



Business Plan

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**Submitted to: PHTY 705: Managing Contemporary Practice
The University of North Carolina at Chapel Hill
School of Medicine
Department of Allied Health
Division of Physical Therapy**

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Executive Summary

I. Organization Purpose and Overview

Supporting Kids in Play (S.K.I.P.) is a non-profit organization serving the Triangle region of North Carolina. With the goal of serving school-aged athletes currently engaged in recreational or competitive sports, our mission at S.K.I.P. is simple. We work with school systems, YMCA's, and various recreational sports leagues to instill proper form, technique, and strategy and educate children on the importance of body mechanics, health, and wellness. We believe that all youth athletes should receive the highest quality training regardless of socioeconomic status and that no child should miss out on the fun due to a preventable injury.

As a new organization, S.K.I.P. will establish a timely marketing plan, which is described in detail in this business plan. The marketing strategy of the organization includes both new and traditional media, as well as consistent networking and collaboration with organizations such as Carolina Parent.

The main financial resources for the start-up will be in the form of grants from a variety of foundations, funds from private donors, owner's equity, and a microloan through a Small Business Association intermediary. Those resources will be used for the purchase of equipment, business licenses and tax exemption fees, as well as for the operating expenses of the business during its first month. As a non-profit, S.K.I.P.'s profits will **not** be accrued by the Board of Directors or redistributed among employees. The distribution of net profit after each accounting period is described within the business plan.

Although S.K.I.P. is just in its beginning, our long-term goal is to expand our services to the counties surrounding the Triangle, the Triad, and eventually all of North Carolina. Our main office location in Durham, N.C. provides us with the ideal location for the expansion of services to the farthest corners of the state.

II. Organization Culture and Values

At S.K.I.P. we believe that all young people should be able to safely engage in recreational sports and activity and that no young person should have to miss out on play because of a preventable injury. Our passion for helping young people is the driving force behind our success.

We serve in a professional manner as seen in our communication with young people and organizations, our attire, and our dedication to effective and lasting education. Our front desk staff and field agents serve with a smile and in a timely and effective manner and we believe that the workplace should be open and inviting to all who enter it. Cultural competence is the cornerstone of our service to the community.

III. Services

S.K.I.P. provides instructional clinics called “play days” to youth programs, recreational organizations, and school systems to ensure that young athletes can continue to play for as long as possible. Our field agents, who are licensed physical therapists and licensed athletic trainers, go out to youth, coaches, and parents in the Triangle to educate them on how to play safely. We provide:

1. Training sessions about preventing injuries, proper equipment fitting, and healthy competition
2. Skills training to teach proper technique
3. Seminars on overuse injuries and signs of injury
4. Education about common injuries seen in youth athletes

IV. Quality Outcomes Assessment Strategy

We will utilize surveys from our play day participants and organizations before and after each session to gauge participant satisfaction. We will also periodically check in with the organizations with whom we have long term contracts to see how many games youth who are on teams have missed due to injury, if the techniques learned during play days are being utilized, and the incidence of injury. We will also utilize outcome measures to assess improvements including agility tests and running analyses to track progress in the many groups we work with.

V. Keys To Success

The location of S.K.I.P.’s target market is a large key to success due to the abundance of recreational programs for youth as well as a culture of sports very popular among youth. S.K.I.P. is also equipped with field agents that are very knowledgeable in the area of injury prevention and sports techniques. Our field agents are licensed physical therapists and licensed athletic trainers whose expertise includes injury prevention. Another key to the success of S.K.I.P. is our organizational structure, which facilitates open communication and creativity so that every member of S.K.I.P.’s team can contribute to our success.

VI. Management Ownership Structure

Lindsay Saunders and Jennell McIntosh, two physical therapists licensed to practice within the state of North Carolina, founded S.K.I.P. out of a passion for keeping our youth happy and healthy through facilitating their ability to stay active. In addition to

founding this non-profit organization, both Lindsay and Jennell serve as field agents for S.K.I.P. and serve on the Board of Directors.

VII. Productivity Estimates

Because S.K.I.P is a small non-profit organization, the staff and board of directors will play a key role in its success. It is expected that, at minimum, one administrative assistant and one additional employee will be present in the office during business hours M-F. Field Agents will be allowed to perform a maximum of two services per day on days when they are working in the office and four services per day on days when they are not in the office. Weekend services scheduled during the week will be staffed on a rotating basis with a maximum of 6 services per field agent. By the end of its first year, S.K.I.P. is expected to be at 70% productivity with four Field Agents.

VIII. Funding

The estimated start up budget for S.K.I.P. is \$11,045.89. The founders are prepared to invest a total of \$7,000.00. The remaining \$4,045 will be provided in either the form of a bank loan or through grants. Possible sources of grant funding include the following:

1. Carolina Panthers Charities Grant, which can provide a maximum of \$10,000
2. Kate B Reynolds grant which can provide a maximum of \$100,000
3. Ribbon of Hope Grant from Glaxo Smith Kline which can provide a maximum of \$25,000
4. Sisters of Mercy of NC Foundation which can provide a maximum of \$70,000
5. Mary Duke Biddle Foundation, which can provide a maximum of \$8,000

*Please see *Financial Analysis* for a detailed explanation of start up costs and funding sources

IX. Long-term Goals

At S.K.I.P., our long-term goal is centered on expanding our services to reach the farthest corners of North Carolina. We aim to serve all school aged children in the state regardless of their sport, skill level, or socioeconomic status.

X. Exit Strategy

Our exit strategy includes liquidation of all assets and the closing of S.K.I.P. In order for these actions to take place there must be a unanimous vote taken by the board of

directors. If liquidation is necessary, S.K.I.P. will provide an advanced notice to clients of approximately 3 months time. Should S.K.I.P. be unable to stay in operation, any profits remaining will be distributed evenly among other non-profit organizations that provide recreational sport opportunities to youth. These organizations include, but are not limited to: YMCAs of the Triangle region, recreational leagues, and after school programs.

Business Description

I. Mission Statement

Kids are always a hop, skip, or jump away from their next big adventure! By instilling proper form, technique, and strategy in children, our goal at S.K.I.P. is to prevent sports related injuries so that your children never miss out on the action. S.K.I.P. is a non-profit organization that aims to serve all school aged children in the Triangle.

II. Vision Statement

S.K.I.P. serves to prevent injuries in young athletes in the Triangle area of North Carolina by educating coaches, parents, and young athletes about the importance of proper technique, proper equipment use, and avoiding overuse injuries.

III. Office Location and Hours

III.1 Geographic Location and Facility Requirements

S.K.I.P.'s office is located at 3608 University Drive, Suite 202, Durham, NC 27707. The space is 1167 square feet of modern, professional office space in south Durham that's conveniently located near 15-501 and NC 751. Please see Appendix 1 for a complete description of the location and facility requirements.

III.2 Hours of Operation

Our office is open from 8 am- 5 pm Monday- Friday in order to allow time for coaches, parents, and educators in need of our services to contact us. On Saturdays we are open from 12 pm- 5 pm because our field agents spend many weekends out working with children. We are closed on Sundays.

IV. SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Non-profits appeal to clients and attract business. 2. Flat organizational structure, flexible management. 3. Tax Exemption. 	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Budgetary deficit. 2. High reliance on sponsors and donors. 3. Potentially large number of temporary employees. 4. Owners new to business and new to PT
<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Small competition pool. 2. Large potential for business partners. 3. Possible attention from community leaders in the area 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Financially vulnerable. 2. Target clients are other non-profit/governmental institutions with limited resources.

V. Organization and Legal Structure

V.1 Flat/Horizontal Organizational Structure

As a non-profit that values open communication among employees, S.K.I.P. will have a flat/horizontal organizational structure (Fig 1.0.). This would enable employees to have wider span of control over operations, as well as to participate in multiple team projects with limited supervision.

Flat organizational structures foster creativity and job satisfaction. As part of a 501(c) (3) non-profit organization, it is vital that S.K.I.P.'s employees be given enough motivation and freedom of expression, in order to perform demanding tasks, requiring emotional investment, dedication, and passion.

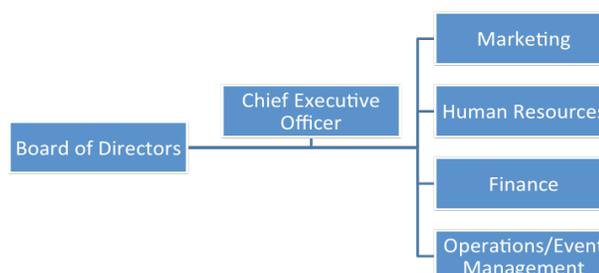


Fig. 1.0.

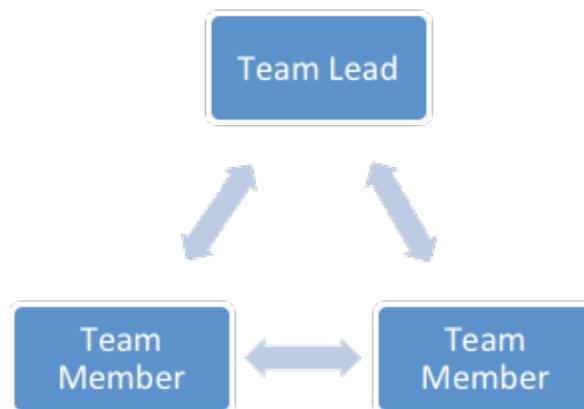
V.2 Board of Directors

According to North Carolina state law, a non-profit organization must have at least one director on its board⁴. Therefore, members of S.K.I.P's board would be the following individuals:

1. Lindsay Saunders
2. Jennell McIntosh
3. Athletic Trainer 1
4. Athletic Trainer 2

V.3. Officers and Management

The Chief Executive Officer, who would be appointed accordingly, following the bylaws of the organization, would oversee the operations of the corporation. All department team leads will directly report to the CEO. The structure of each department will be decentralized, following the values of the flat organizational structure:



As a startup non-profit organization with limited financial resources, S.K.I.P. would largely rely on volunteer professionals, working on a part-time basis. In addition, the organization will also be dedicated to offering training and internship opportunities to college students and young professionals.

V.4 Personnel Requirements

In order to operate, S.K.I.P. will utilize the following personnel during its first stages of development:

- 2 Licensed physical therapists (Field Agents): Paid
- 2 Licensed athletic trainers (Field Agents): Paid
- 1-5 Administrative Assistants: Internship (Unpaid)
- 1 Human Resources Specialist: Paid, Temporary
- 1 Marketing Coordinator: Paid, Temporary

1 Certified Public Accountant: Contracted
1 Certified Attorney: Contracted

S.K.I.P. will utilize interns from the surrounding universities to fulfill the Administrative Assistant position in order to both reduce cost and provide educational opportunities to area students. These individuals will work on a rotating schedule that accommodates academic schedules.

Field Agents will be expected to spend approximately four hours per week in the main office in addition to providing the services described in the business plan. Weekend services will be provided on a rotating basis.

After our Field Agents have gotten comfortable with organizing and hosting play days, we will begin to accept prospective physical therapy students and athletic training students in need of clinical observation hours. Please note that due to the nature of this organization, we will not participate as a clinical education site for current physical therapy or athletic training students.

Please see Appendix 2 for a complete listing of job descriptions.

VI. Legal Entity and Tax Requirements

VI.1. Tax Requirements

As a nonprofit organization, S.K.I.P. is to qualify for federal tax exemptions under Section 501(c) (3) of the Internal Revenue Code. Those tax exemptions do not apply to income from business activities that are not substantially related to nonprofit purposes.

VI.2. Bylaws

The administrative processes and internal laws would be governed by bylaws, which would be regularly updated and voted upon by the Board of Directors.

See Appendix 3 for:

1. Article of Incorporation
2. Designation of Registered Office Address
3. Statement of Appointment of Agent
4. IRS Form 1023, Application for Recognition of Exemption
5. NC Solicitation License

VII. Information Management Needs

We will need QuickBooks to manage the organization's finances. In order to protect and properly store the organization's data and communication, as well as to manage users, authorized to use computers, laptops, and other devices that are property of S.K.I.P., the organization will use an encrypted email domain by using **Microsoft Office 365 Exchange 2016** in a bundle subscription with **Microsoft Office 2016 Online**.

The organization will also control and manage user logons by using **Microsoft Active Directory Free** edition. This software creates users and passwords in conjunction with Microsoft Office 365 email, protects data, and ensures that only company authorized personnel can have access to business stored files and information. As the company grows, it will move towards an edition with wider features that would fit the growing number of authorized users/employees.

Furthermore, the three desktop computers on the premises of S.K.I.P.'s headquarters will have shared network drives for easier transfer and access of files. Basic Information Technology security policies will be reviewed yearly. A sample of those policies can be seen below:

1. Only employees, authorized by the company, who have a personal user name and password, are authorized to log on to the company desktop computers.
2. No personal information can be stored on the central storage systems (shared network drives, cloud storage, etc.)
3. Personal computer equipment is not allowed to be connected to the central network without prior authorization.
4. All data created, sent or retrieved over the network is the property of the organization.
5. The company reserves the right to access and monitor all data and files on the computer network.

VIII. Financial Status and First Year Goals

VIII.1 Financial Status

Both founders are in good financial standing to support S.K.I.P. Personal financial statements are available upon request.

VIII.2 First Year Goals

1. S.K.I.P. will serve the young people of at least half of the schools and YMCAs in the Triangle within the first year of business.

2. S.K.I.P. will have enough qualified staff to meet the demand of the population we aim to serve within the first year of operating.
3. S.K.I.P. will establish and maintain the financial resources necessary in order to continue operations.
4. S.K.I.P. will educate young people on the importance of proper technique during sport and play as to be measured by post play-day surveys.
5. S.K.I.P. will not provide services that go beyond the scope of practice of our field agents as written in the North Carolina Physical Therapy Practice Act, the North Carolina Board of Physical Therapy Examiners, the North Carolina Statute on Athletic Trainers, and the North Carolina Board of Athletic Trainer Examiners.

Market Analysis and Marketing Strategy

I. Industry Description:

60 million children between the ages of 6 and 18 participate in organized sports¹. The most common types of sport-related injuries among children are sprains, muscle strains, bone or growth plate injuries, repetitive motion injuries and heat-related illness.^{2,3} There is a need for programs like Supporting Kids in Play (S.K.I.P.) to prevent such injuries and keep children healthy while they play. Injury prevention and wellness are two important components of physical therapists and athletic trainers expertise; their knowledge base can provide the education needed to facilitate injury prevention for active children.

II. Target Market

The primary target market for the business would be publicly and privately owned school institutions, youth athletic facilities and organizations, and various recreational sports leagues.

II.1 Target characteristics

Geographic location: Durham, Chatham, and Orange counties

Size: 86 public schools⁵

175 private schools⁵

20 YMCA branches⁶

22 Charter Schools⁷

Please see References regarding Triangle schools and YMCAs

II.2 Market share size

Currently S.K.I.P. is one of its own providing such services to the Triangle area.

III. Marketing Strategy

For its marketing strategy, S.K.I.P. will use a mix of traditional and web media marketing platforms. The founders of the organization, as well as the Marketing Coordinator and entire Board of Directors team, will work towards establishing S.K.I.P.'s name and reputation in the community; community events focusing on children's health and wellbeing is crucial. Special attention will be given to countywide school sport competitions, as the organization's primary target markets are public and private school

institutions. In addition, reaching out to youth sports organizations via mail would also be beneficial to the marketing goals of the company.

The marketing coordinator on duty will maintain the social media presence of the organization by posting regular weekly posts and updates, and reach out to the community, and spread information about the organization's values, mission, and services provided. The Marketing Coordinator will also maintain the organization's website; the website will be easily accessible with a friendly user interface. Some of the information featured will be the vision and mission statements, services provided, contact information, as well as the history of the company.

III.1 Traditional marketing platform

1. Promotional flyers and brochures distributed to schools and youth sports programs
2. Advertising in local educational editorials, magazines:
 - a. Carolina Parent (GoPlaySee publication)
 - i. 49% of its distribution reaches school and educational facilities, 7% reach YMCA's and recreational centers (see attached Media Kit in Appendix IV)
 - b. School & Parenting Magazine
3. Networking

III.2 Web media marketing platform

1. Carolina Parent digital website banner ad
2. Social media—Facebook, Instagram, Twitter
3. S.K.I.P web site, using a free web platform/domain (wix.com, etc.)

III.3 Advertising Timeline

- 1 year prior—Begin networking with school district officials.
- 6 months prior—Design flyers, brochures, website.
- 3 months prior—Finalize promotional materials and prepare them for print.
- 1 month prior—Start social media advertising and launch S.K.I.P.'s website; submit ad designs to magazines for distribution.

IV. Projected Start-up Advertising Budget

Advertising Budget			
<u>Carolina Parent Magazine</u>	Number issues	Price	
	Paper issue		
	1/2 page ad	1	\$1,900
	1/8 page ad	3	\$2,250
	Digital issue		
	Medium digital ad	1	\$630
	<u>Flyers and brochures</u>		
	Printing		\$150
	Total		\$4,930

View Appendix IV for Carolina parent Magazine Media Kit and price distribution.

Financial Analysis

I. Financials Overview

All financial documents presented in this section are prepared on the basis of projected expenses and revenue. In addition, as a 501 (c) (3) non-profit organization, S.K.I.P. is exempt from federal, state, and some sales taxes. However, some taxes still apply to income that is unrelated to the non-profit's main business operations and goals.

S.K.I.P. will be recording any contributions that are received from donors via capital campaigns under "net assets". These contributions will be debited as an asset to cash accounts, and credited from "net assets" account.

II. Personal Capital and Net Assets

S.K.I.P. Personal Capital Statement/Net Assets December 31, 2016	
Unrestricted Net Assets	
Undesignated	\$ 5,000.00
Property, Plant, Equipment	2,000.00
Temporarily Restricted	-
Permanently Restricted	-
Total Net Assets	\$ 7,000.00

The statement above is an example of the *start-up net assets* of S.K.I.P. It includes **unrestricted net assets**, which is comprised by a mix of donations by the Board of Directors and other individuals; the figures above also include material contributions, i.e. Property, Plant, Equipment, such as miscellaneous office equipment and furniture.

III. Start-up Expenses/Summary of Financial Needs

Below is a statement with projected start-up expenses for:

1. 1 month of business operation
2. Purchase of equipment
3. Advertising

<u>Distribution of funds</u>	<u>Price</u>
Equipment	
<i>Hardware</i>	
Office computers, HP All-In-One Desktop (3)	\$ 897.00
HP Computer keyboards+mice	\$ 44.94
CenturyLink Internet router+ installation	\$ 64.99
Toshiba Phone (2)	\$ 49.98
HP OfficeJet Network printer	\$ 79.99
<i>Software</i>	
Microsoft Office 365	\$ 99.99
McAfee Anti-Virus	\$ 60.00
<i>Furniture</i>	
Office Desks	\$ 350.00
Office Chairs	\$ 150.00
<i>Equipment</i>	\$ 550.00
Advertising	\$ 4,930.00
Operating Expenses	
Rent	\$ 1,648.00
Insurance	\$ 166.00
Employee benefits	\$ 1,500.00
Utilities	
<i>Administrative</i>	
NC Articles of Incorporation	\$ 25.00
501 (c) Exemption Fee	\$ 400.00
Other admin fees	\$ 30.00
Total	\$ 11,045.89

**Please note: Retail prices subject to change*

*** Please see Appendix V for complete pricing of hardware and equipment*

The planned start-up net assets of S.K.I.P. are \$7000 in the form of contributions by the Board of Directors and personal donations by the founders of the company. Therefore, the asset capital needed total funds still *needed: \$4045.00*. This amount will be acquired in the form of a bank loan or grants.

IV. Pricing Strategy

As a non-profit that mainly targets other non-profit and public organizations, S.K.I.P.'s services will be available at a very affordable cost. Businesses that wish to work with S.K.I.P. on a long-term basis (1 year and more) will be offered cost-effective and cost-saving contract plans. Pricing would depend on two main factors—*length of service/contract* and the *size of targeted group*. The price rises exponentially to the size of the group, as more resources and staff effort will have to be allocated to performing excellent service; however, the longer an organization is willing to take advantage of S.K.I.P.'s services, the lower the cost of those services will be.

A sample of S.K.I.P.'s services and pricing is shown below. A more detailed price and break-even analysis is included in Chapter XI-Financial Documents.

Type of service	Length of contract	Number of participants/children	Cost
Comprehensive training sessions (Play Days)	1 month/2 sessions a week	<10 children	\$800
		10-20 children	\$850
		30+ children	\$1000
	6 months	<10 children	\$2500
		10-20 children	\$3000
		30+ children	\$3500
	1 year+	<10 children	\$6500
		10-20 children	\$7000
		30+ children	\$8500

Consultation session	Per session	<10 children	\$100
		10-20 children	\$150
		30+ children	\$200
Seminar	Per seminar (1-3 days length)	10-15 participants	\$250-\$600
		15-20 participants	\$300-\$700
		20-30 participants	\$400-\$800
Educational presentation		20-30 participants	\$100
		30+ participants	\$200

V. Insurance Needs

In order to effectively operate S.K.I.P. needs to have General Liability insurance, Renters insurance, Professional Liability insurance, Worker's Compensation insurance, and Malpractice insurance. The expense associated with insurance is included in Section VII of the Financial Analysis (Income Statement).

VI. Projected Statement of Financial Position (Balance Sheet)

Below is a projected sample balance sheet as for the end of S.K.I.P's accounting period.

S.K.I.P Statement of Financial Position December 31, 2016					
Assets			Liabilities		
Current Assets:			Current Liabilities		
Cash		\$ 4,150.00	Accounts Payable		\$ 1,800.00
Accounts Receivable		5,500.00	Wages Payable		9,600.00
Inventory/Supplies		1,500.00	Federal Income Tax		-
Prepaid expenses		3,500.00	State Income Tax		-
			Employee Taxes		1,500.00
Total Current Assets		\$ 14,650.00	Sales Tax Accrual		2,200.00
Fixed Assets			Long-Term Liabilities		
Equipment		\$ 4,800.00	Notes Payable		0
1. Cost	5,000.00				
2. Less Acc. Depreciation	200.00				
Office Furniture		\$ 2,650.00	Total Liabilities		\$ 15,100.00
1. Cost	2,800.00				
2. Less Acc. Depreciation	150.00		Net Assets		
			Unrestricted Net Assets		
			Undesignated		
					\$ 5,000
			Property, Plant, Equipment		
					2,000.00
Total Fixed Assets		\$ 7,450.00	Temporarily Restricted		-
			Permanently Restricted		-
			Total Net Assets		<u>\$ 7,000.00</u>
Total Assets		\$ 22,100.00	Total Liabilities and Net Assets		\$ 22,100.00

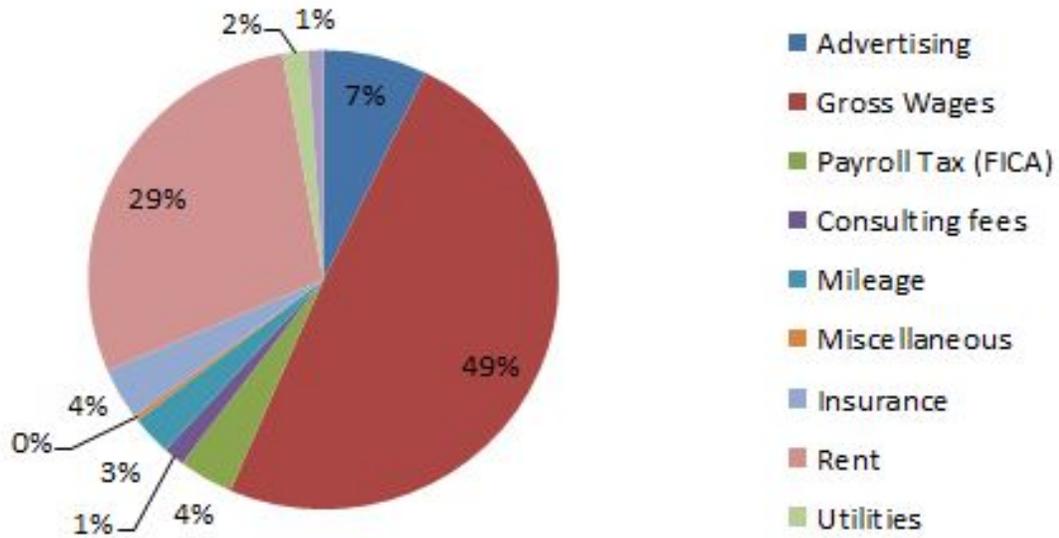
Note: Employee taxes on wages yet to be paid are rounded and estimated; individual employee's taxes to be paid out by employer (FICA taxes-Medicare 6.2% and Social Security 1.45%) depend on the number of salaries yet to be paid out, i.e. the total amount of wages payable is comprised of multiple individuals' salaries.

VII. Projected Income Statement

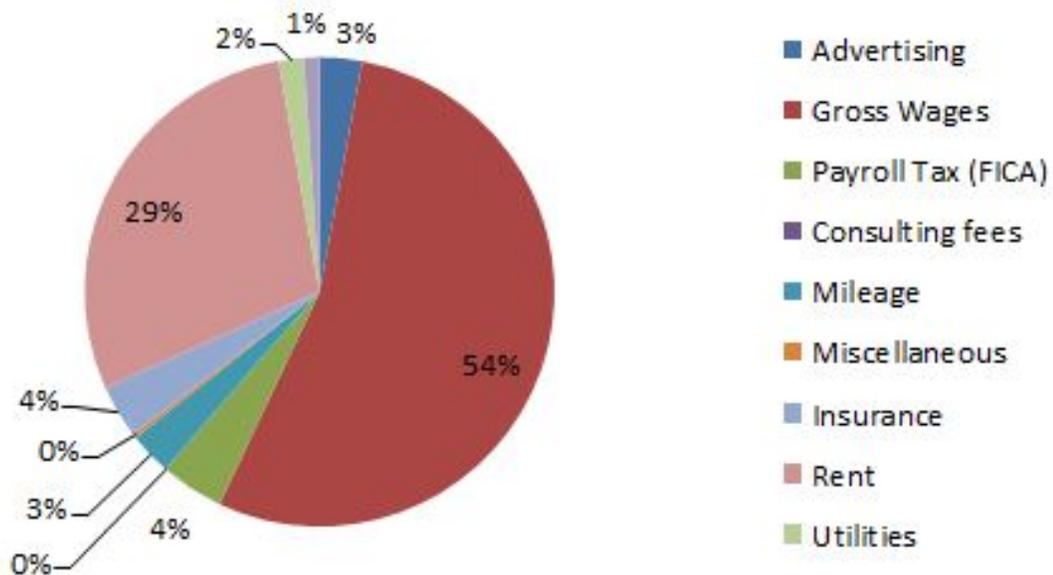
The following income statement is a projection of the first two years of operation.

S.K.I.P. Projected Income Statement			
		<u>Year 1</u>	<u>Year 2</u>
<u>Revenue</u>			
Training sessions		\$48,900.00	\$ 50,500.00
Consultation sessions		4,300.00	3,500.00
Seminars		1,200.00	800.00
Educational Presentations		850.00	750.00
Charitable contributions/grants		6,500.00	6,000.00
Fundraisers		8,500.00	9,000.00
Gross Profit		\$ 70,250.00	\$ 70,550.00
<u>Expenses</u>			
<i>Variable expenses</i>			
Advertising		\$ 4,930.00	\$ 2,000.00
Gross Wages		34,000.00	37,000.00
Payroll Tax (FICA)		2,600.00	3,000.00
Consulting fees		1,000.00	-
Mileage		1,920.00	2,000.00
Miscellaneous		250.00	200.00
Total Variable		\$44,700.00	\$44,200.00
<i>Fixed expenses</i>			
Insurance		\$ 2,513.00	\$ 2,513.00
Rent		19,780.00	19,780.00
Utilities		1,200.00	1,200.00
Internet		720.00	720.00
Total Fixed		\$24,213.00	\$24,213.00
Total Operating Expense		\$68,913.00	\$68,413.00
EBIT		\$ 1,337.00	\$ 2,137.00
Taxes		600	860
Net Profit\Loss		\$ 737.00	\$ 1,277.00

Total Expenses Year 1



Total Expenses Year 2



As a non-profit, S.K.I.P's profits will **not** be accrued by the Board of Directors or redistributed among employees. The net profit after each accounting period will be used as following: 30% – charitable contributions to youth athletic programs and campaigns. 70%-- reinvested in the purchase of new equipment, maintenance, and other miscellaneous operational expenses that are **not** wages.

VIII. Pro-Forma Statement of Cash Flows

Statement of Cash Flows									
S.K.I.P.									
December 31, 2017									
Beginning Cash, December 31, 2016									
Cash in Bank						\$4,150.00			
Petty Cash						0.00			
								<u>\$4,150.00</u>	
Add: Sources of Cash									
Accounts receivable						<u>\$70,250.00</u>			
Total Sources of cash						<u>\$70,250.00</u>			
Less: Payments									
Accounts payable						\$9,400.00			
Salaries						34,000.00			
Payroll taxes and benefits						3,000.00			
Land and Building						<u>\$19,780.00</u>			
Total uses of cash						<u>\$66,180.00</u>			
<i>Increase\Decrease in cash</i>						<u>\$4,070.00</u>			
Cash Balance, December 31, 2017								<u>\$8,220.00</u>	

IX. Capital Budget

IX.1 Budget Committee

S.K.I.P's capital budgeting will be directed by a budget committee, which will be responsible for establishing the organization's long-term goals, as well as estimating the amount of funds and resources that will be required for fulfilling those goals (Virginia Society of Public Accountants). Those budgets will be then reviewed by the Board of Directors.

X. Annual Expense Budget

Year 1		Year 2	
Advertising	4930	Advertising	2000
Gross Wages	34000	Gross Wages	37000
Payroll Tax (FICA)	2600	Payroll Tax (FICA)	3000
Consulting fees	1000	Consulting fees	0
Mileage	1920	Mileage	2000
Miscellaneous	250	Miscellaneous	200
Insurance	2513	Insurance	2513
Rent	19780	Rent	19780
Utilities	1200	Utilities	1200
Internet	720	Internet	720
Total	68913	Total	68413

XI. Break Even Analysis and Profit Margin

$$\text{BEP} = \frac{\text{Fixed Cost}}{\text{Revenue Per Unit} - \text{Variable Cost Per Unit}} = \frac{\text{Fixed Cost}}{\text{Contribution Unit Margin}}$$

For this break-even analysis, the following data has been used for the Contribution Margin:

- 1-month comprehensive training session with <10 participants; Cost= \$800
- Variable cost per unit: \$240 trainer compensation (\$15 per hr) + \$30 mileage= \$270

$$\text{BEP} = \frac{\$24213}{\$800 - \$270} = \mathbf{43.23 \text{ units}}, \text{ i.e } \mathbf{44} \text{ month-long comprehensive training sessions}$$

Profit Margin:

Revenue Per Unit – Variable Cost Per Unit = Gross Profit

(Gross Profit / Revenue) x 100

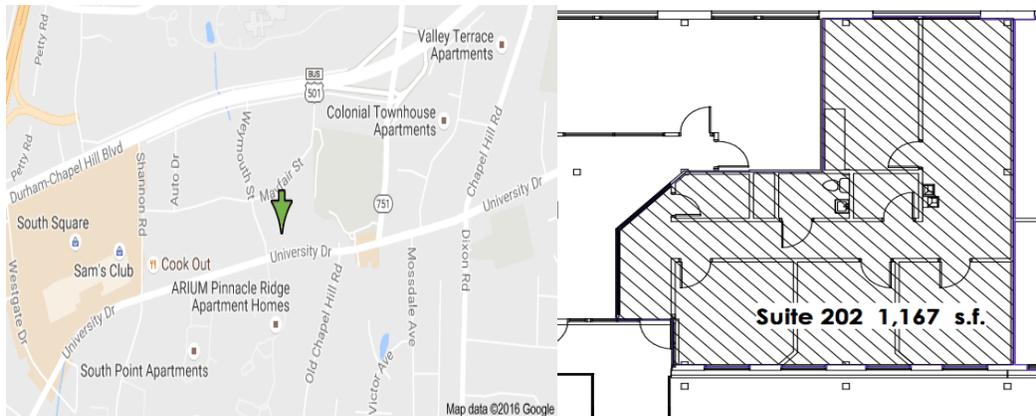
\$800-\$270=\$430 = Gross Profit

(\$430/\$800) x 100 = **53.75%**

Appendix I: Facility Location and Regulatory Requirements

Location and Hours

S.K.I.P's office is located at 3608 University Drive Suite 202, Durham, NC 27707. The space is 1167 square feet of modern, professional office space in south Durham that's conveniently located near 15-501 and NC 751.



Our office is open from 8 am- 5 pm Monday- Friday in order to allow time for coaches, parents, and educators in need of our services to contact us. On Saturdays we are open from 12 pm- 5 pm because our field agents spend many weekends out working with children. We are closed on Sundays.

Regulatory Requirements

The Board of Directors will be responsible for upholding corporate compliance regulations to facilitate risk management in the following ways:

1. Financial Management- We will follow generally accepted accounting principles with the help of a contracted certified public accountant.
2. Employment Regulation- We will follow the rules and regulation of the Occupational Safety and Health Act (OSHA), Fair Labor Standards Act (FLSA), Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), and the Equal Employment Opportunity Act.
3. Our incident reports will go to Human Resources Specialist and be assessed by our contracted lawyer if necessary. Parental consent forms and liability waivers for participation and photos must be signed for all play day participants.
4. There will be annual reviews done by the board of directors to improve our procedures as the organization grows.

Appendix II: Job Descriptions for Key Participants

Note: Due to laws and regulations, pertaining to maintaining a 501 (c) (3) non-profit status, employees will only be paid a base reasonable salary/compensation, in accordance to their respective job descriptions. These wages are not subject to federal income taxes, as stated in publication 15-A, published by the IRS in 2016. However, those wages are subject to Social Security and Medicaid tax withholdings

Position Title: Field Agent

Job Summary: Our Field Agents are licensed physical therapists and athletic trainers that are responsible for providing the highest quality service to S.K.I.P.s clients. Field agents are key players in all of S.K.I.P.s services and are expected to consistently utilize their extensive knowledge and training. Some time in the main office is required each week. Field Agents should be energetic, creative, and passionate about what they do and must never provide services outside of their scope of practice.

Reports To: Board of Directors

Responsibilities include, but are not limited to:

1. Attending and contributing to planning meetings
2. Leading and facilitating play day activities, consultations, seminars, and educational presentations
3. Having and facilitating discussion with play day participants
4. Gathering and keeping up with S.K.I.P. equipment during and after play days
5. Distributing and explaining surveys as needed
6. Performing assessments such as agility testing and running analyses as needed

Requirements include, but are not limited to:

1. Must be a licensed physical therapist or licensed athletic trainer in the state of North Carolina and provide proof of said licensure
2. Must be current on all professional insurances not provided by S.K.I.P.
3. Must have proof of up to date auto insurance and a clean driving record
4. Some experience with youth population with a passion for sports recommended but not required

Benefits:

1. Opportunity to work in a dynamic and friendly environment
2. Opportunity to gain valuable experience working with the pediatric population
3. Flexible scheduling allows for additional work in the traditional clinic environment
4. As a non-profit, S.K.I.P. only offers minimal weekly wage that covers personal expenses and transportation

Position Title: Administrative Assistant

Job Summary: S.K.I.P aims to hire administrative assistants who are meticulous, punctual, and attentive to the detail. Excellent organizational and communication skills are a must. The Administrative Assistant is at the core of driving the organization's main business operations, as well as distributing important information among employees; the role also includes handling sensitive business data, so the candidate must have strong work ethic and integrity.

Reports To: Founders and Field Agents

Responsibilities include, but are not limited to:

1. Providing initial impression of S.K.I.P to clients and staff both in person and via electronic communication
2. Scheduling and communicating with clients both in person and via e-mail;
3. Handling client payments in all forms
4. Handling various office duties including document and patient information management, ordering and receiving equipment
5. Assisting in the organization and execution of special events as needed

Requirements:

1. High school diploma or equivalent
2. Experience with Microsoft Word, Microsoft Excel, QuickBooks
3. Previous experience in the medical field preferred but not required

Benefits:

1. Opportunity to work in a dynamic and friendly environment
2. Opportunity to gain valuable internship experience
3. Flexible schedule to accommodate for academic demands

Position title: Student volunteer

Job Summary: The student volunteer should be energetic, active, and willing to engage with large groups of people. Although they cannot directly provide services for S.K.I.P., the student volunteer is expected to assist in the set up and delivery of services.

Student volunteers may be asked to help manage equipment and assist with demonstrations.

Reports To: Field Agents

Responsibilities include, but are not limited to:

1. Arrive to the office on time and at the correct time.
2. Provide assistance to Field Agents during play days as needed
3. Assist with setup and takedown of various S.K.I.P. events
4. Communicate effectively with Field Agents, play day participants, and all staff
5. Comply with all organization regulations in regard to safety and professional behavior
6. Maintain verified written record of volunteer hours

Requirements:

1. Must be 16 or older and have signed parental consent form if under 18 years old
2. Must be CPR and First Aid certified
3. Must complete S.K.I.P. orientation and training

Benefits:

1. Opportunity to work in a dynamic and friendly environment
2. Opportunity to gain valuable experience and observation hours necessary for physical therapy or athletic training programs
3. Ability to engage with youth athletes in a variety of settings and assist in S.K.I.P services

Position Title: Human Resources Specialist

Job Summary: Our organization is looking for a Human Resource Specialist with some understanding of non-profit businesses, as well as youth educational institutions. The HR Specialist will be working in a dynamic, business start-up environment, and should be prepared to help employees build a strong collegiate bond. We are looking for a candidate who exemplifies dedication, loyalty, and passion.

Reports To: CEO

Responsibilities include, but are not limited to:

1. Assessing and attempt to meet the employment needs of S.K.I.P. by examining business plans and goals;
2. Meeting with appropriate staff members to discuss the needs of the organization as needed;
3. Establishing and enforcing company policies;
4. Examining job descriptions and using appropriate methods to identify qualified candidates
5. Execute interviews, verify applicant references and qualifications and determine if applicants meet job requirements;
6. Arrange for applicants to meet with owners if necessary;
7. Process new hire paperwork to meet legal requirements;
8. Interpret and administer appropriate labor laws;
9. Administer wage/salary contracts;
10. Set up PTO, sick leave, vacation, and employee insurance plans as needed

Requirements:

1. Bachelor's degree
2. Master's degree in Human Resources or MBA is preferred but not required
3. At least 2 years of experience in Human Resources

Benefits:

1. Opportunity to work in a dynamic and friendly environment
2. Base compensation with an opportunity for growth

Position Title: Marketing Coordinator

Job Summary: The Marketing Coordinator at S.K.I.P. would be expected to develop, implement, and support various marketing strategies and campaigns, as well as track and monitor sales data. The perfect candidate should be well-versed in both digital and in-person tools of communication and advertising. A creative and flexible mindset is a must.

Reports To: CEO

Responsibilities include, but are not limited to:

1. Implements marketing and advertising plans
2. Prepares marketing reports to be presented to the Board of Directors
3. Tracks sales and costs by analyzing and entering sales, expense, and new business data.
4. Monitors budgets by comparing and analyzing actual results with plans and forecasts

Requirements

1. Bachelor's degree
2. At least 2 years of experience in marketing
3. Some knowledge of athletics is preferred but not required

Benefits:

1. Opportunity to work in a dynamic and friendly environment
2. Base compensation with an opportunity for growth.

S.K.I.P. will contract out a Certified Public Accountant and Attorney.

Appendix III: Legal and Tax Forms

Article of Incorporation for Non-Profits

Instructions for Completing Articles of Incorporation

Nonprofit Corporation

(Form N-01)

- Item 1** Enter the complete and accurate corporate name for the nonprofit corporation. The name may include a corporate ending.
- Item 2** Charitable or religious corporation" means any corporation that is exempt under section 501(c)(3) of the Internal Revenue Code of 1986 or any successor section, or that it is organized exclusively for one or more of the purposes specified in section 501(c)(3) of the Internal Revenue Code of 1986 or any successor section and that upon dissolution shall distribute its assets to a charitable or religious corporation, the United States, a state or an entity that is exempt under section 501(c)(3) of the Internal Revenue Code of 1986 or any successor section. Place a checkmark in item 2 if the proposed nonprofit corporation intends to seek exemption under Section 501(c)(3) of the Internal Revenue Code.
- Item 3** Enter the name of the initial registered agent. The registered agent must be either an individual who resides in North Carolina; a domestic business corporation, nonprofit corporation, or limited liability company whose business office is identical with the registered office; or a foreign corporation, nonprofit corporation or limited liability company authorized to transact business in North Carolina whose business office is identical with the registered office.
- Item 4** Enter the complete street address of the registered agent's office located in North Carolina and the county in which it is located. Enter the complete mailing address of the registered office only if mail is not delivered to the street address stated in Item 5 or if you prefer to receive mail at a P. O. Box or Drawer.
- Item 5** Enter the name and business address of each incorporator.
- Item 6** Indicate by checking either (a) or (b) if the nonprofit entity will or will not have members.
- Item 7** **Attach the provisions for the nonprofit regarding the distribution of assets upon dissolution. Form N-14 has sample provisions for your use as a guide.**
- Item 8** Other provisions may address the purpose of the corporation, the limitation of liability, etc. per statutes in Chapter 55 of the North Carolina General Statutes.
- Item 9** Enter the principal office telephone number and the complete street address of the principal office and the county in which it is located. If mail is not delivered

to the street address of the principal office or if you prefer to receive mail at a P.O. Box or Drawer, enter the complete mailing address of the principal office.

Item 10 (Optional): This field is being provided in order to assist business entities in identifying its company officials and complying with Federal banking regulations.

Item 11 (Optional): The Department offers a free voluntary notification system for which you may choose to participate. If you would like to receive this free service, please provide a business e-mail address in the space provided. Your participation will not result in your e-mail address being viewable on our website. Participation will help us to prevent identity theft in the event an unauthorized person submits a fraudulent document for filing in the name of the business entity.

Item 12 The document will be effective on the date and at the time of filing, unless a delayed date or an effective time (on the day of filing) is specified. If a delayed effective date is specified without a time, the document will be effective at 11:59:59 p.m. on the day specified. If a delayed effective date is specified with a time, the document will be effective on the day and time so specified. A delayed effective date may be specified up to and including the 90th day after the day of filing.

Date and Execution

Enter the date the document was executed.

In the blanks provided enter:

- The name of the entity executing the Articles of Incorporation; if an individual, leave blank.
- The signature of the incorporator or representative of the incorporating entity.
- The name of the incorporator or name and title of the above signed representative

**State of North Carolina
Department of the Secretary of State
ARTICLES OF INCORPORATION**

NONPROFIT CORPORATION

Pursuant to §55A-2-02 of the General Statutes of North Carolina, the undersigned corporation does hereby submit these Articles of Incorporation for the purpose of forming a nonprofit corporation.

1. The name of the nonprofit corporation is:

2. (Check only if applicable.) The corporation is a charitable or religious corporation as defined in NCGS §55A-1-40(4).

3. The name of the initial registered agent is:

4. The street address and county of the initial registered agent's office of the corporation is:

Number and Street:

City:

State: NC

Zip Code:

County:

The mailing address ***if different from the street address*** of the initial registered agent's office is:

Number and Street or PO Box:

City:

State: NC

Zip Code:

County:

5. The name and address of each incorporator is as follows:

Name:

Address:

6. (Check either "a" or "b" below.)

a. The corporation will have members.

b. The corporation will not have members.

7. Attached are provisions regarding the distribution of the corporation's assets upon its dissolution.

8. Any other provisions which the corporation elects to include are attached.

9. The street address and county of the principal office of the corporation is:

Principal Office Telephone Number:

Number and Street:

City:

State:

Zip Code: County:

The mailing address ***if different from the street address*** of the principal office is:

Number and Street or PO Box:

City:

State:

Zip Code:

County:

10. **(Optional):** Listing of Officers (See instructions for why this is important)

Name	Address	Title

11. **(Optional):** Please provide a business e-mail address:

12.

The Secretary of State's Office will e-mail the business automatically at the address provided at no charge when a document is filed. The e-mail provided will not be viewable on the website. For more information on why this service is being offered, please see the instructions for this document.

13. These articles will be effective upon filing, unless a future time and/or date is specified:

This is the _____ day of _____, 20____

Name

Incorporator Business Entity

Signature of Incorporator

NOTES:

1. Filing fee is \$60. This document must be filed with the Secretary of State.

Designation of Registered Office Address

State of North Carolina Department of the Secretary of State

NONPROFIT CORPORATION'S DESIGNATION OF PRINCIPAL OFFICE ADDRESS

Pursuant to §55A-16-23(a) of the General Statutes of North Carolina, the undersigned nonprofit corporation does hereby submit the following for the purpose of designating its principal office address.

1. The name of the corporation is: _____
2. (Check only if applicable.) ___ The street address of the principal office is not currently on file with the Secretary of State.
3. (Check only if applicable.) ___ The mailing address of the principal office is not currently on file with the Secretary of State.
4. The street address and county of the designated principal office of the corporation is:
Number and Street: _____
City, State, Zip Code: _____ County: _____
5. The mailing address *if different from the street address* of the designated principal office is:

This designation will be effective upon filing, unless a later date and/or time is specified: _____

Name of Corporation

Signature

Type or Print Name and Title

NOTES:

1. Filing fee is \$5. This designation and one exact or conformed copy of it must be filed with the Secretary of State.

(Revised January 2000)
CORPORATIONS DIVISION

P.O. BOX 29622

(Form N-11)
RALEIGH, NC 27626-0622

IRS Form 1023: Application for Recognition of Exemption

Form **1023**
(Rev. December 2013)
Department of the Treasury
Internal Revenue Service

Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code

(00)

OMB No. 1545-0056

Note: If exempt status is approved, this application will be open for public inspection.

Use the instructions to complete this application and for a definition of all **bold** items. For additional help, call IRS Exempt Organizations Customer Account Services toll-free at 1-877-829-5500. Visit our website at www.irs.gov for forms and publications. If the required information and documents are not submitted with payment of the appropriate user fee, the application may be returned to you.

Attach additional sheets to this application if you need more space to answer fully. Put your name and EIN on each sheet and identify each answer by Part and line number. Complete Parts I - XI of Form 1023 and submit only those Schedules (A through H) that apply to you.

Part I Identification of Applicant

1 Full name of organization (exactly as it appears in your organizing document)		2 c/o Name (if applicable)	
3 Mailing address (Number and street) (see instructions)	Room/Suite	4 Employer Identification Number (EIN)	
City or town, state or country, and ZIP + 4		5 Month the annual accounting period ends (01 - 12)	
6 Primary contact (officer, director, trustee, or authorized representative)		b Phone:	
a Name:		c Fax: (optional)	
7 Are you represented by an authorized representative, such as an attorney or accountant? If "Yes," provide the authorized representative's name, and the name and address of the authorized representative's firm. Include a completed Form 2848, <i>Power of Attorney and Declaration of Representative</i> , with your application if you would like us to communicate with your representative.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
8 Was a person who is not one of your officers, directors, trustees, employees, or an authorized representative listed in line 7, paid, or promised payment, to help plan, manage, or advise you about the structure or activities of your organization, or about your financial or tax matters? If "Yes," provide the person's name, the name and address of the person's firm, the amounts paid or promised to be paid, and describe that person's role.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
9a Organization's website:			
b Organization's email: (optional)			
10 Certain organizations are not required to file an information return (Form 990 or Form 990-EZ). If you are granted tax-exemption, are you claiming to be excused from filing Form 990 or Form 990-EZ? If "Yes," explain. See the instructions for a description of organizations not required to file Form 990 or Form 990-EZ.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
11 Date incorporated if a corporation, or formed, if other than a corporation. (MM/DD/YYYY)		/ /	
12 Were you formed under the laws of a foreign country ? If "Yes," state the country.		<input type="checkbox"/> Yes <input type="checkbox"/> No	

For Paperwork Reduction Act Notice, see page 24 of the instructions.

Cat. No. 17133K

Form **1023** (Rev. 12-2013)

North Carolina Solicitation License (Page 1)

<p>North Carolina Department of the Secretary of State Charitable Solicitation Licensing Division PO Box 29622 Raleigh, NC 27626-0622 Phone: 919-807-2214 NC only Toll Free: 1-888-830-4989 Email: csi@sosnc.com Website: www.sosnc.com</p>	<p>Solicitation License Application Charitable or Sponsor Organization</p>
<p>If applicant received less than \$25,000 in N.C.G.S. §131F-2(5) contributions in immediate preceding fiscal year and does not compensate any officer, trustee, organizer, incorporator, fundraiser, or solicitor, applicant may be eligible for exemption and may file "Request for Exemption Under 131F-3(3)" and submit supporting documentation available at http://www.secretary.state.nc.us/csi/Download.aspx in lieu of filing license application.</p>	
<p>1. Check appropriate box: <input type="checkbox"/> Initial Application <input type="checkbox"/> Renewal Application</p>	
<p>2. N.C. Charitable Solicitation License Number: _____ (renewal applicants only)</p>	
<p>3. Legal Name of Applicant Organization: _____</p>	
<p>4. Principal Street Address: _____</p>	
<p>5. City: _____ State: _____ Zip Code: _____</p>	
<p>6. Mailing address (may not be third party filer): _____</p>	
<p>7. Telephone number: _____ 8. Email address: _____</p>	
<p>9. Website: _____</p>	
<p>10. List all other NC locations:</p> <p>Street address(es): _____</p> <p>Telephone number(s): _____</p>	
<p>11. Charitable purpose for which applicant is organized: _____</p>	
<p>12. Charitable purpose for which solicited contributions will be used: _____</p>	
<p>13. Major program activities of applicant: _____</p>	
<p>14. Applicant's Fiscal Year End Date: (month/day) _____</p>	
<p>15. Has applicant received a federal tax exemption determination letter? <input type="checkbox"/> Yes <input type="checkbox"/> No IRS Tax Exemption Code: _____ if yes, applicant must provide a copy of their "IRS Tax Exempt Determination" letter to the Department with this application or upon receipt to obtain a tax exempt license. Once submitted, the Department will keep the applicant's letter on file.</p>	
<p>16. Applicant's State of Establishment: _____ Applicant's Date of Establishment: _____</p> <p>For non-NC corporations: Certificate of Existence or Certificate of Good Standing from state of incorporation dated no more than six months prior to date of signing of current license application must be filed with application.</p> <p>For non incorporated applicants: Copy of stamped certificate of "doing business as" or "assumed name" filed with local Register of Deeds must be filed with application.</p>	
<p>The following items <u>must</u> be included with your application package:</p>	
<p>17. List of all names used by applicant in the solicitation of contributions. All names must be legally registered and documentation of legal registration of all names in state where registered must be filed with application.</p>	
<p>18. List of all states where applicant is authorized to solicit contributions.</p>	
<p>19. List of names and street addresses of directors, officers, trustees, and salaried executive personnel for <u>current</u> fiscal year. (The applicant's street address may be used.)</p>	

20. List of names of individuals or officers in charge of any solicitation activities.

21. List of names, street addresses, and telephone numbers of individuals or officers who have final responsibility for custody and/or final distribution of contributions.

22. Name, street address, and telephone number of individual who has custody of **applicant's** financial records (if applicant does not maintain an office in North Carolina).

23. **Financial Information:** Include with the application at least one of the following documents with financial information for the immediate preceding fiscal year. Check all documents that are included with this application.

IRS Form 990 or 990-EZ Audited Financial Statement NC Annual Financial Report Form
(available at www.secretary.state.nc.us/csl/Download.aspx)

Note: Schedule A is required with the Form 990.
Note: IRS e-postcard (Form 990-N) is not sufficient to satisfy the financial information requirement.

For newly established applicants with no financial history, a proposed budget for the current fiscal year including projected revenues and expenses must be submitted.

24. **Contract(s) Information:** Does applicant have any contract(s) with any person who qualifies as a fund-raising consultant, solicitor, or coventurer that is currently active or has ended within the immediate preceding fiscal year?

Yes. No.

If yes, for EACH applicable Contractual Agreement, attach a completed NC Fundraising Disclosure Form.
(available at www.secretary.state.nc.us/csl/Download.aspx)

25. **Consolidated Application Information:** Is applicant applying as a parent group for one or more subordinate groups (chapter, branch) located in North Carolina.

Yes. No.

If yes, attach a list of **applicant's** subordinate groups. Include **for each subordinate: (1) group's full legal name, (2) for non-incorporated applicants, copy of stamped certificate of "doing business as" or "assumed name" filed with local Register of Deeds, (3) street address for each NC location, (4) contact person for each NC location, and (5) telephone number for each NC location.**

If yes, attach appropriate parent and subordinate group financial information in accordance with instructions in Question 23.

26. **Federated Fundraising Organization Information:** Is applicant a United Way, United Arts Fund, community chest, or other federation of independent charitable organizations which have voluntarily joined together for the purpose of raising and distributing contributions and where membership does not confer operating authority and control of the individual group organization upon the federated group organization?

Yes. No.

If yes, attach a list of **applicant's** member agencies that complies with the following requirements:

A. For each NC member agency exempt from license requirements, **the agency's name, why the agency is exempt (a statutory cite is sufficient), and the amount allocated by the applicant to the member agency during the immediate preceding fiscal year.**

B. For each NC member agency subject to license requirements, provide the **agency's** charitable solicitation license number assigned by the Department, **the agency's name, the agency address, the name of the executive in charge of the member agency, the agency's telephone number, and the amount allocated by the applicant to the licensed member agency during the immediate preceding fiscal year.**

27. Does applicant compensate any officer, trustee, organizer, or incorporator?

Yes. No.

28. Has applicant or any of its officers, directors, trustees, or salaried executive personnel been enjoined or prohibited from soliciting contributions in any jurisdiction?

Yes. No.

If Yes, attach an explanatory statement.

29. Has applicant or any of its officers, directors, trustees, or salaried executive personnel been found to have engaged in unlawful practices in the solicitation of contributions or the administration of charitable assets in any jurisdiction?

Yes. No.

If Yes, attach an explanatory statement.

30. Has applicant had its authority denied, suspended, or revoked by any governmental agency?

Yes. No.

If yes, attach an explanatory statement including the reason(s) for each denial, suspension, or revocation.

NC Solicitation License (Page 3)

31. Has applicant entered into any assurance of voluntary compliance or similar agreement in any jurisdiction?

Yes. No.

If yes, attach one (1) copy of each agreement.

32. Calculation of License Fee:

Amount of N.C.G.S. §131F-2(5) contributions received in last fiscal year: \$ _____

If applicant received less than \$5,000, there is no license fee.

If applicant received more than \$25,000, but less than \$100,000 in immediate preceding fiscal year: **\$50.00**

If applicant received more than \$100,000, but less than \$200,000 in immediate preceding fiscal year: **\$100.00**

If applicant received more than \$200,000 in immediate preceding fiscal year: **\$200.00**

Calculated license fee amount: \$ _____

Calculation of Late Fee: \$25.00 per month following expiration of last license or extension calculated on the fifteenth day of each month past the due date. + \$ _____

Total fee amount attached to this application: \$ _____

MAKE CHECK PAYABLE TO: NORTH CAROLINA DEPARTMENT OF THE SECRETARY OF STATE

33. APPLICANT SIGNATURE: To be signed in the presence of a Notary Public who has administered the following oath:

I swear or affirm that I am the **Treasurer or Chief Fiscal Officer (CFO)** of the applicant charitable or sponsor organization, and that the information furnished in this application and all supplemental forms, reports, documents, and attachments are true and correct to the best of my knowledge under penalty of perjury.

Signature: _____

Signer's Name (Print): _____

Signer's Title (Print): _____

NOTARIZATION:

In County _____ State _____

Sworn to and subscribed before me this the _____ day of _____ in the year of _____.

Notary Public's Signature: _____

Notary Public's Name (Print): _____

Date Notary Public's Commission Expires: _____

Please place notary stamp or seal imprint beside or below this line:

34. Third Party Filer Contact Information (optional):

Name: _____

Street Address: _____

City State Zip: _____

Telephone Number: _____

Email address: _____

Appendix IV: Marketing Resources and Pricing

DIGITAL ADS



DIGITAL ADS		size (W x H, pixels)	1x	3x	6x	12x
leaderboard*		728 x 90	\$810	\$645	\$540	\$430
large rectangle**		300 x 600	\$700	\$595	\$485	\$380
medium rectangle**		300 x 250	\$630	\$510	\$400	\$300

*Includes mobile delivery ad sized at 300 x 50

**Displays on mobile

Rates are per month. Guaranteed placement is available. Ask your media representative for details.



PRODUCTION INFORMATION

Supported Ad Types: Static Ads: .GIF, .JPG, .PNG // Animated Ads: .GIF, .SWF*

Deadlines: 72 hours for a 'camera-ready' ad, 5-7 business days for builds

Delivery: Send all ad materials and camera-ready ads to webads@carolinaparent.com. Submit creative according to position specs at 72dpi. Banner ad hyperlink URL must be submitted with artwork.

*May not display on mobile devices

FILES SUBMITTED AFTER THE DEADLINE ARE NOT GUARANTEED TO POST ON TIME AND WILL STILL BE CHARGED IN FULL.

Carolina Parent Magazine - 5716 Fayetteville Road, Suite 201, Durham, NC 27713 - 919-956-2430 - fax 919-956-2427 - CarolinaParent.com

DIGITAL ENHANCEMENTS



PREMIUM and FEATURED DIRECTORY LISTINGS

Our guides and directories at CarolinaParent.com are one of the top reasons parents visit our website. These directory listings include hundreds of camps, schools, healthcare professionals, day trips, party planning services and business listings from A-Z. Your business will stand out as the best of the best with a Premium or Featured Directory listing.

PREMIUM LISTING:

When you purchase a Premium Directory listing, your business is highlighted at the top of the list with your logo, a 100-word description and a website hyperlink, plus all these additional optional enhancements: up to five images; a coupon; brochure; email; video/audio; and Facebook, Twitter and Pinterest page links.

FEATURED LISTING:

A Featured Directory listing upgrade includes all of the features of a Premium listing, but has priority placement above Premium listings. It also includes a secondary link and logo under a map for increased visibility. Featured listings are extremely limited, guaranteeing visibility on page one of the directory of choice.

DIRECTORY LISTINGS	3 mos.	6 mos.	12 mos.
premium listing	\$300	\$450	\$500
featured listing	\$500	\$650	\$700

FEATURED CALENDAR EVENT

CarolinaParent.com is the place to plan family outings and activities. That's why our calendar is the most visited page on CarolinaParent.com, where parents land to search by a specific day or date range, and by category (i.e. festival, educational, storytime and more). Your event or activity will rise above the rest as a Featured Calendar Event displayed at the top of the event date.

Featured Calendar Events include top placement on date of event, highlighted text, an image, map, a live hyperlink and an expanded description. Availability is limited.

FEATURED EVENT	1 day	2 days	3 days
featured event	\$500	\$800	\$1,000

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E-NEWSLETTERS



E-NEWSLETTER ADS		size	1x	3x	6x	12x
leaderboard		728 x 90	\$340	\$315	\$265	\$240
double title		180 x 300	\$340	\$315	\$265	\$240
tile		180 x 150	\$190	\$170	\$150	\$120

Our e-newsletters are delivered weekly and monthly. Rates are per ad.

e-newsletter title	description	distribution
Monthly	Helpful tips, links to parenting stories and our best features in print and web, plus exclusive contests and offers.	8,000 subscribers monthly on first Tuesday
Monday Update	A weekly newsletter featuring weekday events and parenting news.	6,500 subscribers weekly on Monday
Weekend Family Fun Planner	A weekly newsletter featuring editors' picks of weekend calendar events and parenting topics, for families and children of all ages.	7,500 subscribers weekly on Thursday
The Bib	A quarterly newsletter with tips for parents of babies and toddlers.	1,500 subscribers quarterly

DEDICATED E-NEWSLETTERS

Looking for a way to send your special event details directly into Mom's Inbox? Would you like to share a special offer with over 2,000 moms in the Triangle? Carolina Parent's Dedicated Newsletters are the perfect platform to help you reach this desirable target market. Your 600x800 message is sent to our opt-in subscribers in an exclusive email with a hyperlink that helps them click directly to you.

dedicated newsletter	size	1x
	600 x 800	\$500



PRODUCTION INFORMATION
Supported Ad Types: Static: .GIF, .JPG, or .PNG
Deadlines: 72 hours for a 'camera-ready' ad, 5-7 business days for builds
Delivery: Send all ad materials and camera-ready ads to ads@carolinaparent.com. Submit creative according to position specs; submit artwork at 72dpi. Ad hyperlink URL must be submitted with artwork.

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Appendix V: Hardware and Equipment Pricing

Hardware

1. HP All In One Desktop (3) at \$299.99 each: Found on HP website (<http://store.hp.com/us/en/mdp/desktops/hp-all-in-one-349517--1>)
2. HP Wired Mice (3) at \$7.99 each: Found on HP website (<http://store.hp.com/us/en/mdp/desktops/hp-all-in-one-349517--1>)
3. HP K1500 Keyboard (3) at \$7.99 each: Found on HP website (<http://store.hp.com/us/en/pdp/accessories-88342--1/hp-k1500-keyboard-h3c52aa-aba>)
4. HP OfficeJet 3830 All-In-One Printer at \$59.99: Found on HP website (http://store.hp.com/us/en/pdp/hp-officejet-3830-all-in-one-printer?jumpid=Printers_Finder_PDP)
5. L Shaped Desks (3) at \$90.09 each: Found on Wal-Mart website (<https://www.walmart.com/ip/Altra-Furniture-The-Works-Contemporary-L-Shaped-Desk-Cherry-Slate-Gray/34227503>)
6. Chairs (3) at \$37.24 each: Found on Wal-Mart website (<https://www.walmart.com/ip/Vinyl-and-Mesh-Task-Chair-Black/44488686>)
7. Toshiba DKT3210-S 10 Toshiba Speaker Phone (2) at \$24.99 each: Found at Refurbished PC.com (http://www.pcliquidations.com/p14606-toshiba-dkt3210-s-10?utm_source=google&utm_medium=cse&utm_term=14606&r160164167166161&gclid=CjwKEAiA1ITCBRDO-oLA-q_n8xYSJADjBQfG3OnuUSyDkDul5pvYUDJuGKLiUy4hbryQFeAPFdj5yhoCfVLw_wcB)
8. Century Link Internet+ Router Installation at \$64.99: Found on CenturyLink.com (<http://www.centurylink.com/small-business/products/business-internet/>)
9. 1-year subscription to McAfee Anti-Virus for 5 devices at \$59.99: Found on McAfee website (https://www.mcafee.com/consumer/en-us/store/m0/catalog/mav_512/mcafee-antivirus-plus.html)

Equipment

1. 25 Person First Aid Kit (4) at \$10.00 each: Found on Global Industrial Website (http://www.globalindustrial.com/p/safety/first-aid/kits/first-aid-kit-25-person-ansi-compliant-plastic-436739?infoParam.campaignId=T9F&gclid=CjwKEAiA1ITCBRDO-oLA-q_n8xYSJADjBQfG8ztFWtVoEUE6evMszoycjScyXXiUBmH4rFG6x1ktixoCSFDw_wcB)
2. Igloo 5 Gallon Beverage Cooler (4) at \$22.79 each: Found on Target Website (http://www.target.com/p/igloo-5-gallon-beverage-cooler/-/A-13273931?ref=tgt_adv_XS000000&AFID=google_pla_df&CPNG=PLA_Sports+Shopping&adgroup=SC_Sports_Top%20Performers&LID=700000001170770pgs&network=g&d)

Appendix VI: References

1. Stracciolini A et al. A closer look at overuse injuries in the pediatric athlete. Clin J Sport Med. 2014. Epub online.
2. National Institute of Arthritis and Musculoskeletal and Skin Diseases. Childhood sports injuries and their prevention: a guide for parents with ideas for Kids. NIH Pub. 2006. 06-4821.
3. Sports and Recreation Safety Fact Sheet (2015) Fatalities ... (2015, February). Retrieved November 22, 2016, from https://www.safekids.org/sites/default/files/documents/skw_sports_fact_sheet_feb_2015.pdf
4. North Carolina General Statutes Chapter 55A: North Carolina Nonprofit Corporation Act. Retrieved October 4, 2016 from http://www.ncga.state.nc.us/enactedlegislation/statutes/pdf/bychapter/chapter_55a.pdf

Triangle Schools and YMCAs

5. <http://www.researchtriangle.org/assets/education/k-12-education>
6. <https://www.ymcatriangle.org/find-my-y>
7. http://www.ncais.org/page.cfm?p=349&start=21&filter_data8=Triangle