	3,497,994.93	(716,053.33)	(322,308.53)	95,559.47	537,550.67
Year 2 Payoff	3,495,549.97	(550,963.69)	22,703.47	663,709.99	1,375,674.35
Year 3 Payoff	3,492,568.60	(259,214.21)	527,769.38	1,450,901.55	2,524,625.38

Only land improvements have been included in this analysis.

Annual values include the cost of capital expenditures that affect property value.

Hard money is based on loaning 65% of value at the time of refinance.

Commercial money is based on loaning 80% of value at the time of refinance.

SD7: Sample Non-Profit Event Budget

Income

Entry Fees	\$1,000.00
Vendor Booths	\$2,500.00
Gift Sales	\$2,000.00
Corporate Sponsor	\$3,000.00
Advertising Space	\$10,000.00
RV Parking	\$1,000.00
Kitchen	\$10,000.00
Misc	\$5,000.00
Total Income	\$34,500.00

Expenses

Space Rent	\$2,000.00
Electric	\$500.00
Water	\$300.00
Portalets	\$1,000.00
Trash	\$150.00
Gas	\$200.00
Insurance	\$1,000.00
Permits	\$500.00
Professional Fees	\$200.00
Advertising	\$5,000.00
Office Supplies	\$100.00
Marketing	\$3,000.00
Printing	\$2,000.00
Postage	\$500.00
Sound & Lighting	\$500.00
Awards & Giveaways	\$3,000.00
Equipment	\$500.00
Rentals	\$1,000.00
Repairs	\$300.00
Salaries	\$3,500.00
Volunteer Gifts	\$1,000.00
Taxes	\$600.00
Medical	\$1,000.00
Security	\$300.00
Fireworks	\$5,000.00
Total Expenses	\$33,150.00
Total Profit & Loss	\$1,350.00

SD8: Furniture Schedule

Item	Qty	Retail	Discount	Total
Twin Beds w/Matress	16	1999	25.00%	\$23,988.00
King Bed w/Matress	2	2999	25.00%	\$4,498.50
20 Room Chairs	20	1159	25.00%	\$17,385.00
20 Sm Dressers	20	1229	25.00%	\$18,435.00
12 Night Stands	12	799	25.00%	\$7,191.00
10 Room Lamps	10	289	25.00%	\$2,167.50
25 Chair Lamps	25	149	25.00%	\$2,793.75
1 Executive Desk	1	1499	25.00%	\$1,124.25
1 Secretarial Desk	1	1199	25.00%	\$899.25
2 Credenzas	2	799	25.00%	\$1,198.50
2 Computer Desks	2	499	25.00%	\$748.50
4 Desk Lamps	4	99	25.00%	\$297.00
4 Bookcases	4	399	25.00%	\$1,197.00
2 Desk Chairs	2	149	25.00%	\$223.50
10 Visitor Chairs	10	369	25.00%	\$2,767.50
3 Conference Tables	3	2029	25.00%	\$4,565.25
30 Conference Chairs	30	369	25.00%	\$8,302.50
30 Paintings	30	349	25.00%	\$7,852.50
10 Round Dining Tables	10	2029	25.00%	\$15,217.50
15 Square Dining Tables (able to mc	15	2029	25.00%	\$22,826.25
100 Dining Chairs	100	369	25.00%	\$27,675.00
10 Living Room Lamps	10	509	25.00%	\$3,817.50
30 Sitting Chairs	30	1159	25.00%	\$26,077.50
20 End Tables	20	649	25.00%	\$9,735.00
Total				\$210,983.25

SD9: Riding Class Offerings

Parelli

- Level One
- Level Two
- Level Three
- Individual game training
- Video Taping for Certification

Equine Safety

Equine Science

Equine Nutrition

Horseshoeing Basics

Western and English Style Riding

Foal Halter & Leading Training

Foal Imprinting

Foal Groundwork

Trailerling

Lead & Lead Changes

Dressage

Gymkhana Events

Jumping

Barrel Racing

Concept Drawings & Descriptions

The following are concept drawing for the plan. Placement, distance, and size are subject to change based on environment and architectural suggestion.

Ten Acre Site

This drawing of the site represents a possible layout, but is more to reflect the number and types of buildings. Two arenas are scheduled, one small uncovered and a large covered. The covered arena will be about 20,000 sq. ft. under a fabric canopy building (refer to B1-1). Eventually a larger steel frame building would be erected, but that would occur after the three year buyout.

Corporate Center

The Corporate Center will have two main areas, the bunkhouse/main meeting room and the kitchen/dining area. For the purposes of this plan, the room next to the kitchen will be used as an office until the detached corporate offices can be built.

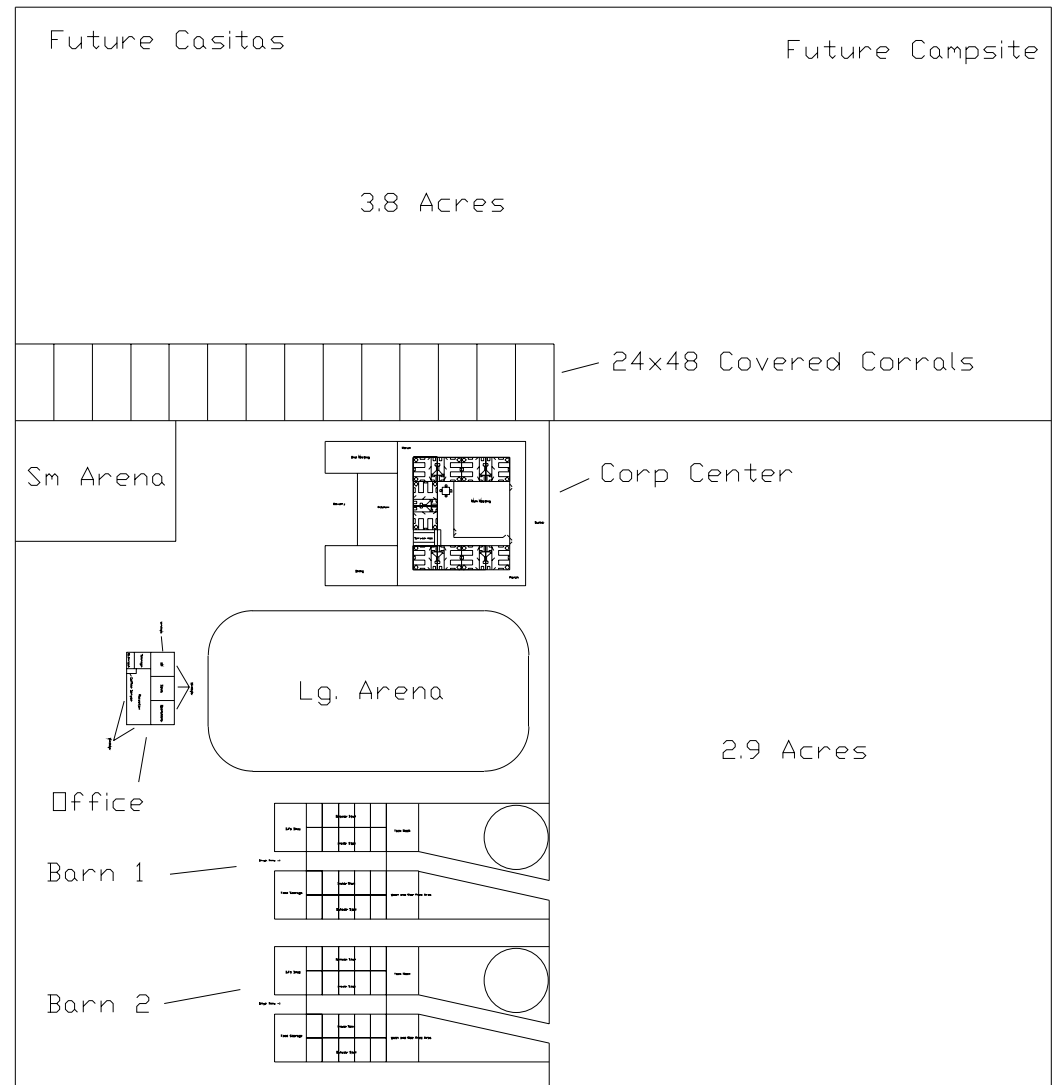
Barn

The barn will house the gift shop and tack room, as well as the feed storage and horse wash area. When the second barn is built, the area that inhabits the gift shop in the first barn will be used as a storage area. The stall will be 10'x20' in and out and will have rubberized floors to keep dust down to a minimum.

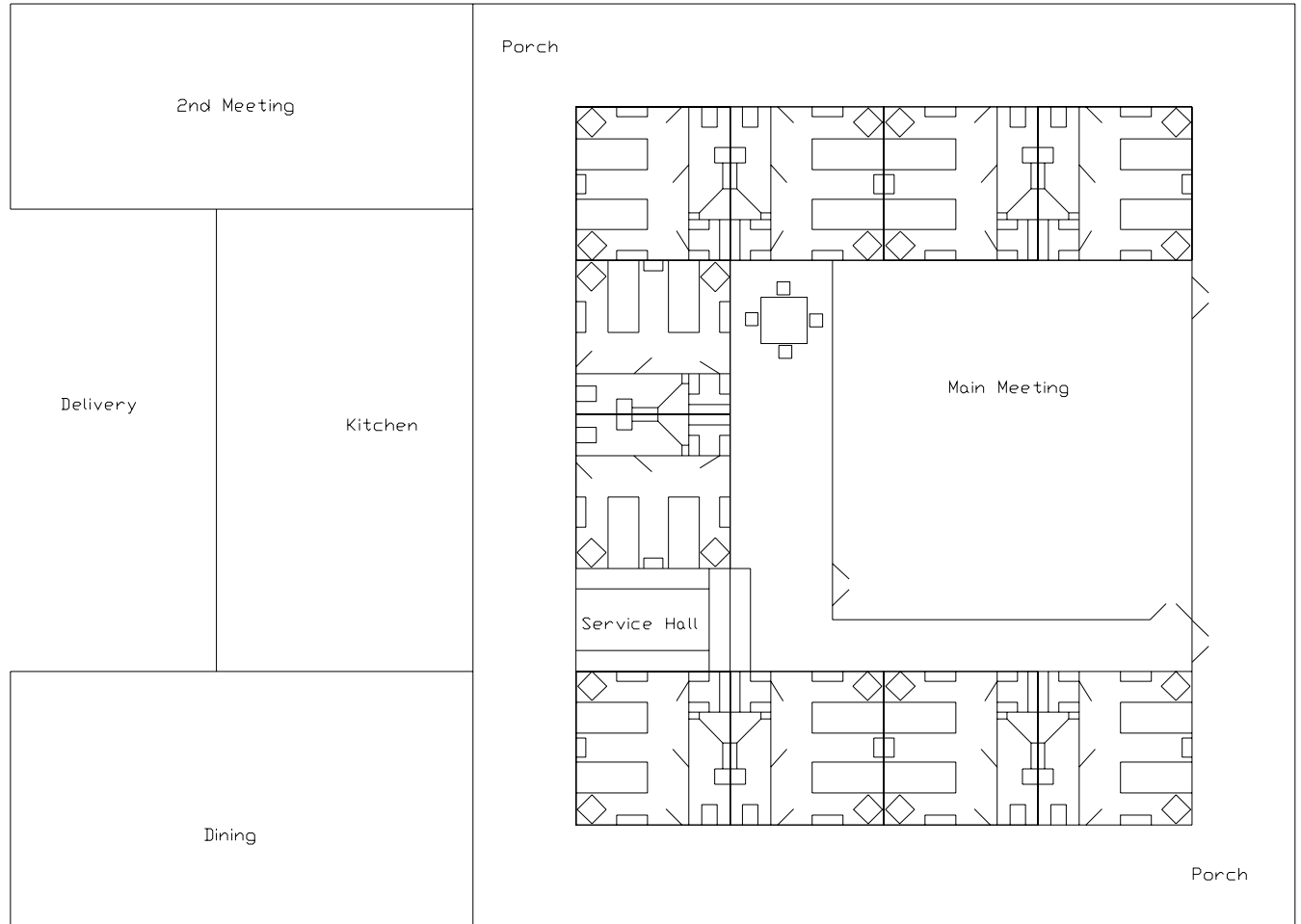
Future Office

The office building is not part of the three year plan. The office for the first three years would be in the 2nd meeting area of the bunkhouse/kitchen. Once the office can be built, the 2nd meeting room would then be finished and with a bi-fold wall allow for 1-2 more meeting rooms.

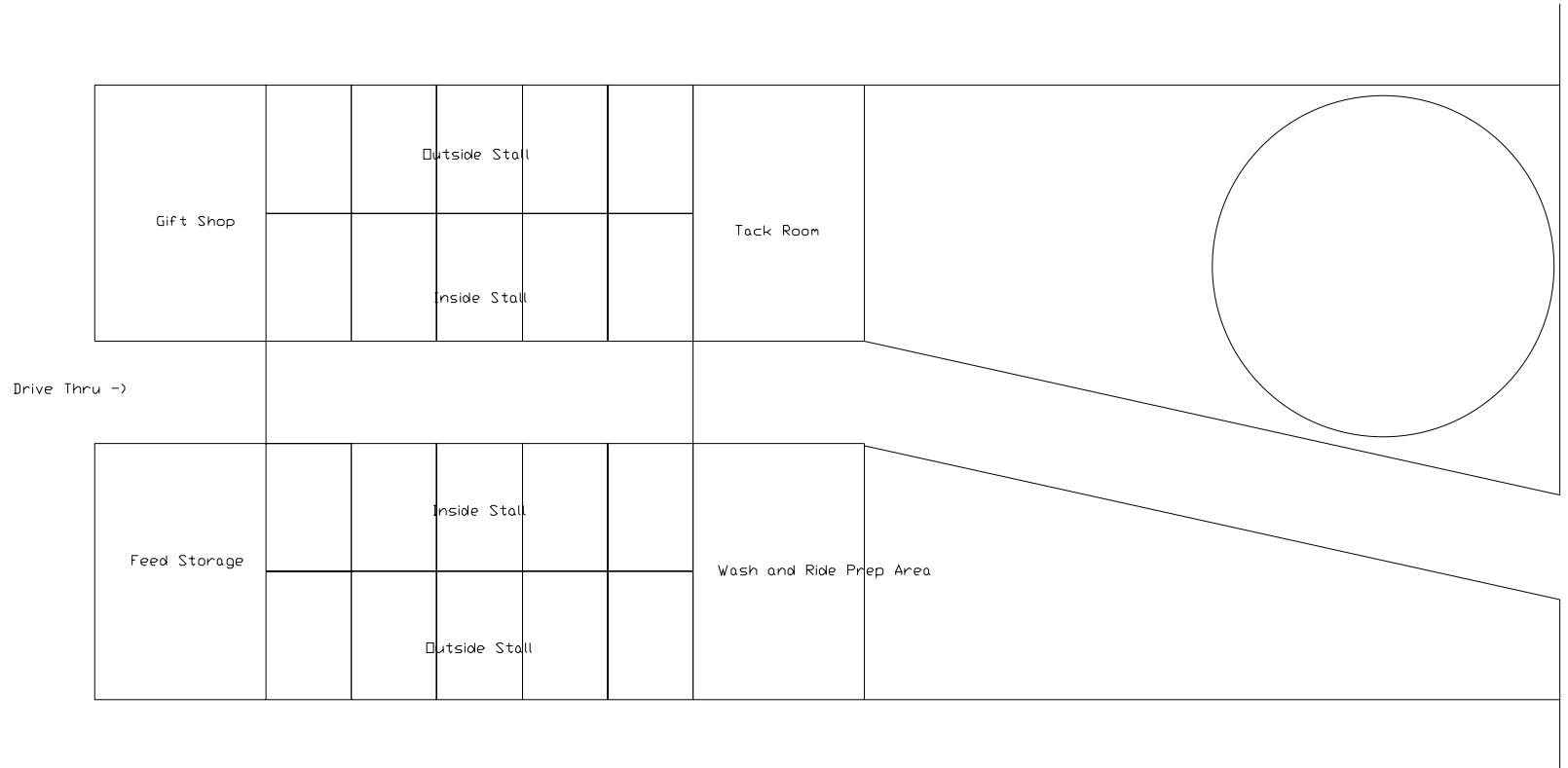
CD1 - Ten Acre Site Plan



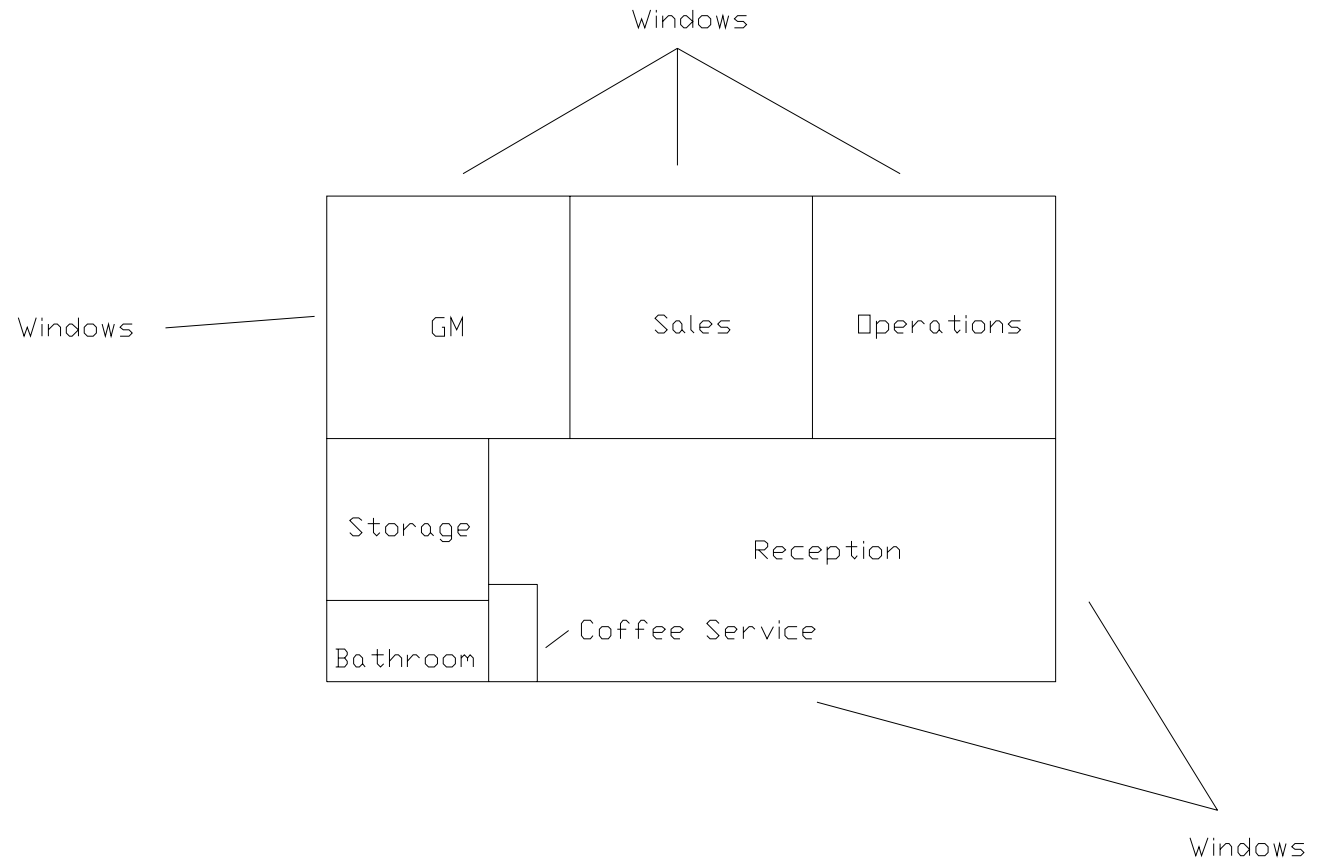
CD2 - Corporate Center



CD3 - Barn Plan



CD4 - Future Office Plan



Included for future reference only

Project Amendments

January, 2007 – Changed startup, income, and expenses to reflect an eighty five acre purchase at 21k per acre, 350k down, 9% on balance. Plan would be to sell six four-acre lots for capital during 4 year process. Forty acres would be used for the equestrian/retreat center and the final lots (two at 10.5 acres each) would be given to the managing partners at the conclusion of the four year plan after final payoffs.

Appendices

The following are external documents that help paint a picture of the plan and the reasoning behind it. These documents come from various sources and may or may not be cited in the text of the plan, but all have purpose in describing the vision.