

Wood County Volunteer Driver Program

Phase 1

Business Plan

WSOS Community Action, Inc.

P.O. Box 590

Fremont, Ohio 43420

P: (419) 333-5081

F: (419) 332-8720

tmrobinson@wsos.org

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1.0 Executive Summary

The adoption of the 2014 Wood County Locally Coordinated Public and Human Service Transportation Plan by the Wood County Stakeholder Group transpired on March 13, 2014. Until this date, Wood County had not adopted an inclusive coordinated public-human service transportation plan that encompasses all aspects of transportation for under served groups, including the elderly, disabled, and low income populations.

It is upon this body of work that a group of stakeholders in Wood County began the discussion for a need of a Volunteer Driver Program.

The Volunteer Driver Program is being created to help fill the gap that the current Wood County transportation providers are not serving. With an increase in demand of dialysis treatment for dialysis patients, Phase 1 of the Volunteer Driver Program will focus on transporting Wood County residents to and from the local dialysis centers in Wood County and the surrounding area.

According to the 2012 U.S. Renal Data System Annual Data Report, the number of dialysis units nationwide grew by 15.7 percent between 2005 and 2010 (1). Transportation of patients to and from dialysis appointments has presented both a challenge and an opportunity. This program has the ability to create partnerships within the community and improve health of dialysis patients and care givers. The service also has the capacity to reduce health care costs.

The WSOS Mobility Management program will oversee the daily operations Monday through Friday from 8 a.m. to 4 p.m, excluding holidays. The service will be available to Wood County Residents only. The volunteer driver will pick up or drop off dialysis patients from their residence or dialysis center by using their own personal vehicle; upon request the driver can offer arm through arm service during transport. The dialysis patient will pay a small fee for the transportation service. The volunteer driver will have an option to obtain mileage reimbursement or choose to claim miles driven for a tax deduction for when filing taxes.

The fare rate for each dialysis patient will be \$11.00 per trip.

The Wood County Volunteer Driver Program will help care givers and relatives save time who are currently transporting their loved ones to and from dialysis centers. The volunteer driver program will help take the pressure off public transit providers as the demand of transporting dialysis patients continues to increase. The Volunteer Drivers will be able to give back to the Wood County Community and help dialysis patients in need of safe and reliable transportation to and from their dialysis appointments.

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Initially the research, development, and assumption testing of the initiative has been made possible by the National Center for Mobility Management (NCMM), Wood County United Way, and the Ohio Department of Transportation Ohio Coordination Program through coordination of WSOS Community Action.

Additional funding is being sought through fundraising activities coordinated by Black Swamp Area 4 Program through fundraising activities.

(1)An Analysis of the Demand for a Haemodialysis Facility in the Cleveland , Oklahoma, Medical Service Area. (2013, October 1). Retrieved September 9, 2015.

1.1 Objectives

- Identify riders through partnerships with dialysis treatment centers.
- Provide another transportation option for dialysis patients in Wood County, Ohio to help "Fill in the Gaps" of what the current transportation network is not servicing. The focus is on serving the under served rural areas.
- Provide 400 multipurpose trips by June 30, 2016
- Alliance will help maintain independence and allow for dialysis patients to remain in their homes longer rather than having the dialysis patient moved in an assisted living facility.
- Recruit at least 10 volunteer drivers by December 1, 2015

1.2 Mission

To create partnerships between health care providers and transportation. The collaboration will allow for improved health by the individual and family.

1.3 Keys to Success

- Secure funding from United Way in Wood County for three years (2015, 2016, 2017).
- Apply for additional grant funding for improving transportation services for dialysis

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patients.

- Expand our trip purpose beyond dialysis appointments, filling other unmet transportation needs.
- Create 3 new partnerships in Wood County that will help with both the revenue and sharing the costs to sustain a volunteer driver program. (specific examples: mileage reimbursement, driver training, satellite office, fundraising to off set fare.)
- Facilitate an alliance with Bowling Green State University to offer college credits to students who volunteer as drivers by June 30, 2016.
- Explore expansion of the existing county wide call center to incorporate referrals to the Volunteer Driver Program to provide the best mobility options to all residents in the county.
- Explore sharing vehicles between agencies, research the barriers, and develop a recommended plan of action.

2.0 Organization Summary

WSOS is a private non-profit organization that was established in 1965. The agency just celebrated it's 50th year in business. WSOS's mission is to create partnerships and opportunities to help individuals, families and communities thrive. WSOS's head quarters is located in Fremont, Ohio. WSOS name represents the four main counties that the organization serves. Those counties in Ohio are Wood, Sandusky, Ottawa, and Seneca. WSOS offers programs in the following areas:

- Children/Youth
- Community Development
- Employment & Training
- Emergency Services
- Home Rehabilitation
- Home buyer/Foreclosure
- Housing Assistance
- Senior Support

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- Transportation

WSOS is the lead agency for the Wood County Transportation Stakeholder Group that helped create the Locally Coordinated Public and Human Service Transportation Plan. Those Stakeholders include:

- Ability Center
- Area Office on Aging
- B.G. Transit
- Bowling Green Sentinel-Tribune
- Bowling Green State University
- Black & White Cab
- Children's Resource Center
- City of Bowling Green: Council, administration
- City of Bowling Green Police
- Easter Seals
- Habitat for Humanity of Wood County, Ohio Inc.
- La Conexion de Wood County Inc.
- Sentinel-Tribune
- TARTA
- TMACOG
- The Cocoon Shelter
- The Salvation Army
- Village of Pemberville
- Westhaven Apartments
- Wood County ADAMHS Board
- Wood County Administrator (on behalf of Wood County Commissioners)
- Wood County Board of DD/Wood Lane Industries
- Wood County Community Health and Wellness Center
- Wood County Committee on Aging (WCCoA)
- Wood County DJFS
- Wood County Health District
- Wood County Hospital
- Wood County DD aka Wood Lane
- Wood County NAMI
- Wood County Planning Commission
- Wood County Reentry Coalition
- Wood County United Way

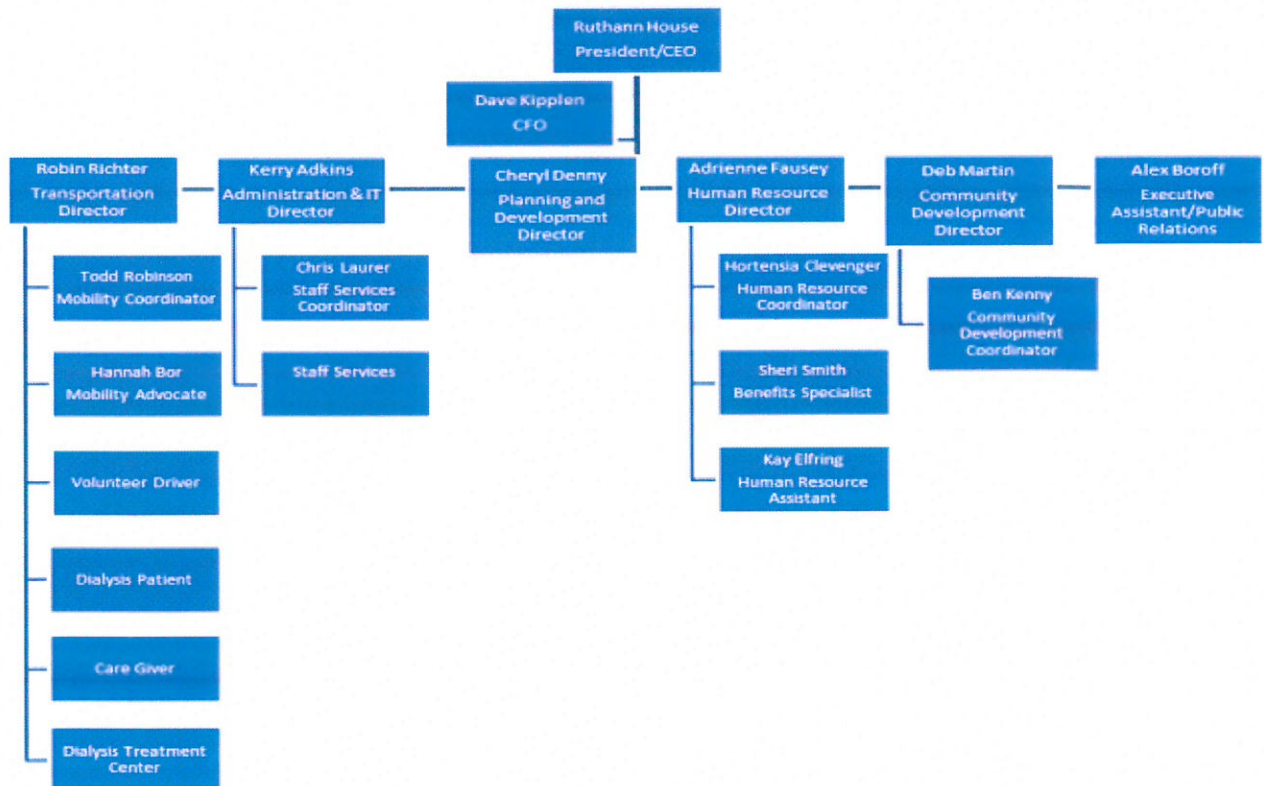
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- WSOS Board of Directors/staff

The 2014 Wood County Locally Coordinated Public and Human Service Transportation Plan was adopted by the Wood County Stakeholder Group on March 13, 2014. Until this date, Wood County had not adopted a coordinated transportation plan that encompasses all aspects of transportation for under served groups, including the elderly, disabled, and low income populations.

It is upon this body of work that a group of stakeholders in Wood County began the discussion for a need of a Volunteer Driver Program. The Volunteer Driver Program is being developed under the umbrella of the regional Mobility Management program within WSOS. The Mobility Management services of WSOS began with a single county, Sandusky, in 2011 and has expanded to include Wood and Seneca Counties in 2015. The core purpose of the WSOS Mobility Management effort is to coordinate transportation services to achieve efficiencies and meet unmet needs.

Management and support staff involved in the plan:



2.1 Legal Entity

WSOS Community Action Commission, Inc. is a 501(c)3 tax-exempt private not-for-profit organization. WSOS has 23 board members. The board members consist of low income representatives, county commissioners, county commissioner appointees, economic development directors, ministry association, and council of health and social concerns. These board members represent each of the 4 primary counties that represent WSOS (Wood, Sandusky, Ottawa, and Seneca).

2.2 Organization History

In 1964, President Lyndon B. Johnson and the Congress of the United States proclaimed a national "War on Poverty" by enacting the Economic Opportunity Act of 1964. President Johnson solidified his commitment to forging new opportunities for the poor in the United States by mobilizing financial and human resources to eliminate poverty.

To assist in fighting his "War on Poverty", local Community Action Agencies were created to provide a wide range of human services at the community level to help individuals build self-sufficiency and rise out of poverty.

This act described the purpose, structure, and financing of Community Action Agencies (CAA) in the United States. CAAs are locally controlled organizations whose purpose is to reduce poverty and to help low-income people become self-sufficient. They are governed by a tripartite board of directors composed of no less than 15 and no more than 51 members.

WSOS is a private, nonprofit Community Action Agency. The core funding for CAAs comes from the Community Services Block Grant (CSBG), which was created in 1981 by the Omnibus Reconciliation Act. CSBG funding provides less than eight percent (8%) of total CA funding. WSOS is one of 52 CAAs in Ohio and one of about 1,000 CAAs nationwide. WSOS provides services to income-eligible individuals and families of all ages.

Since 1980 WSOS has had an entire department dedicated to community development and planning for infrastructure improvements. WSOS has provided transportation planning services since 2000, as it was the lead agency in the Sandusky County Transportation Stakeholder group that led to the formation of TRIPS General Public Transit. In 2005 and 2006,

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WSOS coordinated transportation planning for Huron County, Sandusky County, and Morgan County.

In 2011, WSOS began Mobility Management Services in Sandusky County, which by 2015 have expanded to include Wood and Seneca.

The Ohio Department of Transportation required a County Locally Coordinated Public and Human Service Transportation Plan for entities to receive funding for 5310, specifically New Freedom and Job Access Reverse Commute (JARC) programs. The 2014 Wood County plan brought into one document a report on the work conducted by a very active stakeholder committee, as well as research conducted by Masters of Public Administration Graduate Students of the Political Science Department at Bowling Green State University. Further assistance in facilitating the plan was provided by staff from WSOS Community Action Commission, Inc. In addition, the plan includes information gained through the experience of every participating transportation provider. It also serves as a response to the need to ensure that projects selected for funding under certain specific funding sources must be derived from such a plan.

The Wood County Coordinated Plan was developed through a process that included representatives of public, private, and nonprofit transportation and human services providers and participation by the public.

Through a series of meetings, members of the transportation stakeholder group developed a set of prioritized strategies for the formation and delivery of a coordinated public and human service transportation plan. A process was used in which committee members were asked to identify what they perceived to be the highest priority issue with regard to realizing public and human service in Wood County. The two priority issues identified are: Overcoming Geographic Needs (including access to rural areas and inter-county coordination), and Meeting human service needs (such as dialysis patients). To address these issues one strategy identified is to develop a Volunteer Driver Program. The primary initial need was to hire a Mobility Coordinator to oversee the development of the Wood County coordinated system. The Mobility Coordinator was hired in at WSOS February 2015.

3.0 Services

The Wood County Volunteer Driver Program will offer transportation to dialysis patients to and

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from dialysis treatments. Drivers will transport dialysis patients Monday through Friday between the hours of 8am to 4pm. The dialysis patient will have to reside in Wood County and be transported to a Wood County Dialysis Treatment Center.

Features: Trained drivers transporting patient to and/or from dialysis treatment with arm through arm service.

**Note:* Per request other destination options for return trip home after dialysis treatment available based on the schedule. Locations may include: Pharmacy, Dept. Store (Groceries), Doctor apt., etc. (15 min. time limit).

4.0 Market Analysis Summary

In March, 2015 interviews were conducted with 11 dialysis patients confirming the need for improvement of transportation options. The Wood County stakeholder group, focus groups, and patient surveys conducted by WSOS Mobility Management led to identification of numerous broad issues and areas of concern related to the impact of transportation on health outcomes for dialysis patients. Here are the main themes identified from the interviews:

- **Dependability** - When a transportation provider is late or does not show up, a patient may have to cut their dialysis treatment short, which could have detrimental impact on their health. Patients can also be stranded at the clinic if they miss their ride home.
- **Flexibility** - Focus group participants identified a greater need for flexibility in scheduling so that when patients need more time to complete their treatment or to stabilize after dialysis, they can easily reschedule their rides home.
- **Waiting and indirect route** - Participants identified frustrations with the transportation service related to patients having to ride across town to pick up another person before they are dropped off.
- **Cost/Affordable** - Results of the data collection showed that the majority of patients surveyed are low income, therefore the cost of transportation to and from treatment provides a huge barrier.
- **Availability** - Lack of available transportation options in rural areas.

Positioning:

End-stage renal disease (ESRD) is debilitating condition resulting in death unless treated. Treatment options are transplantation and dialysis. Alternative dialysis modalities are

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haemodialysis (HD) and peritoneal dialysis (PD). HD may, in some cases, be performed at home, but is most commonly performed in a dialysis center three times per week, requiring the patient to travel to treatments lasting on average 3 to 5 hours. Haemodialysis units provide medical treatment for end-stage renal disease (ESRD) caused primarily by the chronic diseases of diabetes and/or hypertension (high blood pressure). The need for haemodialysis units is increasing as people live longer and more people develop the diseases that lead to kidney (renal) failure. Also, improvements in dialysis technologies, care, and related drugs enable dialysis patients to live longer on dialysis. The increased number of patients requiring haemodialysis has placed an increased demand on urban and rural communities to provide haemodialysis units that are within a one-hour drive to the patient's home. According to the 2012 U.S. Renal Data System Annual Data Report, the number of dialysis units nationwide grew by 15.7 percent between 2005 and 2010 (1).

In 2013, there was only one dialysis center located in Wood County, just north of the Wood County Hospital in Bowling Green. In 2015, there are currently 3 dialysis centers located in Wood County. This is a realistic example confirming there is an increased demand for dialysis treatment. Refer to- 2014 Wood County Locally Coordinated Public and Human Service Transportation Plan: Chapter 5 p.5-6

The National Kidney Foundation states, the number of persons with kidney failure who are treated with dialysis and transplantation is projected to increase from 340,000 in 1999 to 651,000 in 2010 (2). For the patient who needs haemodialysis yet does not live within easy commuting distance of a treatment unit, the only option may be to move to a community that has a unit. This means the patient may incur additional expense in relocating and may no longer have a social support system available to him/her in the local community. It also adds to current problems of decreasing population numbers experienced by numerous rural communities.

Demographic:

Wood County is home to 15,389 people who are 65 years or older, just over 12 percent of the population. The elderly population in Wood County is anticipated to generate significant demand for transportation as they discontinue driving on their own due to the physical effects of ageing on response times, physical exertion, and driver visibility impairment during motor vehicles. Refer to- Wood County Locally Coordinated Public and Human Service Transportation Plan: Chapter 2

Geographic:

Wood County includes 5 cities, 21 villages and 19 townships. Generally in Wood County, township and rural municipalities contain the highest percentages of elderly persons, while existing and newly developed urban areas tend to contain higher proportions of younger individuals. Refer to- Wood County Locally Coordinated Public and Human Service

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Transportation Plan: Chapter 2

There are three dialysis centers located in Wood County. They include:

- US Renal Care, Bowling Green
- DaVita Northwood Dialysis
- Fresenius Medical Care Perrysburg

Stakeholder Responses:

"The Volunteer Driver Program is not to compete with existing transportation providers, The program is to fill in the gaps of transportation currently not provided." - Robin Richter, Director of Senior and Transportation Services

"Tremendous growth with dialysis patients seeking dialysis treatment and the volunteer driving program will help reduce the demand of the current transit service." - Todd Robinson, Mobility Coordinator

"The Volunteer Driver Program will help reduce the wait time and will allow for immediate transportation home, which is very important for this specific group of individuals." - Hannah Bor, Mobility Advocate

"My agency struggles with accommodating dialysis patients demanding schedule, this service will help dialysis patients and relieve pressure from other transit services." - Denise Niese, Director of Wood County Committee on Aging

(1) An Analysis of the Demand for a Haemodialysis Facility in the Cleveland , Oklahoma, Medical Service Area. (2013, October 1). Retrieved September 9, 2015.

(2) Levey, A., Coresh, J., Balk, E., Kausz, A., Levin, A., Steffes, M., . . . Eknoyan, G. (2003, July 15). National Kidney Foundation Practice Guidelines for Chronic Kidney Disease: Evaluation, Classification, and Stratification FREE. Retrieved September 30, 2015.

4.1 Market Segmentation

There are 3 market segments:

1. Rider

2. Volunteer Driver

3. Partners

4.2 Target Market Segment Strategy

1. Rider-

- Increase of demand of dialysis patients in need of safe and reliable transportation service.
- Focus service to dialysis patients before expanding in other market segments.
- Improve the patient experience by reducing the wait time after treatment.
- Having the opportunity to receive individualize mode of transportation.

2. Volunteer

- Contribute back to the community
- Achieve new skills and training
- Attend 6th Annual Volunteer Fair September 2015 to recruit drivers.
- Present pilot program to the following Senior Centers to recruit drivers: Wayne, Bowling Green, North Baltimore, Perrysburg, Walbridge, Pemberville, and Rossford.
- The following target audience for recruitment includes:
 - Retired police officers
 - Retired US postal workers
 - Newspaper carriers
 - BGSU students - Partner with BG
 - Volunteers of WCCoA
 - Volunteers from other nonprofit organizations
 - Church members
 - Former dialysis patients
 - Retired Fed Ex & UPS drivers
 - Current dialysis patients

3. Partners

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- Stakeholders identified problem with the lack of transportation in Wood County for dialysis patients.
- Identify obstacles to pilot the selected model (Volunteer Driver Program).
- Identify additional funding sources.
- Access for transportation to those outside the service area providers (i.e. BG Transit and without funded programming access (i.e. Medicaid eligible JFS clients).
- Have identified common theme county wide transportation need for: Employment; Grocery shopping; Hair appointment; Pharmacy; Education; Department Store; And other medical appointments.

4.3 Service Providers Analysis

A complete service provider analysis was conducted as part of the 2014 Wood County Locally Coordinated Public Transit and Human Service Transportation Plan. See Chapter 3. This plan is also available on WSOS Mobility website. <http://www.wsos.org/mobility.html>.

4.3.1 Alternatives and Usage Patterns

Alternatives:

The dialysis patients are currently using public and private transportation services, care givers, and family members to and from treatment.

Public Transportation Providers

- BG Transit- Public rural transit system operating within the City limits of Bowling Green. The transportation service is a demand-response rural transit system operating within a ten square mile area. The system operates seven wheelchair accessible vehicles, including six modified minivan and one converted van.
- TARTA - Rossford Service Coverage - Urban Transit Authority operating in Lucas and

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Wood Counties in northern Ohio. It covers only the community of Rossford in Wood County. The system operates 96 to 154 full-sized buses and 72 mini buses all of which are ADA accessible.

- Ride Right/Perrysburg Transit- Private sector transportation provider based in St. Louis, Missouri. Service is limited to the City of Perrysburg only. The service operates a demand response system with a fleet of three Dodge Caravans and services the areas in Perrysburg and the immediate surrounding areas. The total wheel chair capacity is six seats and non-wheelchair passenger capacity is seven seats.
- SCAT- Services only the City of Fostoria in Wood County. Publicly funded transportation service provider that serves the citizens of Seneca County and selected citizens who live in the City of Fostoria in Hancock and Wood Counties. Their vehicle fleet operates 26 gasoline powered vehicles, and it consists of 5 modified minivan, 1 standard minivan, 5 converted vans, 14 light transit vehicles-all narrow body make, and 1 AO transit vehicle.

Private Transportation Providers

- Blakely Care Center- Operates one small Ford Bus on their campus. The capacity and the condition of the vehicle remains unknown at this time.
- Briar Hill Health Campus- Private enterprise that provides assisted living, senior care, nursing services, and adult daycare services. They operate 1 vehicle with ambulatory seating capacity for 11 and wheelchair capacity for 2.
- Comfort Keepers- Senior care service that provides transportation service coverage to their senior clients. Provides transportation for seniors in Wood County.
- Griswold Special Care- Senior/disabled home assistance service. Provides medical transportation for their paying clients.
- Heartland of Perrysburg- Skilled nursing care facility located in Perrysburg, Ohio. Does not provide transportation to and from their clinic. They provide financial assistance to qualifying individuals for transportation based on medical trips to third parties.
- Home Instead Senior Care- In-home senior care service located in Perrysburg. Provides one-on-one transportation service to paying clients.
- Medcorp- Private ambulance and ambulette service that operates in western and northern Ohio. Limited to paying clients.
- Otterbein Portage Valley- Nursing home and assisted living facility located in

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Pemberville. Operates two small buses used to transport residence only.

- Promedica-St. Luke's Hospital Courtesy Van-Lucas and Wood Counties- Operates courtesy van providing door to door transportation service for St. Luke's hospital users only. The transportation service is not ADA accessible.
- Salvation Army- Provides transportation expense assistance. Eligibility is income based at 200% of poverty.
- TLC Health care- Private medical transportation service provider. Operate over 30 vehicles.
- Waterford at Levis Commons- Senior residential care facility located in Perrysburg. Only offers transportation to Waterford residence. Operates one car and one bus.
- Wood Haven Health Care Center- Is a senior care and nursing home facility owned and operated by the Board of Wood County Commissioners. Operates one 15-passenger bus with an ADA accessible lift.
- Wood County Committee on Aging- Medical Appointments, Grocery Shopping by Van with group.
- CRC has partnered with Wood County Department of Job and Family Services to provide non-emergency transportation to Wood County residents. Net+ maybe able to assist eligible individuals with transportation to medical, dental, vision and behavioral health appointments. Net+ vehicles are accessible to persons with disabilities. Personal care attendants and service animals ride for free. Those 60 years of age and older must use available transportation through the Wood County Committee on Aging first. Transportation arrangements must be made at least 10 days prior to scheduled appointment.

Financial Assistance Programs

- The Kidney Foundation of Northwest Ohio- Private, non-profit organization providing financial assistance to qualifying low-income individuals to pay for private transportation to and from kidney related medical appointments including dialysis.
- The United Way- First call for help service provides anonymous information and referral services to Lucas, Wood, Ottawa, Erie, and Hancock county residents 24 hours a day, 7 days a week.
- The Wood County Job and Family Services- Medical/Dental and RX pickup.

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- The Wood County Alcohol, Drug Addiction, Mental Health Services Board

Bowling Green Taxi Information

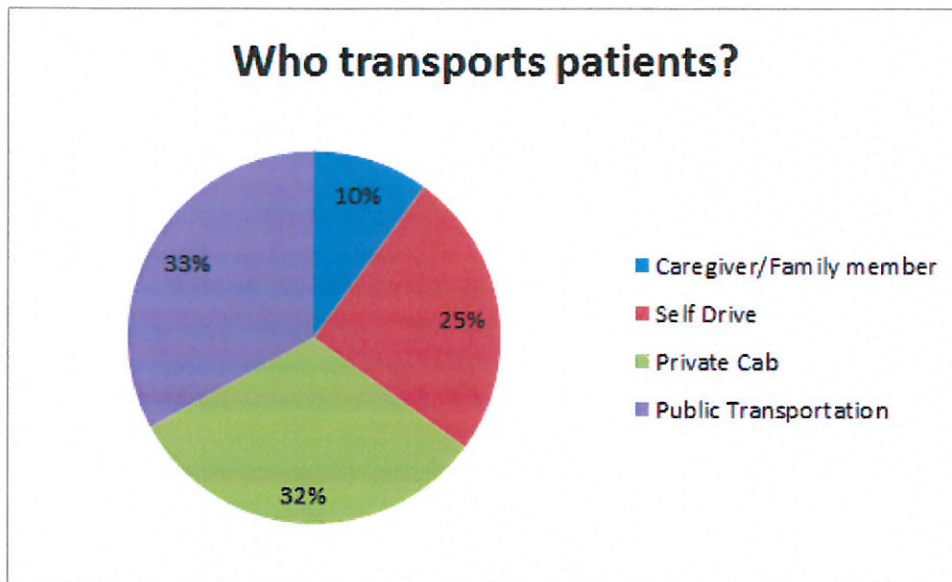
- BG Supercab- Locally owned taxi company operating in Bowling Green, Ohio. The company operates a fleet of six vehicles, of which only five are on the city streets at any one time. No vehicles are handicap accessible at this time. Only offers service in Wood County and the Toledo Metropolitan Area.
- Black and White Cab Co.-Toledo Metropolitan Area and Toledo MSA- A Large private taxi service based in Toledo. The company provides cab or sedan service in the surrounding areas around Toledo.
- Cori's Taxi- Small, local transportation provider based in Bowling Green.
- Manta Cars LLC- Small taxi transportation provider based in Toledo. The service provider covers distances as far as Cleveland, Ft. Wayne, Detroit, and others upon request. Operates two Ford Windstars with ambulatory seating capacity for six per vehicle; thus the entire fleet capacity is 12 persons at any one time. There is no seating currently available for disabled individuals.
- Reliable Taxi- Locally owned and operated taxi provider in Bowling Green, Ohio. Main operations are in the city of Bowling Green, but the service is available county-wide or at the owner's preference. Operate 3 vehicles and none of them are ADA accessible.
- Yellow Cab of Toledo- Small urban taxi service operating in and around the Toledo Metropolitan Area.

Usage Patterns:

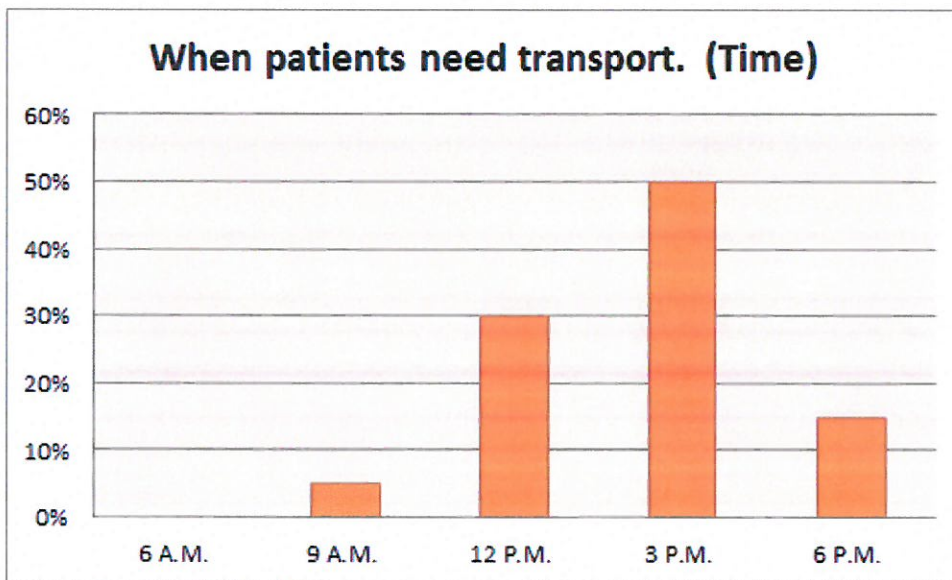
Dialysis patients have specific requirements of a transportation service, which include:

- Arm-through-arm service with quality care
- Promptness picking up and dropping off to and from treatment
- 3 hours treatment trip
- Ability to schedule long term for rides: 3 days per week - 52 weeks per year
- Flexibility: will call

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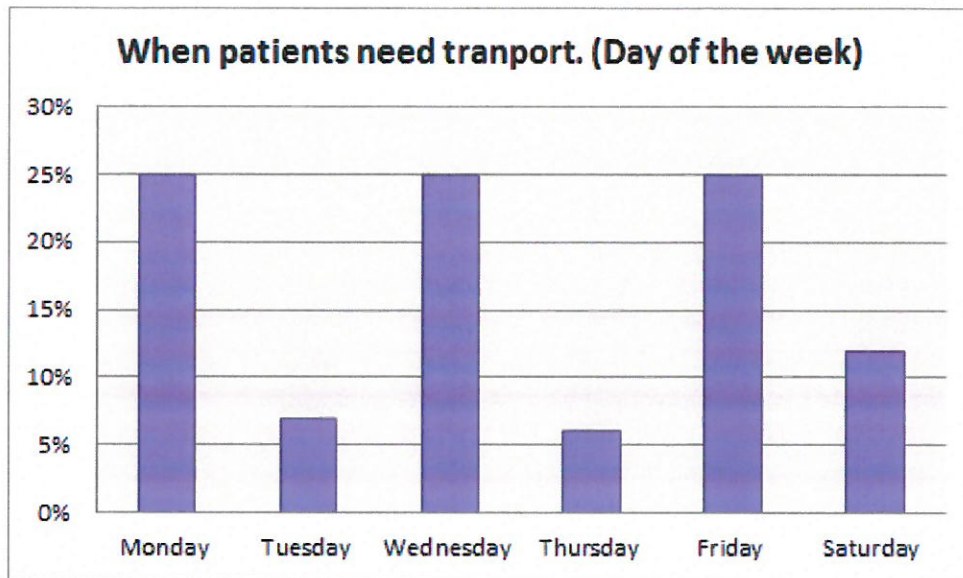


U.S. Renal Care Bowling Green, Ohio - Oct.2015.



U.S. Renal Care Bowling Green, Ohio - Oct.2015.

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U.S. Renal Care Bowling Green, Ohio - Oct.2015.

5.0 Strategy and Implementation Summary

The Volunteer Driving Program will be an alternative transportation option for dialysis patients to treatment serving the rural parts of Wood County.

Revenue will come from fare fees, local partnerships in Wood County, fundraising activities, and current/future grant opportunities.

5.1 SWOT Analysis

Information for the SWOT analysis was obtained through initiatives: 1.) The work completed as part of the Locally Coordinated Public and Human Service Transportation Plan, 2.) Interviews conducted March 2015 with dialysis patients, care givers, treatment centers, TRIPS (Sandusky County Public Transit Provider) drivers, and dispatch. 3.) The Successfully Coordinated and Organizing to Revitalize and Enhance (SCORE) dialysis transportation team who met in May 2015, with representatives from the following agencies:

WSOS Mobility Management

Wood County Volunteer Driver Program

TRIPS Coordinator

National Center Mobility Management facilitator

Wood County Committee on Aging Social Worker

WSOS Development Specialist

U.S. Renal Care Social Worker

DaVita Registered Nurse

Caregiver.

4.) Research on 5 Volunteer Driver Models including:

Serving our Seniors- Provides out of town medical appointments for residents that live in Erie County that is over the age of 60 in Sandusky, Ohio. Rides are only available for out of town medical appointments. Volunteer Drivers are encouraged to drive the Serving our Seniors vehicle. Gas mileage reimbursement is available if the volunteer driver uses their personal vehicle. Three Serving our Seniors vehicles are covered under the Serving our Senior insurance. Volunteers that drive their personal vehicle have to show proof of insurance prior to driving.

Greene Cats- Provides volunteer transportation services to individuals with disabilities living at home to medical appointments, church, grocery store, pharmacy, and recreational activities in Xenia, Ohio. The rider recruits their driver. The driver uses their personal vehicle and mileage reimbursement is available.

ITN- Provides rides with door-through-door and arm-through-arm service to thousands of seniors nationwide. ITN is only available in urban areas. Riders have a personal transportation account and a monthly statement details of all the payments and charges. There is no money exchanged in the vehicle, and tips are not accepted. Volunteer Drivers use their personal vehicle with their own insurance coverage.

Volunteer Assisted Transportation (VAT)- Offers accessible and affordable transportation services to seniors and persons with disabilities in Knox County, Tennessee. The volunteer uses the agency-owned vehicles. The agency provides insurance for their vehicles.

Ride Connection- Offers transportation primarily for older adults (Age 60+) and people with disabilities in Portland, Oregon. The rider will recruit a driver they know and trust. Volunteers use their personal vehicle and provide their own personal insurance. The volunteer is responsible for the fueling of their vehicle.

Ongoing research of these programs on a daily basis consist of phone interviews, emails, and meetings with local volunteer driver programs.

5.1.1 Strengths

1. WSOS is already established working in Wood County
2. Director has 19 years of experience with transportation
3. Clear Vision of the populations needs. Performed interviews with dialysis patients recording their needs and wants.
4. Low operational costs
5. Patients will receive arm-through-arm service giving care givers and family members a peace of mind.
6. Hours of operation reflect regular business hours
7. Offering private vehicles for patients oppose to public transit services
8. Wood County has limited transit options for the public
9. High demand for service
10. Program is a good cause
11. Improve health of the individual and family
12. Reduce stress for patients and family
13. Alliance will help lower health care costs
14. Drivers will have the proper training to ensure patients safety
15. Fare fee will be at a reasonable cost
16. Minimal labor costs (Volunteered drivers)
17. Volunteers will provide their own insurance and vehicle
18. Wood County does not have a county wide public transit service

5.1.2 Weaknesses

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1. Limited funds
2. Hours of operation do not reflect dialysis centers hours
3. Expenses of technology needed
4. Providing transportation service in rural area
5. Fare fee is more expensive than competitors
6. Unpaid drivers
7. Drivers expected to use personal vehicle
8. Drivers expected to provide gas and reimbursed later
9. Drivers are in charge of vehicle maintenance
10. Drivers will have to provide their own proof of insurance reflecting WSOS standards for insurance coverage
11. Drivers will have to complete 20 hours of training
12. Limited Staff

5.1.3 Opportunities

1. Creating new partnerships
2. The service will allow people of the community to work with each other creating friendships
3. Drivers will gain new skills
4. Retirees staying active
5. Offering college credit to students
6. Offering new exciting volunteer opportunities
7. Help reduce demand of para transit service for dialysis patients
8. Reduce anxiety and pressure of the family's members that are currently driving the patients.
9. Improve patients health

5.1.4 Threats

Wood County Volunteer Driver Program

1. Fare rates could be perceived too high
2. Recruitment of volunteers during winter season
3. Unforeseen operational costs
4. Lack of community support
5. Insurance mandating volunteers to have specific coverage, which could possibly raise their rate.
 - Provide insurance coverage limits of \$300,00 for each accident, \$100,000 per person for bodily injury, and \$50,000 property damage for each accident.
6. The demand is higher than the man power
7. Limited service to the community (only offered to dialysis patients)

5.2 Competitive Edge

What is your competitive edge?

This project is not being developed to be in competition with other providers. Rather, it is being developed to fill a gap identified by the community. The success of the project, in part, will be how well it works in tandem with other transportation providers. This program essentially is in direct response to the work conducted by the Wood County transportation stakeholder group. The diverse group of agencies from across the county and the experience they brought to the table to identify this strategy provides the core support for this project to succeed.

The Wood County Volunteer Driver Program will provide the dialysis patients another transportation option to treatment. The dialysis patients mobility needs will be fulfilled by the high-quality delivery of service by the volunteers from their community. This program is offering the community the tools to cultivate and build relationships. We will have knowledgeable and friendly staff to effectively ensure the safety and well-being of the dialysis patients. The training will provide volunteers the skills to achieve their daily responsibilities and support this programs success.

What makes this program unique is the delivery of service. The drivers provide arm through arm, door through door service and assist the consumer with their belongings. This services fundamental intent is what truly sets it apart from other services. It is purely meant to

help others.

The amount of people who can be transported will depend on the number of drivers. The challenge the program foresees is the availability of volunteers to commit to the dialysis patients demanding treatment schedule. The program is starting small to create room to grow in order to avoid over committing. The demand for transportation service now and into the future for this population has the ability to provide a sustainable value to the communities.

The provision of a transportation service that will help accommodate the current demand of the dialysis patient population will be of sustainable value to the community.

5.3 Marketing Strategy

The marketing plan will maximize the impact of marketing through a comprehensive process that is well planned, monitored, and evaluated. The use of marketing techniques and strategies will emphasize customer service.

The marketing strategy is based on marketing to other governmental and social service agencies, community organizations, local businesses, as well as the public at large.

The WSOS Transportation Director, Mobility Coordinator, Mobility Advocate, and WSOS Executive Assistant, and Wood County Stake holder group will work together to market the service as an alternative community transportation resource. The Wood County stakeholder group will review marketing strategies and provide input. The stakeholder group is made up of representatives of general public, private, and nonprofit transportation and human services providers.

The outreach plan includes: Advertising, press releases, public affairs programs on local radio, displays at job and service fairs, distribution of brochures in key locations, and public speaking engagements.

Marketing Objectives

- Generate awareness of the services offered by the Wood County Volunteer Driver Program.
- Create a consciousness among local government, community, faith-based, and business leaders of the important role the Volunteer plays as a community asset.
- Provide new volunteer opportunities in Wood County.

Monitoring and Evaluation

Wood County Volunteer Driver Program

The purpose of the monitoring and evaluation portion of the marketing plan is to gauge performance in the following areas:

- The **S**uccessfully **C**oordinated and **O**rganizing to **R**evitalize and **E**nhance (SCORE) dialysis transportation team will meet quarterly.
- Driver suggestions and concerns will be reviewed weekly.
- Customer Satisfaction will be measured through rider surveys, which will be conducted at a minimum annually.
- The Marketing Plan will be reviewed annually.

Target Market

The growth strategy primary determinant is the quantity of drivers the program recruits and maintains. The recruitment of drivers will influence the programs ability to serve the patients.

The Mobility Coordinator will oversee the process of recruitment steps and the Mobility Advocate will carry out the **process for recruitment** of volunteer drivers.

Community involvement is going to be a huge part of the volunteer driver recruitment strategy. The strategy will involve target activities to specific audiences:

Newspaper carriers

The WSOS Mobility Director and Coordinator met with Karmen Concannon, Publisher, of the Sentinel-Tribune. During the meeting, Karmen noted that the newspaper carriers know Wood County Rural Roads very well, and would have time during the middle of the day to transport passengers after newspaper delivery. This may be a good fit for carriers to become volunteer drivers transporting dialysis patients to and from their appointments. Karmen welcomed the idea of putting a small flyer in the paycheck envelopes of the Sentinel-Tribune Newspaper Drivers to assist in the recruitment of volunteer drivers. The flyers will be placed in the newspaper drivers pay stubs during November, 2015.

Bowling Green State University Students

6th Annual Volunteer Fair at Bowling Green, Ohio @ 8:30 a.m. - 2 p.m. This activity was held on campus at Bowling Green State University. The office of Service Learning and career center educated organizations of the upcoming events for the recruitment of volunteers and other online opportunities to promote service. The college is offering students co-op experience and service learning. This creates opportunity for organizations seeking volunteers. The volunteer fair provided an opportunity to test our assumptions regarding the recruitment methodology with students interested in volunteering.

Wood County Volunteer Driver Program

People currently Volunteering and the General Senior Population

Car Fit in Bowling on August 14th, at 9:00 a.m. Car fits are an educational program that offers older adults the opportunity to check how well their personal vehicles "fit" them. Spoke with many community members and had a couple interested individuals. This was an opportunity to test our recruitment assumptions.

Wood County Church Members

Posting flyers at churches and give information to clergy to inform members of the volunteer opportunity.

Retired Police Officers

Direct mail of Post Cards, Identify retirement meetings and time to present program to the groups, Leave marketing tools at facilities to spread awareness.

Current Dialysis Patients

Identify dialysis patients who drive themselves to treatment and see if they would be interested in driving another patient.

Retired US postal workers

Direct mail of Post Cards, Research retirement meetings and time to present program to the groups, Leave marketing tools at facilities to spread awareness.

Retired Fed Ex & UPS drivers

Direct mail of Post Cards.

Former dialysis patients

Send out information via mail and news releases.

Civic Group

Get on the agenda to present to civic organizations: Lions Club, Kiwanis, Chamber of Commerce, Rotary, etc.

Retired Veterans

Speak at the Ohio veterans home.

Retired Teachers

Present information to the Wood County Retired Teacher Association.

Other Retired Adults

Direct mailing of Post Cards and presentations at senior independent living apartment

Wood County Volunteer Driver Program

complexes

Volunteers of WCCoA

Another opportunity for the recruitment of drivers is holding presentations at 7 Senior Sites in Wood County, article in Newsletter, flyers and brochures available at each site.

Projected Marketing tools:

- Create brochures and flyers to market program
- Press Releases / Televised
- Radio talk show (10 min. segment of service in Wood County)
- Account on BGSU orgsync.com
- Wood County Stakeholder Link: <http://www.wsos.org/mobility/woodcountyworking.html>
- Presentations
- Direct Mail
- Create profile on VolunteerMatch.org

5.4 Fundraising Strategy

The overarching case for support

The Volunteer Driver project exists to fill a gap in the transportation network available to rural parts of Wood County to transport people to dialysis treatment appointments that have limited options. The project is needed because there is no County-wide public transportation system. Funds are needed to support the direct cost of operating this project. While volunteers provide their time at no-cost, the infrastructure to support a quality program includes placement costs and training. This is a grassroots program that will grow and expand beyond transportation to and from dialysis with funding and donations from the community for the community.

Resources

Current resources that support this project include: a Mobility Manager to coordinate the project, a Mobility Advocate to conduct day-to-day training and scheduling, availability of WSOS staff to assist in grant writing, fiscal, human resource and overall management. In addition, the WSOS Mobility Management website will be used as a resource and

Wood County Volunteer Driver Program

communication tool for fundraising.

Identification of fundraising prospects

In the first six months the fundraising prospects will be limited to the existing relationships that have been built with the United Way of Greater Toledo, the Wood County Committee on Aging, The Black Swamp Area 4 Program Planners, and the Wood County Coordinated Transportation Workgroup.

In the second six months fundraising prospects will be expanded to include: 1.) an exploration of the Retired Senior Volunteer Program administered by the Area Office on Aging of Northwestern, Ohio Inc. 2.) AmeriCorp, 3.) Bowling Green State University Office of Service Learning 4.) other grant and foundation opportunities.

Methodologies

The strategy is to combine public, private, in-kind donations, cash donations, fees and grant funds to meet the project direct operating cost need.

The tactical plan (fundraising mix) includes: 1.) seeking funding from foundations, 2.) corporate sponsorship such as destination points, 3.) creating partnerships for the recruitment of additional volunteers, 4.) researching additional grant opportunities, and 5.) community fundraising.

A **SWOT analysis** specific to the fundraising strategy will be developed in conjunction with the second quarter meeting of the Wood County Coordinated Transportation Workgroup. This will help anchor the fundraising strategy in its context by highlighting risks such as resource shortages and competition from rival institutions and identifying the strengths of the collaborative that might mitigate these risks and the new funding opportunities that might previously have gone unnoticed.

Targets

In the first year of this project targets will be predominantly non financial.

- Conduct SWOT Fundraising session at 2nd quarter Workgroup meeting.
- Meet with the Area Office on Aging to review the Retired Senior Volunteer Program, Memorandum of Understanding, Insurance Coverage and Mileage reimbursement options and the possibility of offering this to the Wood County Volunteer Drivers by the end of the 2nd quarter.
- During the first quarter meet with the BGSU Office of Service Learning to begin discussions about credit hours for BGSU students who volunteer.
- Research and submit one private foundation and one public grant application by the end of

Wood County Volunteer Driver Program

the 3rd quarter.

- By the end of the 4th quarter conduct a community fundraising event.

5.4.1 Funding Forecast

The 5310 Ohio Coordination grant provides the funding for management of this project but Direct Operating Costs are not eligible. The salaries and fringe for the Mobility Manager and Mobility Advocate are funded in part out of the 5310 Ohio Coordination grant and as such are not included in the Funding Forecast. The Direct Cost of Operating the volunteer driver program are included.

The budget is for the period of November 1, 2015 through October 31, 2016. The budget has been developed using the Full Cost Recovery approach.

Revenue: Total \$12,939.85

1. United Way of Greater Toledo – \$4,000. This is a portion of the grant received to be used for Direct Operating Costs. The balance of the grant is being used for match for the management of the project.
2. Black Swamp Area 4 Program Planners Fundraiser – \$2,339.85. Conducted in the fall of 2015 to assist with Direct Operating Costs.
3. Passenger Fares - \$6,600. Estimate is based on 600 trips. (600 trips times \$11.00 per trip. A trip is defined as a one-way ride from origin to destination. A round trip would cost \$22.00)

Expenses: Total \$9,870.00

1. Mileage Reimbursement - \$7,600. Optional benefit available for the volunteer drivers paid at the current Federal Mileage Reimbursement rate of \$.575/mile. Estimate based on an average trip length of 19 miles due to target market to rural areas. Average payment to a Volunteer Driver for a round trip would be \$21.85.
2. New Hire Drug Screen - \$400. \$40 per person times an estimate of ten volunteers.
3. CPR & First Aid Training - \$1,010. \$81/person x 10 drivers plus a \$200.00 service fee per class.
4. Criminal Background Checks (BCI and FBI) - \$460. \$46/person. Web database checks conducted by WSOS Human Resources as in-kind.
5. Defensive Driving Training - \$400. On-line training at \$40.00/person.
6. DRIVE Training – Inkind. Provided by WSOS trainer.

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7. Blood borne Pathogen Training – InKind. Provided by WSOS Trainer.
8. Drug and Alcohol Training –Inkind. Provided by Promedica EAP.
9. Motor Vehicle Record Check – InKind. Conducted by WSOS Human Resources and paid for as part of the agencies umbrella insurance policy.
10. Physical – InKind \$500. Self-pay by the Volunteers with their physician of choice. Estimate based on a \$50 physical with ten volunteers.
11. Vehicle Liability Insurance – InKind. Coverage by WSOS umbrella insurance policy as the secondary payee. Primary insurance coverage by the Volunteer through their personal insurance policy.

Net Revenue: \$3,069.85.

1. The net revenue, if realized, will be used to recruit, train, and place additional volunteers. The hard cost to start a new volunteer is \$207. We could potentially add 15 additional volunteers.

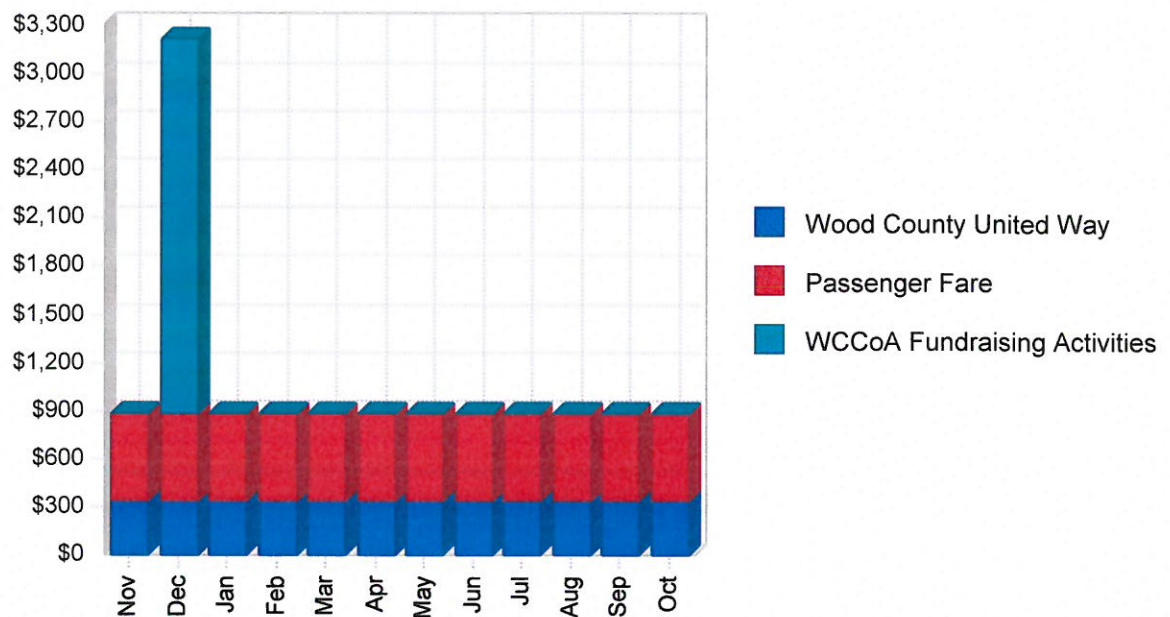
**Note:* InKind not included. See narrative and forecast above.

Wood County Volunteer Driver Program

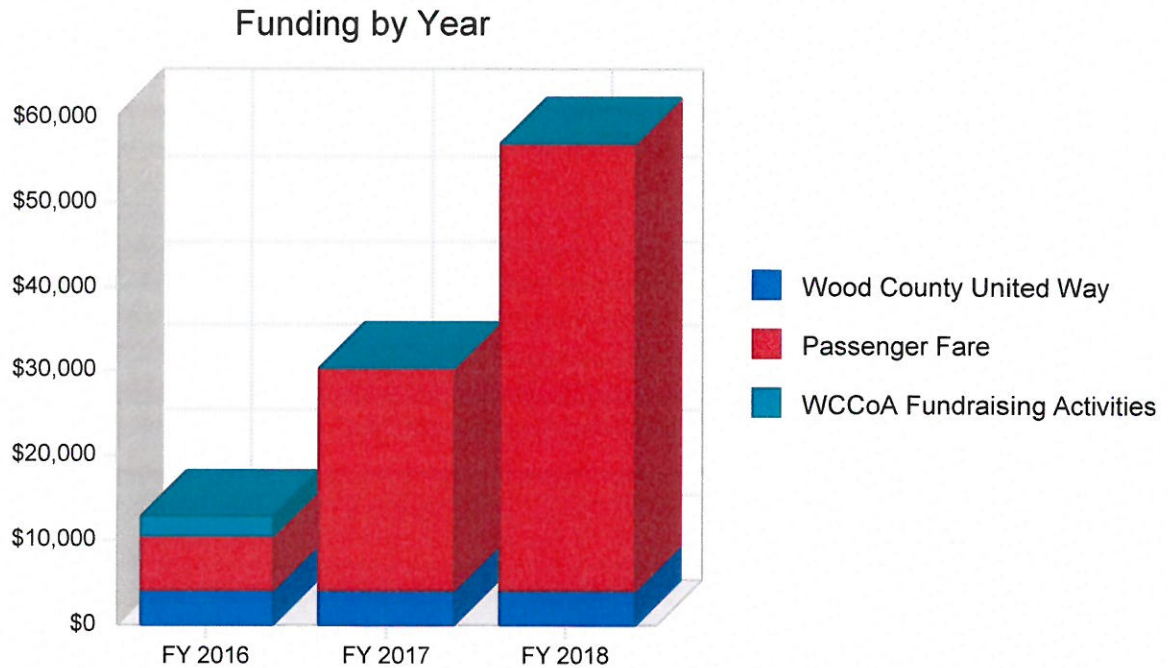
Table: Funding Forecast

Funding Forecast			
	FY 2016	FY 2017	FY 2018
Funding			
Wood County United Way	\$4,000	\$4,004	\$4,000
Passenger Fare	\$6,600	\$26,400	\$52,800
WCCoA Fundraising Activities	\$2,340	\$0	\$0
Total Funding	\$12,940	\$30,404	\$56,800
Direct Cost of Funding			
Volunteer Driver Mileage Reimbursement	\$7,600	\$30,400	\$60,800
Drug Tests (Ready Works in Bowling Green)	\$400	\$1,600	\$3,200
Defensive Driving Online Course	\$400	\$1,600	\$3,200
Background Checks (WSOS Human Resources)	\$460	\$1,840	\$3,680
CPR/First Aid	\$1,010	\$4,040	\$8,080
Subtotal Cost of Funding	\$9,870	\$39,480	\$78,960

Funding Monthly



Wood County Volunteer Driver Program



6.0 Management Summary

Personnel

WSOS will draw from a wide breadth of staff resources to coordinate this project. This includes corporate management, fiscal, administrative, support services, and finally program staff. A portion of time will be dedicated by the following program staff positions to this project:

Director

Wood County Volunteer Driver Program is part WSOS, and is managed under the Department of Transportation (Director). The Director is Robin Richter. The Directors responsibilities include managing program funding, compliance, obtaining revenue streams, writing grants, as well as managing the overall scope of the program.

Mobility Coordinator

Reporting to the Director is the Mobility Coordinator (MC). The MC is Todd Robinson. The MC's responsibilities include manage and implement the locally coordinated public transit-human service transportation plans. Research and develop transportation solutions for constituent groups. Assist in the research and development of grants for continued funding of program. Development of the Volunteer Driver Business plan, procedures, and implementation.

Mobility Advocate

Wood County Volunteer Driver Program

Reporting to the Mobility Coordinator is the Mobility Advocate (MA). The MA is currently Hannah Bor. The MA is tasked with the responsibilities of the volunteer pool. All Drivers are to report to the MA with questions relating to their volunteer placement.

The Mobility Advocate is responsible for administering and maintaining safe working conditions and practices for all volunteers and participants.

The Mobility Advocate will:

Be responsible for monitoring and reporting on the system's safety objectives;

- Provide for adequate driver training and continuing instruction;
- Handle complaints filed by consumers
- Review and transfer all volunteer suggestions, comments, and concerns to the appropriate personnel; and
- Perform Home Based Assessment on the riders ensuring their eligibility for the program;
- Be responsible of intake approve and scheduling rides.

Volunteer

Volunteers are the true heart of the program. They are our most valuable players that allow this program to assist dialysis patients. Without their support the program would not exist. Volunteer drivers are a part of the Wood County Volunteer Program team.

The Volunteer will:

- Complete the necessary driver training and background checks;
- Maintain valid drivers license with the appropriate auto insurance;
- Safely transport dialysis patients;
- Be responsible for daily check-ins with Mobility Advocate.

Each of these positions has a full job description available upon request.

Appendix

Table: Funding Forecast

Funding Forecast											
Funding	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Oct
Wood County United Way	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$333	\$337
Passenger Fare	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550	\$550
WCCoA Fundraising Activities		\$2,340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding	\$883	\$3,223	\$883	\$883	\$883	\$883	\$883	\$883	\$883	\$883	\$887
Direct Cost of Funding											
Volunteer Driver Mileage	\$633	\$633	\$633	\$633	\$633	\$633	\$633	\$633	\$633	\$633	\$637
Reimbursement											
Drug Tests (Ready Works in Bowling Green)	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$37
Defensive Driving Online Course	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$33	\$37
Background Checks (WSOS Human Resources)	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$38	\$42
CPR/First Aid	\$0	\$0	\$101	\$101	\$101	\$101	\$101	\$101	\$101	\$101	\$101
Subtotal Cost of Funding	\$737	\$737	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$854

Appendix

Table: Surplus and Deficit

Surplus and Deficit												
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Funding	\$883	\$3,223	\$883	\$883	\$883	\$883	\$883	\$883	\$883	\$883	\$883	\$887
Direct Cost	\$737	\$737	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$854
Other Costs of Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Cost	\$737	\$737	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$854
Gross Surplus	\$146	\$2,486	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$33
Gross Surplus %	16.57%	77.13%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	3.72%
Expenses												
Payroll	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Marketing/Promotion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$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
Payroll Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Surplus Before Interest and Taxes	\$146	\$2,486	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$33
EBITDA	\$146	\$2,486	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$33
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Surplus	\$146	\$2,486	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$33
Net Surplus/Funding	16.57%	77.13%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	5.10%	3.72%

Appendix

Table: Cash Flow

Pro Forma Cash Flow											
Cash Received											
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Oct
Cash from Operations											
Cash Funding	\$662	\$2,417	\$662	\$662	\$662	\$662	\$662	\$662	\$662	\$662	\$665
Cash from Receivables	\$0	\$7	\$240	\$786	\$221	\$221	\$221	\$221	\$221	\$221	\$221
Subtotal Cash from Operations	\$662	\$2,424	\$903	\$1,448	\$883	\$883	\$883	\$883	\$883	\$883	\$886
Additional Cash Received											
Sales Tax, VAT, HST/GST Received	0.00%										
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$662	\$2,424	\$903	\$1,448	\$883	\$883	\$883	\$883	\$883	\$883	\$886
Expenditures											
Expenditures from Operations											
Cash Spending	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bill Payments	\$25	\$737	\$740	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$839
Subtotal Spent on Operations	\$25	\$737	\$740	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$839
Additional Cash Spent											
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$25	\$737	\$740	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$838	\$839
Net Cash Flow	\$638	\$1,687	\$162	\$610	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$47
Cash Balance	\$638	\$2,325	\$2,488	\$3,098	\$3,143	\$3,188	\$3,233	\$3,278	\$3,323	\$3,368	\$3,413	\$3,413	\$3,413	\$3,461

Appendix

Table: Balance Sheet

Pro Forma Balance Sheet													
Assets	Starting Balances	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Current Assets													
Cash	\$0	\$638	\$2,325	\$2,488	\$3,098	\$3,143	\$3,188	\$3,233	\$3,278	\$3,323	\$3,368	\$3,413	\$3,461
Accounts Receivable	\$0	\$221	\$1,019	\$1,000	\$434	\$434	\$434	\$434	\$434	\$434	\$434	\$434	\$435
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$0	\$859	\$3,345	\$3,487	\$3,532	\$3,577	\$3,622	\$3,667	\$3,712	\$3,757	\$3,802	\$3,847	\$3,896
Long-term Assets													
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$0	\$859	\$3,345	\$3,487	\$3,532	\$3,577	\$3,622	\$3,667	\$3,712	\$3,757	\$3,802	\$3,847	\$3,896
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$0	\$712	\$712	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$826
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$712	\$712	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$826
Long-term Liabilities													
Total Liabilities	\$0	\$712	\$712	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$810	\$826
Paid-in Capital													
Accumulated Surplus/Deficit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Surplus/Deficit	\$0	\$146	\$2,632	\$2,677	\$2,722	\$2,767	\$2,812	\$2,857	\$2,902	\$2,947	\$2,992	\$3,037	\$3,070
Total Capital	\$0	\$146	\$2,632	\$2,677	\$2,722	\$2,767	\$2,812	\$2,857	\$2,902	\$2,947	\$2,992	\$3,037	\$3,070
Total Liabilities and Capital	\$0	\$859	\$3,345	\$3,487	\$3,532	\$3,577	\$3,622	\$3,667	\$3,712	\$3,757	\$3,802	\$3,847	\$3,896
Net Worth													
	\$0	\$146	\$2,632	\$2,677	\$2,722	\$2,767	\$2,812	\$2,857	\$2,902	\$2,947	\$2,992	\$3,037	\$3,070