



FAMILY

PHARMACY

Care Beyond Prescriptions
281familypharmacy.com

Business Plan

2018-19

JOSEPH HIATT & ELSIE MAGWIRE

Boyd County High School - Nebraska Chapter

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1.1 Executive Summary

The National Association of Chain Drug Stores stated that nearly 9 out of 10 Americans live within five miles of a pharmacy. That average distance shrinks to 1.83 miles for individuals who live in metropolitan areas. However, this is not the reality for Boyd County. Residents of Boyd County have to drive 30 to 50 miles one way just to reach the nearest pharmacies. After more than a decade without a local pharmacy, Boyd County was in desperate need of a change.

281 Family Pharmacy is a pharmacy located in Spencer, Nebraska. *281 Family Pharmacy* aims to provide a personalized and compassionate experience for all customers. *281 Family Pharmacy* plans to utilize modern technology and prioritize customer service to create an experience that is convenient for customers and superior to the service provided by competitors. As the only pharmacy in the local area, *281 Family Pharmacy* is committed to providing care that goes beyond prescriptions by focusing on a local, friendly atmosphere. With a close-knit staff that cares about their patients, *281 Family Pharmacy* is established to serve.

281 Family Pharmacy operates as a Professional Limited Liability Company, allowing business owners protection for their personal assets, as well as protection from malpractice. The owners of *281 Family Pharmacy* believe that hard work and dedication to the local community will allow for growth and success of the company. As the business gains more clients, it is anticipated that customers will pass on information about the excellent services that *281 Family Pharmacy* provides. *281 Family Pharmacy* has the potential to expand and provide services to areas beyond Boyd County. The pharmacy hopes to combine personnel skills and innovative technology to provide a unique experience that is superior to competition within the pharmaceutical industry.

The entire workforce of *281 Family Pharmacy* is dedicated to delivering quality service that provides care beyond prescriptions. As a customer-oriented business, *281 Family Pharmacy* seeks employees that share the same goals and values as the owners. The company believes that all of the hired employees have unique skills and abilities that they can contribute to the successes of the business and help provide care beyond prescriptions.

The owners of *281 Family Pharmacy* believe that by keeping costs minimal, the business will be able to reach out to families and individuals in the community and put their health and wellness first. Within 10 years, *281 Family Pharmacy* hopes to purchase the building they are currently based in, rather than continue to rent the location. Long term, owning the land and building will prove to be beneficial for the finances of the business. After paying for the building, only minimal costs for upkeep will remain. In addition, the business will increase in value due to owning an office and real estate.

2.1 Legal Form of Business

281 Family Pharmacy will be organized as a Professional Limited Liability Corporation (PLLC). A PLLC is available to licensed professionals who will only be offering services specific to their profession. This structure allows for stable distribution of profits and losses. Each member remains personally liable for his or her own malpractice, but they are not liable for each other's malpractice. In order to establish 281 Family Pharmacy as a PLLC, the owners will complete necessary documents and pay the filing fee.

2.2 Effective Date of Business

281 Family Pharmacy will begin operations on January 1, 2020. Before opening day, 281 Family Pharmacy will organize and create a working environment with customers and local businesses. This will be accomplished by networking within the community and developing a positive view of the business.

2.3 Company Mission Statement/Vision

"281 Family Pharmacy strives to provide a family-like environment that is convenient and accessible through technologically advanced systems in order to provide pharmaceutical products to the surrounding area. We plan to provide supportive care that is not available in the area to patrons of the surrounding communities."

2.4 Company Governance

281 Family Pharmacy will be owned and operated by Joseph Hiatt and Elsie Magwire in accordance with its PLLC Agreement. Owners will split profits and losses evenly and contribute equal investment to establish the business. Each owner holds different leadership roles within the company. The owners, staff, and advisory committee at 281 Family Pharmacy will make decisions to keep the company up to date with changing protocol and regulation standards.

PLLC Benefits

Increased control of business operation: The state's default operating procedures should be followed. Setting up a PLLC operating agreement allows you to tailor your own PLLC's internal procedures.

Increased limited liability protection: A PLLC operating agreement will increase your personal legal protection from business-related debts and lawsuits by increasing the distinction between the members' assets and those of the PLLC.

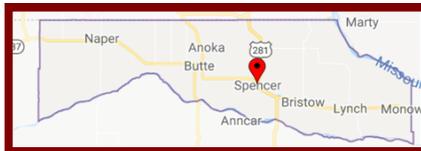
Setting out a succession plan: If an owner of the PLLC is incapacitated or dies and cannot fulfill their duties, a succession plan will allow the PLLC to continue, if that is desired. Without it, the PLLC may be forced to fold.

Each owner will adhere to the following guidelines for successfully running the company:

- ⇒ Ensure customer satisfaction
- ⇒ Create and maintain extraordinary customer relationships
- ⇒ Provide customer support
- ⇒ Maintain open communication between employees and managers
- ⇒ Optimize workforce efficiency
- ⇒ Supervise day-to-day operations
- ⇒ Maintain up-to-date technology

As the owner with experience in business operations, Joseph Hiatt will serve as the Chief Executive Officer and Pharmacist of *281 Family Pharmacy*. With a Master’s Degree in Business Administration from the University of Nebraska-Lincoln and a Doctoral Degree in Pharmacy from Creighton University, he will oversee all operations of *281 Family Pharmacy* and be primarily concerned with budgeting, profits and losses, employee management, and business affairs.

Elsie Magwire will hold the position of Operations Manager and Pharmacist for *281 Family Pharmacy*. Ms. Magwire received a Bachelor’s degree in Business Administration with an emphasis in human resources from Mount Marty College, and a Doctoral Degree in Pharmacy from the University of Nebraska Medical Center. She will serve as the main consultant and pharmacist and will handle day-to-day operations as well as coordinate human resources.



2.5 Company Location

281 Family Pharmacy will be along Highway 281 in the center of the business district in Spencer, Nebraska. Spencer is a rural community with a population of 428 residents and is the central community of Boyd County. This section of Highway 281 is heavily traveled because it intersects with Highway 12. *281 Family Pharmacy* will purchase a vacant building along the highway at 102 South Thayer Street, that was previously the *Spencer Pharmacy*. It is located within walking distance from *Boyd County Public Schools*, *Niobrara Valley Clinic*, *William Krotter Co.*, *Cahoy’s General Market*, *KC’s Roadrunner*, *Boyd County Senior Center*, *Country Cafe*, *NAPA Auto Parts*, *Spencer Community Hall*, *Spencer Township Library*, *63 County Store*, *Farmers State Bank*, *Spencer Village Office*, *Family Dentistry & Dental Hygiene*, *Spencer Swimming Pool*, *United States Postal Service*, and other businesses along Highway 281.

Population

- Largest community in Boyd County
- 428 residents in Spencer
- 1,977 residents in Boyd County

Location

- Center of Boyd County
- Located in the business district
- Intersection of Highway 281 and Highway 12

Community

- 92% businesses locally owned
- Increasing number of small businesses
- 86% businesses Chamber of Commerce members

2.6 Immediate Development Goals

For 281 Family Pharmacy to experience success as soon as operations begin, it is critical that the pharmacy initiates the development of company assets directly upon the company's initiation.

281 Family Pharmacy must accomplish the following:



2.7 Overview of Company’s Financial Status

281 Family Pharmacy will establish funds from the owners and a loan from Butte State Bank. For the company’s start-up, both of the individual owners will invest \$50,000 into the business. A business loan of \$151,000 will be taken from Butte State Bank to account for the cost of inventory and business expenses.

Start-Up Costs (\$)	
Rent	1,175
Inventory	150,000
Technology Equipment and Office Supplies	35,000
Reserve	75,000
TOTAL	\$261,175

3.1 Size and Growth Rate of Industry

The pharmaceutical industry can be traced back to apothecaries that moved into wholesale drug production and dye and chemical companies that discovered medical applications for their products. When these two branches merged, the pharmaceutical industry emerged. Today, the United States pharmaceutical market holds over 45% of the global pharmaceutical market, according to Coyne College. In 2016, this was about 446 billion dollars. The pharmaceutical industry is known to be an “ever-changing” industry and will continue to develop into the future.

3.2 Nature of Competition

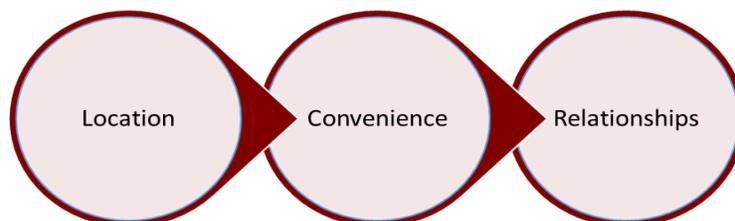
Pharmacies are vital businesses for all people. However, as consumers in a rural area adaptations to limited resources must be made. The other competitors in this industry in the area are located thirty and fifty miles away. *O’Neill Family Pharmacy* and *West Holt Pharmacy* are where Boyd County residents currently fill their prescriptions. As this current system is inconvenient and flawed by requiring travel, a local pharmacy can provide fulfillment of pharmaceutical needs while bringing a unique form of customer service and care. The pharmaceutical industry is clearly important, and for the elderly community, creating a local pharmacy would satisfy many needs. There is a limited amount of competition and that competition cannot compete with the convenience and location that *281 Family Pharmacy* would offer.

3.3 History of Industry

As technology develops, so does the pharmaceutical industry. At the very beginning, people used rudimentary methods to turn plants, minerals, and tar into “medications”. The first retail pharmacy in the United States opened in 1729 in Philadelphia, according to Coyne College. Starting in 1852, pharmaceutical medications began to be standardized. After World War II, pharmaceutical manufacturing took on a more modernized and industrial form. Now, after centuries of work and research, advancements continue to be made every day that provide answers, options, and opportunities for individuals all over the world.

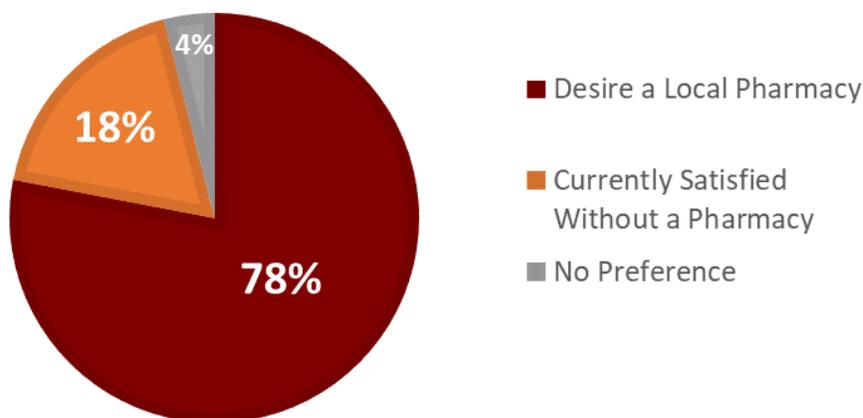
3.4 Trends and Strategic Opportunities

Since the closest pharmacy is thirty miles away, the location for *281 Family Pharmacy* presents a great opportunity. It will be easy to attract customers and establish positive relationships with the various medical clinics and hospitals in the area as seen in section 6.3 of this business plan. The residents of Boyd County will not have to drive as far to meet their needs. *281 Family Pharmacy* will supply the surrounding areas with a convenient location, providing a local feel to the business that will keep customers coming back. *281 Family Pharmacy* plans to emphasize its role in the lives of the elderly, as well as make connections with the next generation. Since a large number of potential customers are elderly, *281 Family Pharmacy* will expand distribution options to make it more convenient and provide care beyond prescriptions.



281 Family Pharmacy conducted a survey of Boyd County residents regarding the need for a pharmacy in the county. The survey was sent to every adult resident in Boyd County. *281 Family Pharmacy* received 422 completed surveys. The results of the survey are below:

SURVEY OF BOYD COUNTY RESIDENTS REGARDING A PHARMACY IN BOYD COUNTY



4.1 Defined Target Market

281 Family Pharmacy focuses on providing prescription medication to residents of Boyd County. With four healthcare providers within a thirteen mile radius of 281 Family Pharmacy, and the next nearest pharmacy being thirty miles away in the neighboring county, the target market can be easily attracted. Thus, the target market is the population of people in Boyd County that require medications to improve their health and wellness and to maintain a high quality of life. 281 Family Pharmacy will be able to provide local residents with convenient and easily accessible prescriptions every day.



The graphic to the left was created by the owners of 281 Family Pharmacy. This graphic was created to map out their ideas for targeting the areas of whom they will market their business. The chart is divided into six areas that will make it easier to effectively target specific areas of the market.

4.2 Target Market Size and Growth Potential

281 Family Pharmacy has a broad target market of all residents of Boyd County who take a prescription medication. Mayo Clinic states that 70% of Americans take at least one prescription drug each day. This means that approximately 1,384 residents of Boyd County have at least one prescription medication. Dr. Stephen Sauver from Mayo Clinic states that, “As you get older, you tend to get more prescriptions,” which suggests that our target market will continue to grow as the population of Boyd County continues to age.

4.3 Current Patterns and Potential Market

According to the US Census Bureau, 18.2% of United States citizens are above the age of 62, and in Boyd County, Nebraska, 35.7% of citizens are above the age of 62. Seniors in the United States filled an average of 27.6 prescriptions per person in 2016, according to the Iqvia Institute for Human Data Science. As our population continues to age, the need for prescriptions is bound to increase.

The current pattern of the aging population will contribute to *281 Family Pharmacy's* success. Although unfortunate, many people take prescription medications every day. As previously stated, Mayo Clinic claims that nearly 70% of Americans take at least one prescription drug each day and more than half of Americans take two. More than 20% take five or more medications daily. This being the case, *281 Family Pharmacy* has a large target market that will be defined as all residents of Boyd County and the surrounding areas.

4.4 Needs and Sensitivities

Although the target market seems successful and *281 Family Pharmacy* plans to achieve a large market share, there are a number of sensitivities that *281 Family Pharmacy* needs to take into account in order to ensure that the company continues to be successful. Boyd County is in desperate need for a pharmacy due to the aging population and increased rates of prescription medications needed. However, despite current acquisition of medication being difficult for the residents of Boyd County, these individuals likely have a pharmacy that they currently use. It can be difficult for them to switch from they are used to, even if it will eventually be worth the effort to make the change. This is why *281 Family Pharmacy* must concern itself with customer comfort, customer safety, and reliability. The business strives to ensure that every customer will receive satisfaction with a smile.

5.1 Key Competitors

West Holt Pharmacy

West Holt Pharmacy is by far the largest competitor to *281 Family Pharmacy*. This company dominates a majority of the market share in rural northeast Nebraska because of their transportation and distribution services. *West Holt Pharmacy* transports prescriptions to over 20 other communities outside of Atkinson, Nebraska. A weakness of *West Holt Pharmacy* is that their distribution services require technology skills that many elderly citizens do not have to order prescriptions. In addition, all payment plans and billing are done through technology and weather regularly interferes with delivery to Boyd County residents that are 50 miles away.

O'Neill Family Pharmacy

Located in the heart of O'Neill, Nebraska, *O'Neill Family Pharmacy* serves the majority of the city of O'Neill. Prescriptions can be ordered online or over the phone from this pharmacy. *O'Neill Family Pharmacy* is located close to the major hospital of the area that has satellite clinics in many communities. Although *O'Neill Family Pharmacy* serves many people, they are understaffed and need at least 72 hours to process prescriptions. They also do not deliver, so customers from Boyd County must drive at least 30 miles one way to pick up their prescriptions.

The competitive analysis below compares *281 Family Pharmacy*, *West Holt Pharmacy*, and *O’Neill Family Pharmacy*. This graphic is useful to the owners of *281 Family Pharmacy* because it allows them to see how they compare to the other pharmacies. The sections of this analysis are pricing, community environment, facilities, public relations, and special services. Pricing is included because customers often utilize businesses with the most reasonable prices. Community environment is included because welcoming customers and providing care beyond prescriptions should be a priority for any pharmacy. Facilities are present in the analysis because making good impressions and simplifying the production plan is ideal. Public relations is analyzed because developing relationships within the communities is important. Special services are included because the target market is focused around the elderly and meeting their needs, which is essential in order to prosper as a local pharmacy in a rural community.

COMPETITIVE ANALYSIS			
Pricing	✓	✗	✓
Community Environment	✓	✓	✗
Facilities	✓	✗	✓
Public Relations	✓	✓	✗
Special Services	✓	✓	✗

5.2 Potential Future Competitors

Gregory Drug

Gregory Drug is a flourishing pharmacy about 60 miles away but is beginning delivery service to surrounding areas. This pharmacy does have good rapport but the delivery will be far from most of the market of *281 Family Pharmacy*. *Gregory Drug* is also considering adding mail-order services, which would be more efficient for *Gregory Drug*, compared to delivering prescriptions 60 miles.

5.3 Entry Barriers for Future Competitors

In Boyd County, potential new competitors will face entry barriers. The target market is fully absorbed by *281 Family Pharmacy*, as well as the other pharmacies in the area. With the population of the county being only 1,977, there is only a need for one pharmacy. Location is an additional barrier because there is limited property available for purchase. With *281 Family Pharmacy* present in Spencer, it would be an ideal location for everyone in the surrounding communities. Finding employees will be difficult for future pharmacies because all individuals with the proper certification in the area are currently employed by *281 Family Pharmacy*.

6.1 Key Message

As chain pharmacies continue expanding, independent pharmacies are leaning into what they do best—providing high-quality, personalized service. Independent pharmacies, such as *281 Family Pharmacy*, have the opportunity to build personal relationships with their customer base. The small town flavor allows *281 Family Pharmacy* employees to know more about their customers on a personal level and provide service to them that fits their personal needs. Considering the high age of the target market *281 Family Pharmacy* has, providing necessary prescriptions and over-the-counter medications is a priority. *281 Family Pharmacy* actively works toward providing care beyond prescriptions.

6.2 Message Delivery

Message delivery will take place in a variety of forms, such as internet, print, social media, radio, local partnerships, and a custom mobile application. Delivering *281 Family Pharmacy*'s key message through a variety of channels is quite important to reach a wide range of ages.

Internet - Many businesses use the internet as a way to attract customers. The *281 Family Pharmacy* website will be an avenue for curious customers to find out more information about the pharmacy and its services. *281 Family Pharmacy* will secure the website domain www.281familypharmacy.com. The website will be utilized in order to keep viewers up to date with information, as well as provide information to potential customers. *281 Family Pharmacy*'s individualized approach, mission statement, history, services, staff, resources, and contact information will all be easily accessible on the company website. On the website, there will also be options to order prescriptions, pay bills, and view records.



Print - *281 Family Pharmacy* will place an advertisement in the local newspapers, *The Spencer Advocate* and *The Butte Gazette*, each week.

The advertisements provide company information and resources to readers. Nearly 1,000 residents of Boyd County receive the local newspapers. Using print advertisements is a great way to make the public aware of the new business, especially since the target market is comprised of elderly citizens that do not all have social media or internet.

Social Media - In the upcoming age of technology, businesses can immensely benefit from taking advantage of social media as a way of connecting with potential customers. *281 Family Pharmacy* will be using the most popular social media site to increase the customer base. The owners chose to use Facebook because it is very common, and after surveying the target market, it was found that Facebook is the most used social media platform in the community. The company's Facebook Page, *281 Family Pharmacy - Spencer, NE*, will allow the public to "like" the page to receive status updates. The great benefit of Facebook is that when a user "likes" the *281 Family Pharmacy* page, all of their Facebook friends will see this activity on their news feed, which will expand *281 Family Pharmacy's* social media reach.



Radio - *281 Family Pharmacy* will utilize the local radio stations, KBRX out of O'Neill, NE, KGRD in Orchard, NE, and KBRB out of Ainsworth, NE to share daily advertisements for *281 Family Pharmacy*, contact information, and the services offered. By advertising on the radio, it reaches residents of Boyd County as well as individuals who live in surrounding counties that may want to utilize our services.



Mobile Application - *281 Family Pharmacy's* mobile application, 281RX2GO, allows interested or current customers to view information. Users may also set to receive notifications for prescription renewals. Customers will have opportunity to renew prescriptions by scanning the QR Code on the medication label. In addition, it will include contact information and a list of employees, as well as delivery options. Customers will also be able to create a personalized profile on the mobile application that will safely manage their list of prescriptions. 281RX2GO is available on iTunes and Google Play.



Reminders

Set reminders to take your medications.



Refill On-The-Go

Refill your medications 24/7 without logging in.



User Profiles

Safely store and manage your list of prescriptions.



Delivery Options

Request a refill and delivery with a single click.



6.3 Sales Procedures and Methods

281 Family Pharmacy will rely heavily on referrals from local hospitals, clinics, and physicians. The owners, Joseph Hiatt and Elsie Magwire, intend to visit local hospitals and clinics and meet with office managers and practitioners to discuss services and products offered by 281 Family Pharmacy. Sit down meetings would occur in order to establish an understanding of the services 281 Family Pharmacy offers and how they employees to provide care beyond prescriptions.

Communication between local hospitals and clinics would continue in order to maintain business relationships. As the business grows, these relationships will continue to expand. To appeal to the local population, it will be important for 281 Family Pharmacy to develop a strong relationship with local organizations in the community. Traveling to surrounding centers of interest will give the owners advantages over the competitors. To the right are local healthcare providers that 281 Family Pharmacy strives to build relationships with:



Avera Medical Group
Butte, Spencer, and O'Neill, NE

Avera St. Anthony's Hospital
O'Neill, NE

Butte Medical Clinic
Butte, NE

Gregory Medical Center
Gregory, SD

Lynch Medical Clinic
Lynch, NE

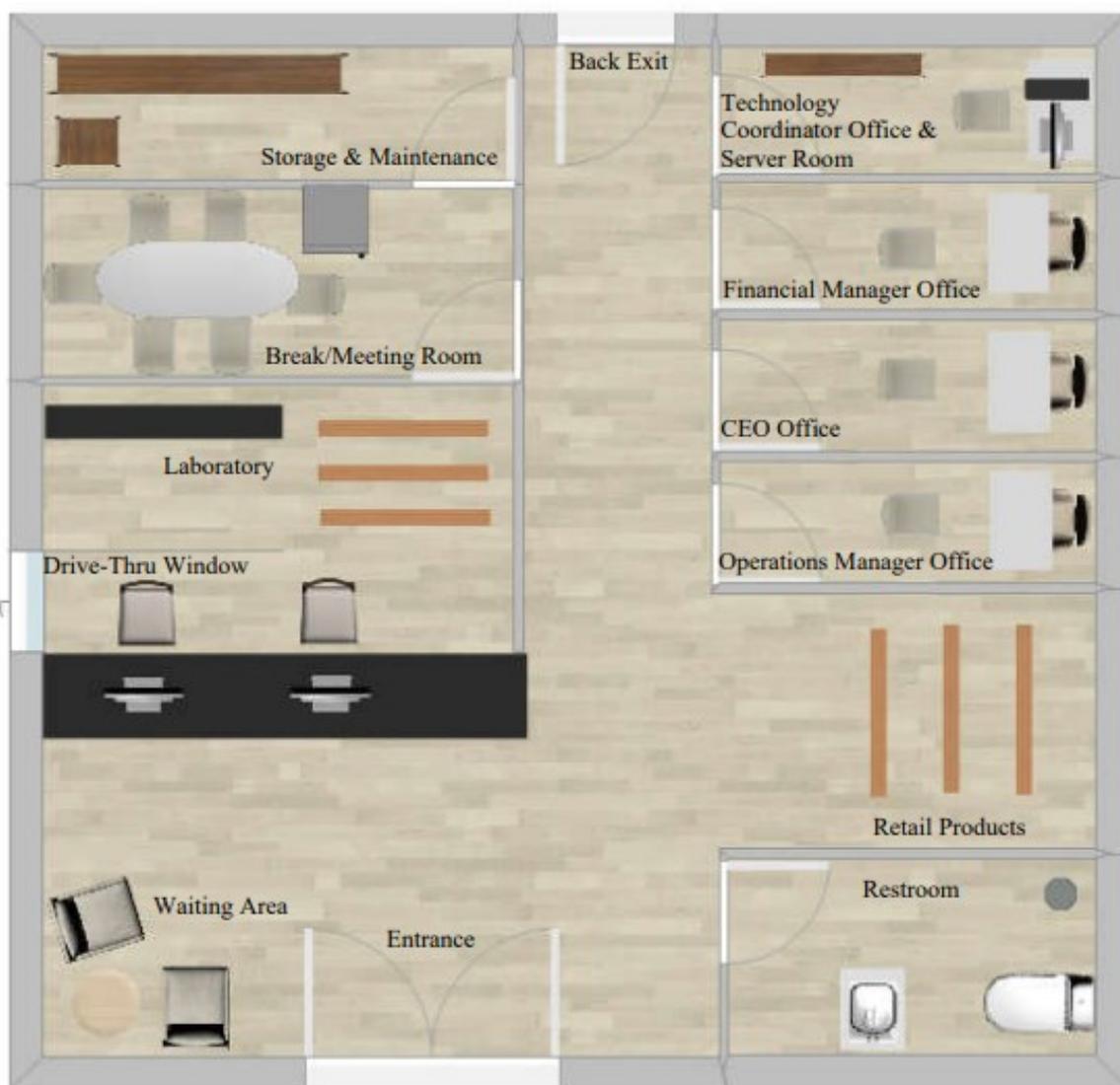
Niobrara Valley Hospital
Lynch, NE

Niobrara Valley Medical Clinic
Spencer, NE



7.1 Business Facilities

281 Family Pharmacy's facility will be in Spencer, Nebraska. In the heart of Boyd County, customers enter 281 Family Pharmacy through the front doors. They will be met by a pharmacy clerk at the service counter in the waiting area. In the waiting area, comfortable seating and magazines are provided, and various retail products are available to purchase. Off of the waiting area is a public restroom. Beyond the service counter, prescriptions are filled, work is done in the laboratory, and a hallway leads to the staff break room and offices for the financial manager, technology coordinator, CEO, and operations manager. A drive-through window is available on the west side of the building for quick prescription pick-ups. The registered address will be 102 S Thayer St., Spencer, NE 68777. To give an environment of community, 281 Family Pharmacy will strive to greet customers with energy and to connect with them at a personal level.



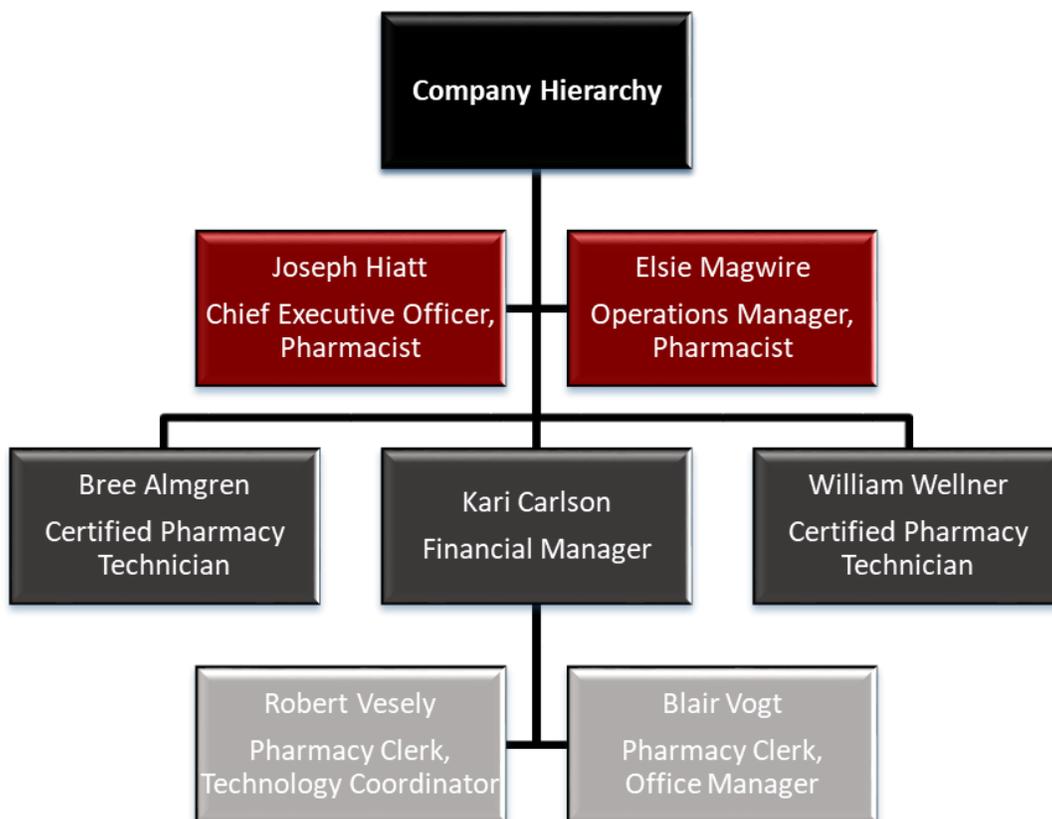
7.2 Production Plan

281 Family Pharmacy will be open 9:00 am to 6:00 pm Monday through Friday and 8:00 am to 12:00 pm on Saturday. The owners, Joseph Hiatt and Elsie Magwire, will arrive at 8:00 am to prepare for the day and handle any orders, return any missed calls, etc. The certified pharmacy technicians will work from 9:00 am to 5:00 pm Monday through Friday and 8:00 am to 12:00 pm every other Saturday. The financial manager will be in the office from 9:00 am to 6:00 pm Monday through Friday. The office manager will work 8:30 am to 4:00 pm Monday through Friday, while the technology coordinator will be working from 10:30 am to 6:00 pm Monday through Friday. These two employees will work 7:30 am to 12:00 pm every other Saturday. The marketing specialist will be scheduled to work Mondays, Wednesdays, and Saturdays from 8:00 am to 12:00 pm. The pharmacy drive-thru will be open during all hours of operation. Orders can be received through the company website and the mobile application outside of operation hours.

7.3 Workforce Plan

Employees will be hired by the two owners after being evaluated by the operations manager. Evaluation will be based on their expertise, shared belief in the company vision, and dedication to the success of the company. Prior to hiring, all potential employees must fill out and submit *281 Family Pharmacy's* job application form that can be viewed in section 11.2 of this business plan. All hired applicants will be subject to monthly employee evaluations to ensure the company runs smoothly and efficiently. Prior to the company's initiation, *281 Family Pharmacy* plans to hire six employees in order to support the company efficiently in the opening years of business. However, as *281 Family Pharmacy* expands, the company will hire more employees to accommodate the growing business. In addition, to gain employee loyalty, all employees' base salaries will increase by 3% each year after an annual review by the owners and/or the company advisory committee.

In addition to the two pharmacists, to maintain steady operations throughout the day, *281 Family Pharmacy* will hire one financial manager, two pharmacy technicians, three part-time clerks, one part-time marketing specialist, one part-time office manager, and one part-time technology coordinator. As vital employees, the *281 Family Pharmacy* staff will determine the long-term success of the company; the employees must possess a strong passion for their work and support the company's goals.



Hiatt, Joseph - Pharmacist, Chief Executive Officer

Pharmacist Job Duties: Prepare medications, detect therapeutic incompatibilities, dispense medications, and package and label pharmaceuticals

CEO Job Duties: Budgeting, employee management, and business affairs

Magwire, Elsie - Pharmacist, Operations Manager

Pharmacist Job Duties: Prepare medications, detect therapeutic incompatibilities, dispense medications, and package and label pharmaceuticals

Operations Manager Job Duties: Human Resources duties, hiring procedures, analyze and improve organizational processes, and work to improve quality, productivity, and efficiency

Almgren, Bree - Certified Pharmacy Technician

CPhT Job Duties: Prepare medications, receive and verify prescriptions, price prescriptions, fill prescriptions, and complete paperwork related to the filling of prescriptions

Carlson, Kari - Financial Manager

Financial Manager Job Duties: Review financial reports, monitor accounts, complete payroll, investigate ways to improve profitability, and analyze markets for business opportunities

Wellner, William - Certified Pharmacy Technician

CPhT Job Duties: Prepare medications, receive and verify prescriptions, price prescriptions, fill prescriptions, and complete paperwork related to the filling of prescriptions

Vesely, Robert - Pharmacy Clerk, Technology Coordinator

Clerk Job Duties: Assist customers, stock shelves, operate cash register, clean work area, sterilize containers, organize supplies, order medication and supplies, label medications, and janitorial duties

Technology Coordinator Job Duties: Provide customer support, software management, financial system maintenance, mobile application and website development, internet maintenance, and network design

Vogt, Blair - Pharmacy Clerk, Office Manager

Clerk Job Duties: Assist customers, stock shelves, operate cash register, clean work area, sterilize containers, organize supplies, and label medications

Office Manager Job Duties: Answer telephone, take messages, maintain operations, design filing systems, review supply requisitions, and monitor clerical functions

Jensen, Stacey - Pharmacy Clerk, Marketing Specialist

Clerk Job Duties: Assist customers, operate cash register, clean work area, sterilize containers, organize supplies, and label medications

Marketing Specialist Job Duties: Develop and implement marketing and advertising campaigns, track sales Data, maintain promotional materials inventory, and design publications and advertisements

Employee	Position	Hourly Wage	Annual Salary	Weekly Hours	Total Expenses
Atkinson, Heather J	Certified Pharmacy Technician	16.12	-	44	38,559
Carlson, Kari A	Financial Manager	-	56,484	48	56,484
Jensen, Stacey M	Clerk, Marketing Specialist	14.35	-	12	8,954
Vesely, Robert D	Clerk, Technology Coordinator	15.81	-	40	32,885
Vogt, Blair R	Clerk, Office Manager	14.88	-	40	30,950
Wellner, William W	Certified Pharmacy Technician	16.12	-	44	38,559
Total Annual Personnel Expense					206,391

7.4 Impact of Technology

By implementing innovative technology into the business, the employees will be able to create an efficient work environment. The 281 Family Pharmacy staff will strive to make day to day operations efficient. The pharmacists, clerks, and financial manager will each have a 2018 iMacPro 27-inch Retina 5K 5120-by-2880 P3 Display desktop computer equipped with software for the company. The pharmacy will purchase a robotic autoclave for compounding medication, as well as other new pharmacy technologies. The technology that the pharmacy will own will allow staff to implement new technology in the following ways:

Accounting

The financial manager of 281 Family Pharmacy will use *QuickBooks Desktop Premier 2019* to properly organize the company’s financial information. This computer program gives 281 Family Pharmacy more flexibility and helps the business save valuable time and money.

Communications

Through the company website and email server, employees can email one another, host meetings, and email customers. This allows employees to communicate even when not in the office, and keep customers informed. The mobile application, 281RX2GO, has an employee portal that will allow the employees to view information from mobile devices. The Panasonic telephone system allows the office manager to transfer calls to specific employees and each employee will have their own voicemail account and extension number. A list of employee extension numbers can be found in section 11.2 of this business plan.

Digital Advertising

281 Family Pharmacy’s website, mobile application, and social media accounts will provide the public with important information about the pharmacy and the services provided. The desktop computers will provide the marketing specialist with the opportunity to create intriguing and attractive advertisements.

Pharmaceutical Equipment

To operate a competitive pharmacy that meets the needs of the customers and provides care beyond prescriptions, a compounding hood, a large piece of computer-based equipment that prevents particles from entering and leaving a work area, will be purchased. A robotic autoclave will also be placed in the laboratory, which is a piece of equipment used to sterilize various medical tools and objects such as flasks, funnels, spatulas, and reusable syringes. A pharmaceutical compounder will be necessary in order to have compounding services.

Software

The software that *281 Family Pharmacy* will use is *Computer Rx*. This software also serves as a point-of-sale system that integrates a wide array of services to customers. Using this central management software will allow *281 Family Pharmacy* to have an efficient workflow setup, customizable reporting, a medication synchronization program, an easy-to-use interface, an employee management portal, and time clock availabilities.

8.1 Key Employees, Board of Directors, and Human Resources

281 Family Pharmacy will structure its business operations by the business hierarchy which can be viewed in section 7.3 of this business plan. The pharmacists will oversee the performances of other employees. Each employee will sign a contract, agreeing to their stated duties and responsibilities, as well as their payroll and benefits information. As Chief Executive Officer of *281 Family Pharmacy*, Joseph Hiatt will supervise the management structure of the company and work closely with the operations manager. As Operations Manager, Elsie Magwire will ensure that appropriate candidates are selected for the various other positions. Financial Manager, Kari Carlson, will make financial decisions and will be expected to create quarterly reports on the financial stability of the pharmacy. Technology coordinator, Robert Vesely, will ensure that all software as well as the website, mobile application, and internet servers are properly working. *281 Family Pharmacy*, as a PLLC, will not acquire a board of directors, but will obtain an advisory committee. The advisory committee will consist of the owners, their bank representative, two local medical professionals, and a member of the Boyd County Economic Development Center. This committee will meet bi-monthly to review financials, evaluate the status of the business, and plan for the future. These meetings will allow all parties to voice their opinions about the business and give the owners input.

281 Family Pharmacy Advisory Committee



Joseph Hiatt
CEO, Pharmacist



Elsie Magwire
OM, Pharmacist



Travis Rust
Bank
Representative



Carla Spikowski
Local Physician



Linda Coenen
Local Physician



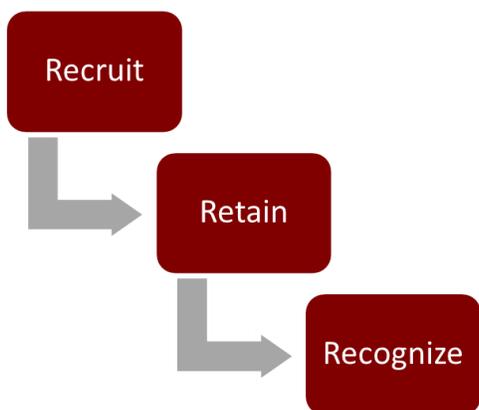
Ashley Willats
BCED Director

8.2 Identifying, Recruiting, and Securing Key Participants

The operations manager will target the known individuals that live in the area with the proper education and licensing. The owners will advertise for employees through social media and local newspapers. *281 Family Pharmacy* will also seek employees through Indeed, Monster Recruiter, and Zip Recruiter. Websites like these are employment-related search engines for job listings. *281 Family Pharmacy* can view applicant's cover letters and work experience résumés on these platforms.

There will be a three-step hiring process for new employees at *281 Family Pharmacy*. First, applications will be reviewed and the most qualified of the applicants will be offered an interview at *281 Family Pharmacy*. Second, references will be contacted and background checks will be completed. The pharmacists will then select the applicant that is the most qualified for the position and would be the best fit for *281 Family Pharmacy*. Once these employees are secured at *281 Family Pharmacy*, the next goal is to retain the employee. To retain the employee we will provide the employees with competitive pay. Finally, we desire to recognize the employees for their extensive efforts by providing them with incentive plans and rewards.

8.3 Compensation and Incentive Plans



To secure valuable employees, *281 Family Pharmacy* will offer competitive compensation plans and incentives. *281 Family Pharmacy* strives to keep its employees happy and engaged in their work. *281 Family Pharmacy* will offer a benefits package for all employees. The benefits package will include 80 hours of sick pay, 80 hours of vacation pay, 10 hours of paid bereavement, plus health insurance. To incentivize employees to work at *281 Family Pharmacy* on a long-term basis, employees will be rewarded with bonuses and gradual salary increases the longer they have been working for the pharmacy.

281 Family Pharmacy will employ an hourly pay scale for the certified pharmacy technicians and the pharmacy clerks. The financial manager will be a salary-based employee. The pharmacists will receive their compensation following the payout of wages and bills. The remainder will be invested into the company or saved for future expansion of the pharmacy. Any employee who is injured while working will receive worker's compensation. These benefits will enable the employee to have an income while they recover from their injury. Pharmacies rarely encounter injuries, so worker's compensation is not expected to be frequently utilized.

An additional benefit for the employees of *281 Family Pharmacy* is that employees will receive eight hours of pay on the following holidays: New Year’s Day, Independence Day, Thanksgiving Day, and Christmas Day. Before the winter holidays, *281 Family Pharmacy* gives an annual bonus of \$100. The pharmacy also holds a Christmas celebration for business employees and their families. All expenses for this celebration are paid for by *281 Family Pharmacy*.

9.1 Future Goals

3 Year Goals

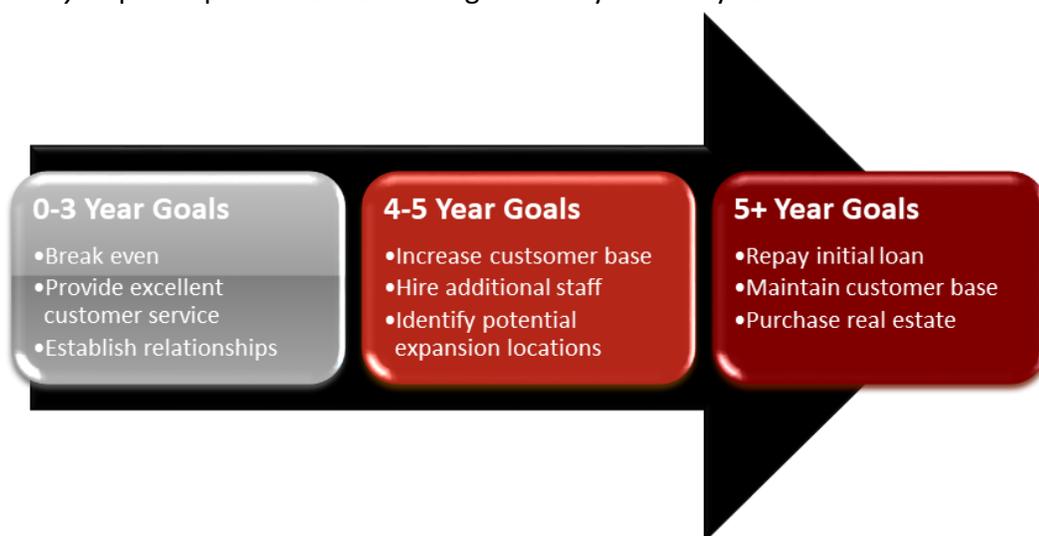
The first three years of *281 Family Pharmacy’s* development are when the company is most vulnerable. To achieve a customer base that will last well into the long term, *281 Family Pharmacy* plans to:

- ⇒ *281 Family Pharmacy* should look to break even by the second year of operation, as outlined in the financial analysis in section 10.2
- ⇒ The company should continually provide excellent customer service to all customers.
- ⇒ *281 Family Pharmacy* should continue to establish relationships with local clinics and physicians.
- ⇒ The owners should seek to make all payments due on the initial loan for \$151,000.

5+ Year Goals

Once *281 Family Pharmacy* is established in its first five years, the focus of the company is not only on remaining a pharmacy that provides care beyond prescriptions, but also to expand and become a leader in the communities outside of Boyd County. Thus, *281 Family Pharmacy* plans to do the following after five years of operation:

- ⇒ Increase the initial customer base of 300 customers to 1,000 customers.
- ⇒ With the increase from the initial customer base of 300 to 1,000 customers, *281 Family Pharmacy* will seek to hire an additional certified pharmacy technician to meet current demands.
- ⇒ Become a leader in the semi-local pharmaceutical industry by reassessing the target market analysis and identifying potential expansion locations.
- ⇒ It is necessary to ensure that the current customer base is maintained, as the initial Boyd County community comes first and foremost in the priorities of the business.
- ⇒ After repaying the initial loan from Butte State Bank after ten years of operation, *281 Family Pharmacy* hopes to purchase the building that they currently rent.



9.2 Risks and Potential Adverse Results

Business Risks

Understanding the risks present in the business industry is essential for *281 Family Pharmacy* to overcome any obstacles and changing the company’s reputational, financial, and marketing success. *281 Family Pharmacy* must ensure that they stay up-to-date with technology. Remaining modernized while also remaining simple and accessible for the elderly market is a balance *281 Family Pharmacy* will have to find and maintain. Additionally, as a business, the risk of employee misconduct is present. *281 Family Pharmacy* will face the risk of employees stealing or abusing medication. Employees could also make errors such as filling prescriptions incorrectly or misconstruing instructions on orders.

Product Risks

Another risk associated with operating a pharmacy is the risk of faulty products. Because *281 Family Pharmacy* will receive medications from third-party manufacturers and suppliers, all aspects of the creation process will not be monitored directly by the owners. Therefore, there must be a strong channel of trust between *281 Family Pharmacy* and all suppliers.

Financial Risks

Maintaining customers and revenue is essential to avoid all financial risk. *281 Family Pharmacy* must also continue to make payments on their business loan before planning to purchase the building. The plan for purchasing and remodeling the building relies on the ability to pay off the business loan quickly. If it takes longer than expected, the profit margin will not increase until later in the company’s life cycle.

9.3 SWOT Analysis

The SWOT analysis is a study undertaken by the owners of *281 Family Pharmacy* to identify internal strengths and weaknesses, as well as external opportunities and threats. The SWOT analysis has been placed into sections, as requested by Butte State Bank and the advisory committee, to be viewed and evaluated easily.

Strengths

People

- Specialized employees headed by managers to ensure a well-trained and excited workforce.

Community

- *281 Family Pharmacy* emphasizes building relationships with its customers and providing care that goes beyond prescriptions.

Marketing

- Despite various backgrounds and types of people, the entire target market is reached through the various forms of marketing used.

Finance

- Receiving a type of business loan for small businesses establishes a relationship between the company and the bank.

Weaknesses

People	Community	Marketing	Finance
<ul style="list-style-type: none"> Maintaining a strong connection with the community requires personnel to be significantly involved and dedicated to their job position. 	<ul style="list-style-type: none"> The local community is tight-knit, the entirety of the target market has all of their pharmaceutical needs met in the communities. 	<ul style="list-style-type: none"> Incorporating multiple marketing strategies that meet a wide demographic can be difficult for a small business in a rural area. 	<ul style="list-style-type: none"> High initial capital expenditures result in a longer period before breaking even.

Opportunities

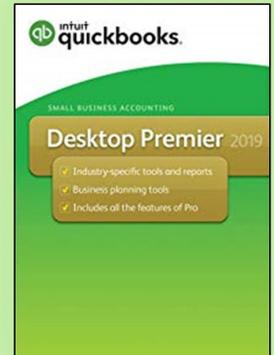
Political	Economical	Technological	Legal
<ul style="list-style-type: none"> State and federal government are both heavily focused on increasing small business growth. 	<ul style="list-style-type: none"> To provide pharmaceutical care to Boyd County residents and bring more business to the area. 	<ul style="list-style-type: none"> The internet enables <i>281 Family Pharmacy</i> to enact inexpensive marketing options. 	<ul style="list-style-type: none"> Legal opportunities are not defined under the governance of a Professional Limited Liability Corporation.

Threats

Political	Economical	Technological	Legal
<ul style="list-style-type: none"> Unstable political atmosphere results in uncertainty in the market. 	<ul style="list-style-type: none"> Starting a small business in a rural area is a large risk. 	<ul style="list-style-type: none"> Basing much of the company on technological features can be difficult for the elderly population. 	<ul style="list-style-type: none"> Distributing products and goods mean copyrights and patents must be handled correctly.

10.1 Accounting System

281 Family Pharmacy will use the QuickBooks Desktop Premier 2019 computer application to keep accurate records of the business' transactions. This software is very popular with both small businesses and large corporations. The software is very versatile in its capabilities and will allow 281 Family Pharmacy to track profitability, prioritize orders, manage inventory, keep track of the balance, customize different billing rates, compute profit and loss reports, establish sales results, and organize inventory costs. A detailed description of the software competencies is below:



Track inventory reorder point by vendor

Track inventory and set optimal inventory levels. Run a report showing items that need reordering.



Track profitability by product

Keep track of your biggest moneymakers so you'll know which products to promote and keep in stock, and which to drop from your line.



Easily prioritize which orders to fulfill

See all open sales orders and prioritize them how you want. Instantly see which orders can be shipped and which can't.



Easily manage inventory items

Quickly locate items and complete inventory related tasks all in one place using the Inventory Center in QuickBooks.



Track your balance sheet by class

Use this built-in, easy-to-access report to track financial data separately by location, department, or profit center.



Set different billing rates by employee, client, and service

Pay and get paid the right amount by quickly and easily setting different billing rates.



Run a profit and loss report

Easily compare one month's profit and loss against another.



Easily track sales results

Track sales accurately and flexibly with the Sales Summary Form. Enter total payments and taxable/non-taxable sales for the day, week, or any time period you choose.



Stay on top of inventory and costs

Easily track inventory and set reorder points.

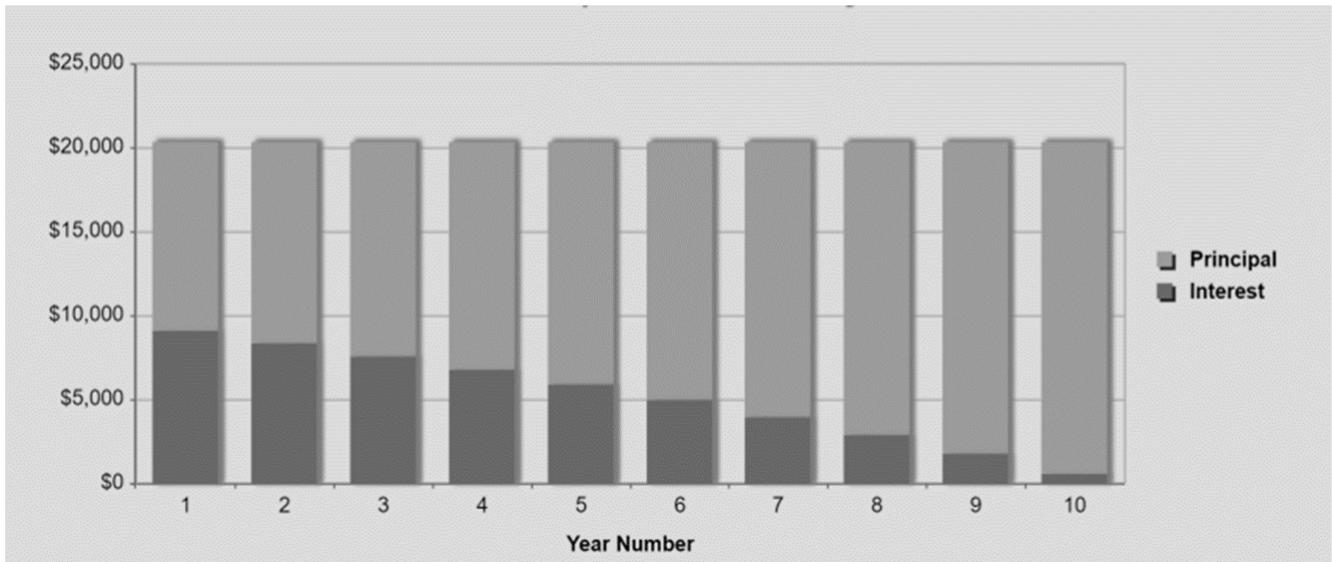
10.2 Financial Projections

The financial projections to follow are based on the current inventory costs and revenue projections. It also assumes that taxes, insurance, and the loan rates will remain consistent. If any changes are made, the financial projections will be changed accordingly and the company's financial standings will be re-evaluated. In this business plan, the loan amortization, monthly income statements, and annual income statements, as well as cash flow statements can be found in sections 10.3 through 10.6.

10.3 Loan Amortization

Loan Summary	
Loan amount	\$151,000
Monthly payment	\$1,695.43
Interest rate	6.25%
Term	120 monthly payments
Total payments	\$203,451.47
Total interest paid	\$52,451.47

Total Principal and Interest by Year



10.4 Monthly Income Statement

281 Family Pharmacy uses monthly income statements as a description of the entity’s profitability over a month. The monthly income statement is one of the core financial statements that shows the profits and losses over a period of time. The profits or losses is determined by taking all revenues and subtracting all expenses from both operating and non-operating activities. The income statement is one of three statements used in both 281 Family Pharmacy’s financial modeling and accounting.

Revenue From:	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Cash Receipts	\$714.00	\$822.00	\$917.00	\$979.00	\$1,004.00	\$1,290.00
Insurance	\$10,528.00	\$11,754.00	\$12,940.00	\$13,472.00	\$14,201.00	\$15,321.00
Medicare	\$8,343.00	\$9,912.00	\$10,138.00	\$12,023.00	\$13,594.00	\$13,893.00
Medicaid	\$20,732.00	\$21,998.00	\$23,402.00	\$23,508.00	\$24,555.00	\$25,942.00
Merchandise	\$3,247.00	\$3,389.00	\$4,315.00	\$4,456.00	\$4,968.00	\$5,201.00
Total Revenue:	\$43,564.00	\$47,875.00	\$51,712.00	\$54,438.00	\$58,322.00	\$61,647.00
Pharmaceutical Products	\$16,225.60	\$17,938.00	\$19,084.80	\$20,175.20	\$25,458.80	\$26,258.80
Merchandise	\$1,948.20	\$2,033.40	\$2,481.00	\$2,673.60	\$1,987.00	\$3,120.00
Business Amenities	\$984.00	\$995.00	\$879.00	\$902.00	\$880.00	\$915.00
Variable Expenses:	\$19,157.80	\$20,966.40	\$22,444.80	\$23,750.80	\$28,325.80	\$30,293.80
Personnel Expenses	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75
Utilities	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
Advertising	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00
Rent	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00
Legal Fees	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Loan Payments	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43
Fixed Expenses:	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18
Total Expenses:	\$44,941.98	\$46,750.58	\$48,228.98	\$49,534.98	\$54,109.98	\$56,077.98
Net Profit:	-\$1,377.98	\$1,124.42	\$3,483.02	\$4,903.02	\$4,212.02	\$5,569.02

Revenue From:	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Cash Receipts	\$1,470.00	\$1,530.00	\$1,890.00	\$1,237.00	\$1,540.00	\$1,260.00
Insurance	\$15,840.00	\$16,075.00	\$16,315.00	\$16,925.00	\$17,103.00	\$17,359.00
Medicare	\$14,190.00	\$14,383.00	\$14,495.00	\$14,923.00	\$15,164.00	\$15,677.00
Medicaid	\$26,910.00	\$27,310.00	\$27,423.00	\$27,998.00	\$28,331.00	\$28,515.00
Merchandise	\$5,460.00	\$5,579.00	\$5,425.00	\$5,612.00	\$5,704.00	\$5,669.00
Total Revenue:	\$63,870.00	\$64,877.00	\$65,548.00	\$66,695.00	\$67,842.00	\$68,480.00
Pharmaceutical Products	\$26,348.00	\$27,550.80	\$27,819.20	\$28,678.00	\$29,136.80	\$29,788.00
Merchandise	\$3,276.00	\$3,347.00	\$3,255.00	\$3,367.00	\$3,422.00	\$3,401.00
Business Amenities	\$920.00	\$933.00	\$905.00	\$937.00	\$921.00	\$933.00
Variable Expenses:	\$30,544.00	\$31,830.80	\$31,979.20	\$32,982.00	\$33,479.80	\$34,122.00
Personnel Expenses	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75	\$21,498.75
Utilities	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00	\$625.00
Advertising	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00	\$640.00
Rent	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00
Legal Fees	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00
Loan Payments	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43	\$1,695.43
Fixed Expenses:	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18	\$25,784.18
Total Expenses:	\$56,328.18	\$57,614.98	\$57,763.38	\$58,766.18	\$59,263.98	\$59,906.18
Net Profit:	\$7,541.82	\$7,262.02	\$7,784.62	\$7,928.82	\$8,578.02	\$8,573.82

10.5 Annual Income Statements

281 Family Pharmacy uses an annual income statement as a description of the entity’s profitability over a period of time. The Annual Income Statement is another core financial statement that shows the profits and losses over a period of time, just as the Monthly Income Statement. The profits or losses is determined by taking all revenues and subtracting all expenses from both operating and non-operating activities. The annual income statement is the second of three statements used in both 281 Family Pharmacy’s financial modeling and accounting.

	2020	2021	2022	2023	2024	2025
Cash Receipts	\$14,653.00	\$15,385.65	\$16,924.22	\$19,462.85	\$23,355.42	\$28,026.50
Insurance	\$177,833.00	\$186,724.65	\$205,397.12	\$236,206.68	\$283,448.02	\$340,137.62
Medicare	\$156,735.00	\$164,571.75	\$181,028.93	\$208,183.26	\$249,819.92	\$299,783.90
Medicaid	\$306,624.00	\$321,955.20	\$354,150.72	\$407,273.33	\$488,727.99	\$586,473.59
Merchandise	\$59,025.00	\$61,976.25	\$68,173.88	\$78,399.96	\$94,079.95	\$112,895.94
Total Revenue	\$714,870.00	\$750,613.50	\$825,674.85	\$949,526.08	\$1,139,431.29	\$1,367,317.55
Variable Expenses						
Pharmaceutical Products	\$ 304,462.00	\$ 336,430.51	\$ 370,073.56	\$ 416,332.76	\$ 468,374.35	\$ 526,921.14
Merchandise	\$ 34,311.20	\$ 37,913.88	\$ 41,705.26	\$ 46,918.42	\$ 52,783.22	\$ 59,381.13
Fixed Expenses						
Personnel Expenses	\$ 259,985.00	\$ 267,784.55	\$ 275,818.09	\$ 284,092.63	\$ 292,615.41	\$ 301,393.87
Utilities	\$ 7,500.00	\$ 7,575.00	\$ 7,650.75	\$ 7,727.26	\$ 7,804.53	\$ 7,882.58
Advertising	\$ 7,680.00	\$ 7,756.80	\$ 7,834.37	\$ 7,912.71	\$ 7,991.84	\$ 8,071.76
Rent	\$ 14,100.00	\$ 14,100.00	\$ 14,100.00	\$ 14,100.00	\$ 14,100.00	\$ 14,100.00
Legal Fees	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00
Loan Payments	\$ 20,345.16	\$ 20,345.16	\$ 20,345.16	\$ 20,345.16	\$ 20,345.16	\$ 20,345.16
Total Expenses	\$650,183.36	\$693,705.90	\$739,327.19	\$799,228.94	\$865,814.51	\$939,895.63
Net Profit	\$64,686.64	\$56,907.60	\$86,347.66	\$150,297.14	\$273,616.78	\$427,421.92

* Split evenly between owners

10.6 Cash Flow Statement

The purpose of the cash flow statement or statement of cash flows is to identify the major cash flows occurring during the same period of time as the company's income statement and between the related balance sheets. The major cash flows are presented in the classifications of operating activities, financing activities, and investing activities.

Revenue From:	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
Operating Activities						
Cash Receipts From:						
Sales of Goods	\$ 43,564.00	\$ 47,875.00	\$ 51,712.00	\$ 54,438.00	\$ 58,322.00	\$ 61,647.00
Cash Paid For:						
Advertising	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00
Legal Fees	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00
Rent	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00
Personnel Expenses	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75
Pharmaceutical Products	\$ 27,371.83	\$ 26,887.02	\$ 26,875.48	\$ 26,792.10	\$ 25,547.25	\$ 26,998.97
Net Cash From Operating Activities	\$ (6,481.58)	\$ (1,685.77)	\$ 2,162.77	\$ 4,972.15	\$ 10,101.00	\$ 11,974.28
Financing Activities						
Cash Receipts From:						
Loan Acquisition	\$ 151,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Shareholder Equity Injection	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Paid For:						
Loan Repayment	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00
Net Cash From Financing Activities	\$ 249,825.00	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)
Investing Activities						
Cash Paid For:						
Initial Equipment Purchases	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Initial Advertising	\$ 1,260.00	\$ -	\$ -	\$ -	\$ -	\$ -
Recruiting Expenses	\$ 342.00	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash from Investing Activities	\$ (36,752.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)
Total Cash	\$ 206,591.42	\$ (3,010.77)	\$ 837.77	\$ 3,647.15	\$ 8,776.00	\$ 10,649.28

Revenue From:	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Operating Activities						
Cash Receipts From:						
Sales of Goods	\$ 63,870.00	\$ 64,877.00	\$ 65,548.00	\$ 66,695.00	\$ 67,842.00	\$ 68,480.00
Cash Paid For:						
Advertising	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00	\$ 640.00
Legal Fees	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00
Rent	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00
Personnel Expenses	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75	\$ 21,498.75
Pharmaceutical Products	\$ 25,622.70	\$ 25,321.47	\$ 24,512.98	\$ 23,612.76	\$ 23,420.69	\$ 21,498.75
Net Cash From Operating Activities	\$ 15,573.55	\$ 16,881.78	\$ 18,361.27	\$ 20,408.49	\$ 21,747.56	\$ 24,307.50
Financing Activities						
Cash Receipts From:						
Loan Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shareholder Equity Injection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cash Paid For:						
Loan Repayment	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00	\$ 1,175.00
Net Cash From Financing Activities	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)	\$ (1,175.00)
Investing Activities						
Cash Paid For:						
Initial Equipment Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Initial Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recruiting Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash from Investing Activities	\$ (150.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)	\$ (150.00)
Total Cash	\$ 14,248.55	\$ 15,556.78	\$ 17,036.27	\$ 19,083.49	\$ 20,422.56	\$ 22,982.50

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- "Tailor-Made for Your Business." Intuit, quickbooks.intuit.com/desktop/premier/.
- "What Makes an LLC Different from a PLLC?" Legalzoom.com, 10 Sept. 2018, www.legalzoom.com/articles/what-makes-an-llc-different-from-a-llc.

11.2 Supporting Documentation

PLLC Agreement

Below is the completed PLLC Agreement.

Job Application

Below is a blank job application.

Employee Handbook

Below is the 281 Family Pharmacy Employee Handbook.

Pharmacist Licenses

Below are duplicates of the owners' Nebraska Board of Pharmacy Licenses.

Pharmacy License

Below is 281 Family Pharmacy's Nebraska Board of Pharmacy License.

Employee Certificates

Below are copies of the diplomas of Joseph Hiatt, Elsie Magwire, and Kari Carlson.

Print Advertisement

Below is a print advertisement for 281 Family Pharmacy.

102 S Thayer St., Spencer, NE 68777
(402) 589-1165
Monday-Friday: 9am-6pm
Saturday: 8am-12pm
Sale ends June 17, 2020

NEW
buy 1 get 1 **50% off***
with card Hawaiian Tropic or Banana Boat Sun Care. Select varieties.

CUSTOMER REWARDS PROGRAM COMING SOON!

SUMMER SAVINGS

buy 1 get 1 **50% off***
with card Norelvo, SHTP, or Gelsium. Select varieties.

buy 1 get 1 **50% off***
with card Tampax Tampons or Always Pads or Pantliners. Select varieties.

GREAT DEALS!

buy 1 get 1 **50% off**
with card Pain Relief. Select Bayer, 56 to 200 ct. * Select Aleve, 40 to 200 ct.

buy 1 get 1 **50% off***
with card Pain Relief. Select Australian Dream, Icy Hot or Aspercreme.

Prevacid, 30 ct. **\$9.99** Regular Strength, **\$9.99** Extra Strength.

buy 1 get 1 **50% off***
with card 399. with card 399. Aquafina Water 16.9 ct., see label.

Sale is from June 10, 2020 to June 17, 2020

Social Media Post

Below is an advertisement that was posted on the 281 Family Pharmacy Facebook page.

281 FAMILY PHARMACY
4TH OF JULY SALE!
Enjoy up to 30% off on all first aid products and kits!
WEDNESDAY, JULY 1 TO FRIDAY, JULY 10!
Stop in at 102 South Thayer St., Spencer, NE 68777
For more information, call (402) 589-1165

Business Cards

Below are the business cards for the owners of 281 Family Pharmacy.

Joseph Hiatt
CEO & OWNER
Phone: (402) 589-1165 Ext. 2
Address: 102 S Thayer St., Spencer, NE 68777
Email: joseph@281familypharmacy.com
Website: www.281familypharmacy.com

Care Beyond Prescriptions

Elsie Magwire
OWNER OPERATIONS MANAGER
Phone: (402) 589-1165 Ext. 3
Address: 102 S Thayer St., Spencer, NE 68777
Email: joseph@281familypharmacy.com
Website: www.281familypharmacy.com

Care Beyond Prescriptions

Extension Numbers

Below is a table listing phone extension numbers of the 281 Family Pharmacy staff.

Employee	Extension No.
FRONT DESK	Ext. 1
Hiatt, Joseph	Ext. 2
Magwire, Elsie	Ext. 3
Carlson, Kari	Ext. 4
Vesely, Robert	Ext. 5
Vogt, Blair	Ext. 6
Almgren, Bree	Ext. 7
Wellner, William	Ext. 8
Jensen, Stacey	Ext. 9
BREAK ROOM	Ext. 10

Chamber of Commerce Certificate

Below is the company's Spencer Chamber of Commerce certificate.

The Spencer Chamber of Commerce
Certifies that
281 Family Pharmacy
was honored with a
Certificate of Membership
January 20, 2020

Melanie White, President & CEO

Gift Certificate

Below is a sample of a 281 Family Pharmacy retail gift certificate.

TO: SCOTT POESE
\$10 Pharmacy Retail
A gift from me to you to brighten up your day! Spend your \$10 on retail at 281 Family Pharmacy anytime within the month of April.
From: Heather Walters
281 FAMILY PHARMACY