



CONFIDENTIAL

18Loop

Doing Good with Technology

Business plan
Prepared March 2021

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Executive Summary

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Problem

Every year, it is estimated that 15,780 children are diagnosed with cancer in the United States. That number is increasing steadily by 1% a year. Annual global diagnoses are 300,000. The cure rate for pediatric cancer has improved tremendously and survival rates now top 80%. However, this still means that almost one in five pediatric cancer patients do not win their fight.

The problem is that a typical treatment schedule lasts an average of 1,000 days. Treatment is taxing. Mood and motivation are key to success. 18Loop seeks to aid and comfort these kids with cancer in order to help them tolerate treatment, recover and thrive.

We believe that our Virtual Reality (VR) will indirectly contribute to an improved cure rate in a future where we have realized our mission. 18Loop will decrease the discomfort of treatment and improve mood, thus making it more effective.

18Loop is an IRC 501(c)(3) charity. We are a New Jersey nonprofit with tax ID: 82-1498855. We are a GuideStar Gold charity. *We are a HIPAA certified organization.* Our website is 18Loop.org.

Solution

18Loop's goal is to deploy Virtual Reality (VR) to ensure that pediatric cancer patients tolerate treatment, recover and thrive.

We will focus on three areas to help our kids:

- 1. Advocacy and Awareness**
- 2. Scientific Research**

3. Technology Deployment (VR headsets)

18Loop believes that Virtual Reality will be a key component of future learning and healthcare. The Spatial Computing Revolution is coming over the next 10 - 15 years and our **Virtual Comfort** Program capitalizes on technology that now can significantly impact mood and combat pain. There is a lot of scientific evidence pointing to the efficacy of VR in the hospital environment, and we plan to conduct our own studies with the pediatric oncology populace.

VR is no longer niche technology. Oculus is owned by Facebook and is a mainstream product that Facebook subsidizes to drive additional marketshare. The overall VR market will grow 98.7% (CAGR) year over year through 2025. There is a relatively small market now, but that will change soon.

Our solution focuses on VR meditation, computer science and gaming and is designed to improve the overall mood and lift the spirits of kids with cancer.

Who We Serve

18Loop serves pediatric cancer patients. **For our initial Pilot, age 13 and up is the appropriate age range for use of Virtual Reality headsets (younger kids can benefit while supervised).** The Pilot will require some technical engagement and we will offer all of the support that is needed. Oculus headsets don't depend on Smartphone optics but do require a phone to run applications that drive the experience.

18Loop is currently reaching out to partners to engage kids with cancer. We are working with the **American Childhood Cancer Organization (ACCO)** on a Joint Experimental Intervention Research Study. Our ACCO Virtual Comfort VR distribution will launch in Spring 2021.

We are currently beginning outreach to cancer centers to discuss the development of a protocol to validate the efficacy of our solution in a hospital setting while

gathering quantitative metrics. Our plans include family intervention during inpatient and outpatient chemotherapy treatment.

It is the belief of our team that VR will have an impact beyond pediatric oncology. It is very likely that the reach and capability of the technology will increase its value with patients of all ages across many diagnosis types.

Funding Plan

18Loop will solicit donations from:

1. **Individual Donors**
2. **Private Donors of High Net Wealth**
3. **Grant Writing/Foundations**
4. **Kickstarter Campaign**

Individual donors are central to the funding plan which centers on social awareness through the traditional media and on social media platforms (initially Facebook, LinkedIn, Instagram and Twitter). In our 2021 operational budget, we also have money set aside for Public Relations and media production. We recognize that individuals comprise of over 70% of overall charitable donations and it critical to secure funding from them. We are in the process of scaling our following and leveraging their influence.

18Loop will also engage Private High Net Wealth donors but must achieve measurable success from our Virtual Comfort Program first. We anticipate approaching these donors (possibly through the help of a fundraising consultant) in early 2021. 18Loop has one fundraising proposal from Faircom and much of the process and strategy involves the engagement of wealthy donors through proactive outreach and special events. We have also investigated research in the grant space, securing professional help with our responses.

18Loop must continue to create marketing materials (pictures/videos/qualitative/quantitative metrics) in order to persuade sophisticated donors and eventually seek grant support.

We are exploring the use of GoFundMe for Nonprofits. Our current efforts are focused on improving our messaging on 18Loop.org and capitalizing on our modest success on Giving Tuesday (December 1, 2020). Giving Tuesday was our initial test of our web marketing and crowdfunding capability. **Our 2019 and 2020 operational budgets have been funded by the Executive Director.** This has afforded us time to launch, prepare the Pilot, gather metrics and approach donors. 18Loop will launch a Kickstarter campaign in Q1-Q2 of 2021 to raise funds based on our unique philanthropic approach to fighting pediatric cancer.

18Loop plans to acquire Oculus Quest 2 VR headsets in bulk for a discounted cost and leverage them in our programs. **We will keep the technology free to those who are in need.** Tripp has offered to communicate with Oculus on our behalf in order to secure the necessary headsets for the balance of our research. We will work with Tripp on developing our relationship with Oculus moving forward.

Pre-COVID-19, the economic environment was fertile in terms of donation trends, with total giving hovering above 2.0 GDP for four of the last five years. There had been near record giving the last two years and foundations were up 16%. We will be launching in a new and challenging environment (2021), but we hope to ride out the pandemic while delivering VR with private and individual donations increasing as the situation evolves by summer 2021. Current fiscal projections point to a recovery in giving in Spring of 2021. This is predicted by current market performance and was reported to us by Merrill Lynch.

18Loop is now a 501(c)(3) charity. We have been approved and are engaging partners who require IRC certification. We are GuideStar Gold.

Comparison

Pediatric cancer is treated in major cancer centers and hospitals nationally. St. Jude's Children's Hospital has been a strong contributor to the positive increase in cure rates. 18Loop as a nonprofit focuses on patient mood and recovery and is not a substitute for first line medical care.

We consider our clients to be "kids" and not patients. 18Loop will soon be HIPAA compliant (and is currently HIPAA certified), but **we do not immediately (in the Pilot) plan to collect EMR data or take the place of hospital or outpatient visits.**

Instead, we seek to augment what parents can do in the home and hospital to aid their recovering children.

18Loop doesn't have any direct peers in the nonprofit world as it pertains to technology and VR. However, there are a number of for-profit organizations doing good work with VR and virtual environments.

KindVR (kindVR.com) offers VR capabilities targeted at patient recovery. Kind develops their own environments and reach a sizable number of medical facilities. 18Loop is focused on Advocacy and Awareness first, deployment of VR technology second and the gather of metrics in case studies authored in cancer centers third. KindVR works in all of these areas. We see room for working jointly as we have similar goals if not similar business structures.

In the Silicon Valley VR community, we have received advice and guidance from Taylor Freeman, CEO of **Axon Park**. He has identified **Tripp**, **FirstHand Networks**, **USC Research** and **New Path VR** as potential partners in our mission. All of these companies/institutions are working to develop the healing powers of VR.

Our nonprofit structure and altruistic approach to pediatric cancer set us apart. 18Loop will collaborate with all of our for-profit peers to ensure that we are deploying the best solutions for our kids.

Collaboration

Our key collaborators will be:

- **American Childhood Cancer Organization (ACCO)**
- **Tripp**
- **Oculus (Facebook)**
- **Children's Hospital at Montefiore**
- **Flipcause (web and digital fundraising partner)**
- **Covington (Pro-bono Legal)**

It is likely that our quantitative research protocol will require broader reach into regional cancer hospitals and readiness to deploy on a national level. This may require us to grow our ecosystem and engage new partners. Presently, we are focused on pandemic VR deployment, feedback from our cancer families and our initial fundraising efforts.

Why Us?

18Loop deserves support because it is **the *only nonprofit company singularly deploying Virtual Reality in the fight to support children with pediatric cancer.*** We are a nonprofit organization with the mentality of a startup. 18Loop believes that VR can improve the lives of children fighting cancer. VR, combined with other treatments, may someday improve survival rates.

Post ACCO research study, we plan for a wider deployment of our VR headsets. The field of xR (VR, AR and MR) offers enough room for growth that the time has come to leverage all capabilities in the fight against cancer. As early as 2005, doctors and researchers in the Journal of Psychology and Health found promise in [leveraging VR](#) for kids with cancer.

With the proper funding, we can hire a staff, pay contract workers and secure volunteer support. The future may even see the development of environments that are customized for our purpose as our mission becomes more clearly defined.

Given the uniqueness of 18Loop's mission, it is also important to note that **we are offering our technology for the Pilot program for free to qualifying kids** who only have to meet a minimum standard (to ensure that they have the network and devices necessary to participate). Many of them would never otherwise be in a position to use a VR headset.

Expectations

Forecast

18Loop is currently funded and is prepared to execute its mission. Giving Tuesday 2020 was a success that is driving our current Pilot deployment. To date, 18Loop has procured 40 mobile Virtual Reality headsets, recruited our initial Board, and is executing a marketing plan. We are building partnerships in technology and healthcare. By **Q2 2021**, we will distribute 25 Oculus headsets to our [American Childhood Cancer Association](#) (ACCO) kids. This will end Phase I of our Virtual Comfort Pilot.

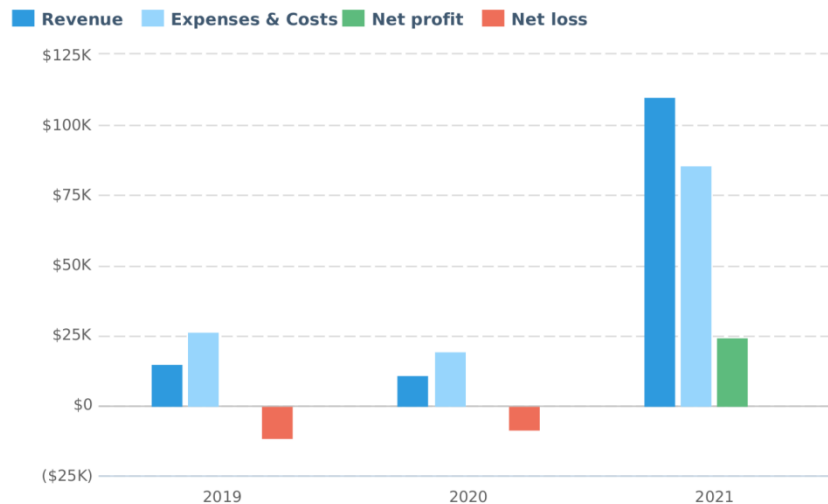
Our digital footprint is evolving and Flipcause will be our new web partner. 18Loop.org was built by Elevation Web, who **approved our first grant, which funded half of our website development costs**. Going forward, Flipcause will serve as our new digital partner, helping us with 18Loop.org, fundraising and basic CRM capabilities.

We will require outside funding to scale our operation. We will look toward high net wealth private donors and are considering proposals submitted by fundraising and grant consultants. We realize we may need help with branding and outreach. To run our programs successfully into 2021, we will require significant fundraising to account for salaries for our Executive Director, Program Manager and Web/Social Media Specialist. In addition to these salaries, we'll require a technology acquisition budget, travel budget for Advocacy and fundraising budget. We expect to develop into a \$300,000/year operation by 2022.

18Loop is now a 501(c)(3) charity and can accept tax-free donations. We are a GuideStar Gold charity.

The only direct employee of 18Loop in 2020 will be the Executive Director, who will work for free for the year while contributing to the operating budget.

Financial Highlights by Year



Funding Needed

18Loop is seeking \$100,000 in funding from a foundation or incubator (private funding source) to support all operations from January of 2021 through the end of 2021.

We have been self sustaining in 2019/2020. 18Loop plans to aggressively solicit individual donations and other lines of funding in order to scale VR deployment through the ACCO and cancer centers more rapidly and efficiently. This is contingent upon meeting milestones in our Pilot program and adjusting course accordingly.

The key variable in 18Loop's financial health is how successful we become in soliciting and retaining individual and high net wealth donors while building trust in our programs.

18Loop may decrease salary burden through the solicitation of volunteer hours and pro bono work. We do however, feel that some core full time staff is eventually important to the success of the mission. In 2020 and 2021 we expect to focus on expertise in volunteer coordination, fundraising and technology.

Opportunity

Problem & Solution

Problem Worth Solving

Each year in the U.S. there are an estimated 15,780 children between the ages of birth and 19 years of age who are diagnosed with cancer. Approximately 1 in 285 children in the U.S. will be diagnosed with cancer before their 20th birthday.

Globally there are more than 300,000 children diagnosed with cancer each year.

Every three minutes, somewhere in the world a family hears the devastating words that their child has been diagnosed with cancer. While survival rates for many types of childhood cancer have improved, for too many children, cancer will shorten their lives too soon.

Cancer remains the most common cause of death by disease for children in America. New York and New Jersey remain in the top ten for highest number of new cancer diagnoses among the fifty states of the union.

The truth of the matter is that recovery from pediatric cancer is difficult. Treatments can be painful and care lasts an average of 1,000 days for survivors. 18Loop intends to make tolerance to treatment easier using high technology. **VR has been demonstrated to improve tolerance to painful procedures in pediatric oncology patients.** We will work to corroborate and validate the current findings through our own Pilot and Study.

Our Solution

18Loop is a **501(c)(3) nonprofit corporation** with **tax ID# 82-1498855**. We are GuideStar Gold 2020.

18Loop's goal is to deploy VR to ensure that pediatric cancer patients tolerate treatment, recover and thrive. In our active Virtual Comfort Pilot, we are loaning Oculus technology to kids with cancer with the understanding that the technology **can be kept** if they meet our standard for need. This is to be evaluated on a case by

case basis. *Ultimately, we'd love to distribute headsets that all of our constituents can keep, pending sufficient funding.*

We will focus on three areas to help our kids:

1. **Advocacy and Awareness**
2. **Technology Deployment (VR headsets)**
3. **Case Study Creation/Measurement**

Advocacy and Awareness: 18Loop is a HIMSS-NJ (Healthcare Information Management Systems Society/New Jersey) member and will present at HIMSS 2021 to advocate for our approach to fighting pediatric cancer. We are being covered in media outlets like Newswire and S&P, and have been featured in the podcasts of Sara DaMergi and RiseUpDaily/88 Names. 18Loop has been nominated for a FutureHealth award for Best Digital Technology Innovation. 18Loop will continue our advocacy and awareness mission until all healthcare providers, technology partners and pediatric cancer families are informed of the benefits of our approach.

Technology Deployment VR: we have determined that the best way forward is to leverage existing Virtual Reality technology from our partners in our Virtual Comfort program. We are currently sourcing VR headsets from Oculus and deploying Virtual Stress Management environments from Tripp, who has donated five test headsets to 18Loop. As of August 1, 2020, 18Loop entered into a partnership with the American Childhood Cancer Organization (www.acco.org) to conduct a joint experimental intervention research study. We will initially deploy 15 Oculus Quest 2 headsets to teens battling cancer in Q1 2021. From this study we will gather qualitative metrics.

Case Study Creation/Measurement: 18Loop is actively discussing a quantitative, hospital-based research study focused on cancer family intervention for children undergoing chemotherapy. We are in discussions with Montefiore Children's Hospital (Dr. Sarah Norris, Director of Palliative Care) and [KidsX](#) (Dr. Jeffrey Gold). We are receiving support in case study development from Dr. George Van Buren, surgical oncologist. 18Loop will also be assisted in protocol development by Gabrielle Milner, a Harvard trained public health graduate. For additional

information, please take a look at the initial studies on VR and pain on our [Program page](#) and on our [Virtual Comfort page](#).

18Loop believes in Virtual Therapeutics and will eventually deploy the technology to children with varied diagnosis types. Our program is based on science and our results will be measured scientifically. Oculus is not yet onboard with medical VR, but this does not impact us as our Tripp Pilot environment is delivering a Stress Management solution. We do not offer therapy or a medical treatment. Our program participants are kids and not considered to be patients. We don't view, store or maintain EHR information in any form. However, we are HIPAA certified with an eye on compliance.

Roadmap

18Loop (as of January 1,2021) has delivered **5 Oculus Go**, and **13 Oculus Quest and Quest 2 headsets** and **40 mobile VR headsets** to the ACCO. We are just receiving feedback on the first 5 kids to test the solution. Further distribution volume and program design will be based on our initial feedback

The next step for 18Loop is to engage children in the hospital environment. Our team has been in contact with **Montefiore Children's Hospital** and **KidsX** and we have planned discussions with **Texas Children's Hospital**. We will have to prepare to pass IRB review, but our presentations will be sponsored and tailored to our goals.

18Loop's approach and technology is useful to many different diagnosis types and can positively impact anyone experiencing pain or mood issues. We expect to focus on pediatric cancer for the near future, but our solution may be introduced to those with other issues in and out of the hospital as we move forward. There will be a transformation in xR adoption in the coming years, but 18Loop's goal has always been to leverage the best technology when it is capable of making an impact.

Clients Served

Demographics

The kids 18Loop will serve all suffer from pediatric cancer (cancer types detailed below). Those children participating in **Virtual Comfort** without supervision will fall into the 13 and up age range. Younger children will require supervision. Boys and girls qualify equally.

Economically, program participants will fall into three categories:

1. **Charity care or low income cancer families** (expected to be 10% of total populace). Charity care kids (our initial focus) will receive our hardware, software and volunteer support at no charge.
2. **Average income cancer families** (expected to be 65-70% of total populace). Average income families will receive a temporary VR headset along with free volunteer support.
3. **High income cancer families** (expected to be 10-15% of total populace). High income families will pay full price for hardware and software but will receive free volunteer support.

The types of cancers that occur most often in children are different from those seen in adults. The most common cancers of children are:

- Leukemia
- Brain and spinal cord tumors
- Neuroblastoma
- Wilms tumor
- Lymphoma (including both Hodgkin and non-Hodgkin)
- Rhabdomyosarcoma
- Retinoblastoma
- Bone cancer (including osteosarcoma and Ewing sarcoma)

Other types of cancers are rare in children, but they do happen sometimes. In very

rare cases, children may even develop cancers that are much more common in adults.

Leukemia

Leukemias, which are cancers of the bone marrow and blood, are the most common childhood cancers. They account for about 30% of all cancers in children. The most common types in children are acute lymphocytic leukemia (ALL) and acute myelogenous leukemia (AML). These leukemias can cause bone and joint pain, fatigue, weakness, pale skin, bleeding or bruising, fever, weight loss, and other symptoms. Acute leukemias can grow quickly, so they need to be treated (typically with chemotherapy) as soon as they are found.

Brain and spinal cord tumors

Brain and central nervous system tumors are the second most common cancers in children, making up about 26% of childhood cancers. There are many types of brain tumors, and the treatment and outlook for each is different. Most brain tumors in children start in the lower parts of the brain, such as the cerebellum or brain stem. They can cause headaches, nausea, vomiting, blurred or double vision, dizziness, seizures, trouble walking or handling objects, and other symptoms. Adults are more likely to develop tumors in upper parts of the brain. Spinal cord tumors are less common than brain tumors in both children and adults.

Neuroblastoma

Neuroblastoma starts in early forms of nerve cells found in a developing embryo or fetus. About 6% of childhood cancers are neuroblastomas. This type of cancer develops in infants and young children. It is rarely found in children older than 10. The tumor can start anywhere but usually starts in the belly (abdomen) where it is noticed as swelling. It can also cause bone pain and fever.

Wilms tumor

Wilms tumor (also called nephroblastoma) starts in one, or rarely, both kidneys. It is most often found in children about 3 to 4 years old, and is uncommon in children older than age 6. It can show up as a swelling or lump in the belly (abdomen).

Sometimes the child might have other symptoms, like fever, pain, nausea, or poor appetite. Wilms tumor accounts for about 5% of childhood cancers.

Lymphomas

Lymphomas start in immune system cells called lymphocytes. They most often start in lymph nodes and other lymph tissues, like the tonsils or thymus. These cancers can also affect the bone marrow and other organs. Symptoms depend on where the cancer is and can include weight loss, fever, sweats, tiredness (fatigue), and lumps (swollen lymph nodes) under the skin in the neck, armpit, or groin.

The 2 main types of lymphoma are Hodgkin lymphoma (sometimes called Hodgkin disease) and non-Hodgkin lymphoma. Both types occur in children and adults. Hodgkin lymphoma accounts for about 3% of childhood cancers. It is more common, though, in early adulthood (age 15 to 40, usually people in their 20s) and late adulthood (after age 55). Hodgkin lymphoma is rare in children younger than 5 years of age.

This type of cancer is very similar in children and adults, including which types of treatment work best. Non-Hodgkin lymphoma makes up about 5% of childhood cancers. It is more likely to occur in younger children than Hodgkin lymphoma, but it is still rare in children younger than 3. The most common types of non-Hodgkin lymphoma in children are different from those in adults. These cancers often grow quickly and require intensive treatment, but they also tend to respond better to treatment than most non-Hodgkin lymphomas in adults.

Rhabdomyosarcoma

Rhabdomyosarcoma starts in cells that normally develop into skeletal muscles. (These are the muscles that we control to move parts of our body.) This type of cancer can start nearly any place in the body, including the head and neck, groin, belly (abdomen), pelvis, or in an arm or leg. It may cause pain, swelling (a lump), or both. This is the most common type of soft tissue sarcoma in children. It makes up about 3% of childhood cancers.

Retinoblastoma

Retinoblastoma is a cancer of the eye. It accounts for about 2% of childhood cancers. It usually occurs in children around the age of 2, and is seldom found in children older than 6. Retinoblastomas are usually found because a parent or doctor notices a child's eye looks unusual. Normally when you shine a light in a child's eye, the pupil (the dark spot in the center of the eye) looks red because of the blood in vessels in the back of the eye. In an eye with retinoblastoma, the pupil often looks white or pink. This white glare of the eye may be noticed after a flash picture is taken.

Bone cancers

Cancers that start in the bones (primary bone cancers) occur most often in older children and teens, but they can develop at any age. They account for about 3% of childhood cancers. Two main types of primary bone cancers occur in children: Osteosarcoma is most common in teens, and usually develops in areas where the bone is growing quickly, such as near the ends of the long bones in the legs or arms. It often causes bone pain that gets worse at night or with activity. It can also cause swelling in the area around the bone.

Ewing sarcoma is a less common type of bone cancer, which can also cause bone pain and swelling. It is most often found in young teens. The most common places for it to start are the pelvic (hip) bones, the chest wall (such as the ribs or shoulder blades), or in the middle of the long leg bones.

Key Clients

Currently, our target group are **pediatric cancer patients receiving support from the American Childhood Cancer Organization (ACCO)** in the age range of 13-19. They must have broadband WiFi and at least a single Smartphone to run the Oculus and Tripp applications at home.

The most important relationship we have is with the ACCO, as this organization provides us access to pediatric oncology patients. The ACCO understands cancer, and it likewise comprehends the needs of nonprofit organizations. We expect to gather a great deal of information from ACCO kids and their families. This will allow us to effectively fundraise and perpetuate **Virtual Comfort**.

Our future involves partnering with cancer centers and focusing on kids that are receiving treatment in the hospital environment. The hospital is a better place to gather quantitative metrics. As we scale our staff and Board, we will keep in mind the importance of medical credentials and understanding.

In terms of technology, our most critical partner is **Tripp**. Tripp creates the Virtual Stress Management environments that are being introduced to our kids. Tripp's CEO, Nanea Reeves, has promised to source Oculus headsets for 18Loop for our Pilot. Nanea is our interface with Oculus and has indicated that if Oculus cannot contribute directly, her network will provide financial support. 18Loop plans to build direct relationships with Oculus, but is currently pursuing that end under Tripp's guidance.

Future Clients

In the future, 18Loop will continue to evaluate VR environments from competitive vendors and test new hardware as it becomes available. More importantly, we will accelerate our outreach to cancer centers including **Memorial Sloan Kettering**, **St. Jude's** and **Montefiore**, all of whom we have had contact with about 18Loop programs. Our goal is to cultivate the most beneficial and advanced technology partners while scaling our programs to reach the greatest number of pediatric oncology patients.

The most important future clients will be our donors, especially local donors from the financial community who will contribute to sustaining our programs. We expect that we are months away from capitalizing on the potential of **Virtual Comfort** and perhaps may wait until further into the new year to deliver our pitch to foundations. We are working on that pitch now, and have had success with our current partners.

Comparison & Collaboration

Current Alternatives

Pediatric cancer is treated in major cancer centers and hospitals nationally. St. Jude's Children's Hospital has been a strong contributor to the positive increase in cure rates. 18Loop as a nonprofit focuses on patient mood and recovery and is not a substitute for first line medical care.

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18Loop doesn't have any direct peers in the nonprofit world as it pertains to technology and VR. However, there are a number of for-profit organizations doing good work with VR and virtual environments.

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Our nonprofit structure and altruistic approach to pediatric cancer set us apart. 18Loop will collaborate with all of our for-profit peers to ensure that we are deploying the best solutions for our kids.

Our Difference

18Loop is the only nonprofit offering Virtual Reality (VR) solutions to kids with cancer to aid recovery. Our goal is to help our kids to tolerate treatment, recover and thrive better than they would without our technology.

VR technology in 2020 has improved enough that the optics and environmental performance are sufficient to make an impact without negative side effects. We plan to deploy the Oculus Quest 2 in our Phase II Virtual Comfort Pilot. The smaller size, lighter weight and better optics of this headset will deliver an amazing experience. Coupled with Tripp Virtual Stress Management, Oculus will offer more than other providers can using mobile technology with in-house environments. Therefore, 18Loop can be said to offer better VR for free to our kids than other firms can produce for a for-profit charge.

Gaps to Fill

18Loop must solidify its relationship with the American Childhood Cancer Organization (ACCO). We are working with them to deploy VR to children who are the best fit for collaboration. In order to raise funds through 2020 (for Giving Tuesday and beyond), we must get results from the ACCO kids. Additionally, we must find a way to source Oculus headsets in bulk for our Pilot. Tripp is assisting with this, as their CEO was an angel investor in Oculus and has influence with them. Finally, we must engage cancer centers so that we can collaborate with them in 2021.

Regarding hospitals and medical partnerships, **we have identified Montefiore and Memorial Sloan Kettering as target sites for our initial Pilot.** Specific to Montefiore, we have been introduced to a sponsor in pediatric oncology who will assist 18Loop in engaging the hospital's Institutional Review Board (IRB). We have been asked to consider not only Pilot procedure but also VR device sanitization and storage. We'll amend our Pilot plan and present to the Montefiore IRB when it is practical and safe to do so.

COVID-19 has impacted 18Loop by indefinitely delaying our engagement of kids in the hospital environment. We have adjusted by accelerating outreach to charitable partners and preparing for our Pilot push as the pandemic eases.

Potential Partners

18Loop has a handful of existing and aspirational partners required to execute our business plan. Our potential partners are:

- **American Childhood Cancer Organization**

The ACCO is critical to delivering our Phase II Virtual Comfort Pilot. We must deliver successfully to our ACCO Pilot kids in order to expand our relationship and move to a production relationship. We expect that working with the ACCO will assist us with fundraising and credibility and we have enjoyed working with Executive Director Ruth Hoffman and her team.

- **Tripp**

Based on scientific research, Tripp has developed a VR Stress Management solution that uses the immersion of Virtual Reality to assist with pain management, relaxation and deepen a connection to self. Tripp is the perfect combination of gaming, meditation and computer science! Tripp is our partner for VR environments. They have offered us assistance on several levels. It would be beneficial for us to measure a positive impact when Piloting the Tripp environment. Tripp has offered 18Loop free access to their software.

- **Oculus** (a Facebook company)

Oculus is our chosen Virtual Reality partner. The Oculus Quest 2 headset delivers the requisite functionality. Ideally, 18Loop will establish a relationship with Oculus that will allow us to source bulk headsets.

- **Memorial Sloan Kettering**

MSK is a target site for in-hospital VR case study creation They are also a potential funder and partner for a production rollout of VR.

- **Montefiore**

Montefiore is a target site for in-hospital case study creation. 18Loop is engaged with Montefiore's pediatric oncology department and will restart conversations during the ACCO Pilot to look ahead to 2021.

- **St. Jude's Children's Hospital**

18Loop will seek St. Jude's partnership for later VR deployment. St. Jude's focuses on low income pediatric cancer kids and this aligns nicely with our mission. St. Jude's did not have an interest in mobile VR technology but the lines of communication remain open to discuss case studies with Oculus/Tripp.

Overall we'd like to work with local and remote hospital staffs to drive better results. We would also like to engage local volunteers and we hope that will transpire through national Cares organizations starting with **New York Cares**.

Execution

Fundraising Plan

Marketing Plan

18Loop's website has re-launched on Flipcause.

18loop.org is an e-commerce website that is optimized to receive individual donations. We have an active blog and are planning a newsletter. 18Loop will also post on social media (Facebook, Twitter, LinkedIn and Instagram). We are investing in growing our followers on our social platforms with the goal of channeling them back to 18Loop.org in order to encourage donations. We are doing this by frequently posting and boosting strategic posts.

By Giving Tuesday 2020 (December 1st) we plan to engage Flipcause to make a push by leveraging our pics and videos from the American Childhood Cancer Organization Pilot. Organizing and developing our marketing materials is a key goal as we will require their dissemination to potential donors.

We think that it is important to not only optimize online capabilities (SEO, SEM, content strategy), but to build a relationship with the traditional media in parallel. Our main conduit to the mainstream media is Newswire. We have issued one press release through Newswire and intend to use their service to announce our partnerships with the ACCO and Tripp. They also have the capacity to boost social traffic.

18Loop hopes to augment the capabilities of its founding Board of Directors by adding talent in fundraising, marketing, finance, public relations, technology and law. Pertaining to PR and marketing, we are in the early stages of discussion with several experienced candidates.

It has been suggested that public speaking at gatherings and conferences interested in our technology and results would be beneficial and our Executive Director will prepare to address sympathetic audiences beginning Spring 2021.

We recognize, however, that the lion's share (close to 70%) of donations come from middle class individual donors. *All donations received on the 18Loop website from individual donors will go toward the purchase VR headsets and program operations.*

Fundraising Goals and Sources

The key to fundraising is to deliver positive metrics and elicit emotional responses from pictures and videos of the kids we will serve. The 18Loop Board has tasked our team with the creation of marketing materials to be used for fundraising efforts. In order to gather these materials, we will have to deliver results in the Phase II **Virtual Comfort Pilot**. We are in the process of engaging our first kids and acknowledge our shared goals in messaging moving forward. The American Childhood Cancer Organization is an understanding partner that knows what other nonprofits require. This will help us in that the ACCO gets our business, goals and needs.

Initially, price per Oculus Quest 2 headset is our main expense. We'll have to source 10 to 20 headsets though next year. 18Loop has the funds on hand to pay for half of the headsets and we are planning to receive the balance from donations by Tripp and other funders. To ensure that our Virtual Comfort Pilot is fully funded through Spring 2021, we'll require \$10,000 for operations and technology acquisition. We'll also need budget for media creation and will require more money in the event that we choose to secure the help of a fundraising consultant.

Our proposal from fundraising consultant **FaircomNY** (proposal provided upon request) includes several tiers of services. For basic prospect identification and targeting, FaircomNY is asking for \$12,000 for two months of work. To position our fundraising efforts, coordinate events and other activity and provide Positioning Research and Development, the quoted cost is \$20,000. To retain consulting services for all of 2021, we will budget \$50,000, which must come from individual and high net worth donors reached before the engagement. Therefore, we must fundraise in order to more effectively fundraise.

We are confident that individual donors will respond to our results, hard work and moving stories of success. We look forward to soliciting their support on all channels beginning Winter 2020.

Fundraising Methods

18Loop, driven in 2019/2020 by volunteers, the Board of Directors and Executive Director Greg Tarnacki will fundraise next year by leveraging proven methods including:

- **Digital footprint** (e-commerce optimized website designed by 18Loop and Flipcause)
- **Social Media** (Facebook, LinkedIn, Twitter and Instagram)
- **Professional Fundraising Consultant** (FaircomNY or other)
- **Professional video production** supporting the Pilot programs
- **Public speaking** at meetings and conferences
- **Marketing with partner hospitals**
- **Marketing with hardware and software providers**
- **Cross promotion** with the American Childhood Cancer Organization
- **Cross promotion** with HIMSS Innovation
- Support through Board sponsored employers (**donation match**)
- Eventual organization of **fundraising events**

The goal is to touch hearts while educating on the effectiveness and potential for VR deployment as a support mechanism for our target audience.

Our small Board is also currently recruiting new members with ties to Wall Street and technology that will be able to contribute to fundraising goals. The plan is to drive Pilot success and to promote that forward in order to fund further rollouts.

We expect to pitch foundations in 2020 and move forward in soliciting individual donations beginning on Giving Tuesday.

SWOT Analysis

The greatest strengths of 18Loop are:

- **Altruistic and positive outlook**
- **Innovative technology**
- **Impressive leadership, partners and support system.**

We should not lose sight of the fact that we are capitalizing on technological developments that are remarkable at their inception and stand to only rapidly improve in the next five to ten years.

18Loop feels that it is important to address pediatric cancer recovery now because we are at a time in history where we finally can pursue new support methodologies.

The biggest weaknesses to our plan are:

- **Uncertainty in the competitive market to raise funds**
- **Modest uncertainty regarding the eventual results of our Pilot program.**

The greatest opportunities that we look forward to taking advantage of are:

- **The incredible generosity and intelligence of our donors**
- **The incredible future for Virtual Therapeutics and VR technology**
- **Capitalizing on the exposure we have to the technology sector**

The greatest threats to 18Loop's success are:

- **The economic pressure on donors in a crowded market for solicitation**
- **The potential inability to quantitatively measure the deployment of VR headsets**
- **Reluctance for partnership from hospitals who are still struggling with COVID-19**

We have several high level leadership commitments to our Board and we understand what it takes to attract talent, but there is an aspirational gap regarding who we wish to attract and what funding and commitments will allow.

The big buzz around Artificial Intelligence will help our cause, and kind hearts looking to do some good in the technology and finance markets are a huge upside opportunity for us.

Our current team has deep contacts and potential partners with even greater influence stand ready to assist in the near future. Should we fail to scale early, we won't give up, but we likely will have to sustain the company on a shoestring budget as the opportunity matures.

Operations

Locations & Facilities

18Loop is currently headquartered at 101 Orient Way, Rutherford NJ 07070.

Specialized Skills

Gregory F. Tarnacki, 18Loop Executive Director, has an 18 year career in **Sales and Marketing** for technology companies that range from the startup to multi-billion dollar phase. He has generated sales contracts in the tens of millions of dollars by addressing the business needs of his clients.

Greg has a four year Bachelor of Arts degree from Seton Hall University and earned certificates in Artificial Intelligence from MIT as well as Blockchain from Oxford. He has also completed a year of service for AmeriCorps serving Opportunity Youth in Newark, NJ.

Russ Soper, Board Director, is a **technology manager** with **C-level experience in finance** who currently is CIO of a large Financial Technology company. Russ comes not only with high level leadership capability, but he was also **Board Chair for the Brooklyn Conservatory of Music**, thus validating his unique complimentary knowledge of the nonprofit sector. Russ studied Computer Science at CUNY.

Patrick Nguyen, Board Director, has had a 20 year career in sales and sales management. He currently is a consultant in the telecommunications industry with a focus on the cloud and network security. Pat brings **fundraising and technology expertise** to 18Loop. Patrick studied finance at Quinnipiac University.

Chuck Van Buren, Board Director, studied engineering at MIT and holds an MBA from Cheung Kong School of Business. He is a specialist in Digital Marketing and recently launched his own advanced marketing firm.

Together, our team is prepared to handle 18Loop's technology, to create partnerships and fundraise.

Regulatory Requirements

18Loop is now an IRC 501(c)(3) charity. We are a New Jersey nonprofit with tax ID: 82-1498855.

From a legal liability perspective, we have collaborated with Covington to develop the verbiage in our Waiver and Consent form. This will enroll parents and their children with cancer in our Pilot program.

18Loop has assured that it is protected from malfunction or unintended harm caused by any VR interaction and will be protected by our opt-in requirements. Our only exposure to liability is through negligence or willful harm.

We don't anticipate any problems, but we will capture all Waiver and Consent docs on our website.

Regarding HIPAA compliance, Greg Tarnacki is fully certified and 18Loop is preparing itself for future compliance.

The Board of Directors must meet at least once a year. There have been preliminary conversations yielding input, but the first official meeting will occur in May.

990 forms for taxes have been completed for 2018 and 2019 and are available on GuideStar.

Milestones & Metrics

Milestones Table

Milestone	Due Date	Who's Responsible	Details
501(c)(3) Application Submitted / Approved	Completed	Executive Director	The application requires an identification of Board members and business practices/plan.
NDA, Waiver, Legal Docs	Completed	Executive Director, Covington Pro Bono Team	Covington and Burling has signed on to provide pro bono legal assistance. Their team is led by David Wildman.
Website / Digital Footprint Launch	Completed	ED, Board	We need to employ a full e-commerce site to accept national donations that highlights early POC success and documents our milestones in video. To be executed with outside firm.
Virtual Comfort Program Launch	Completed		18Loop's first Oculus Quest was deployed to an ACCO child running Tripp. We will measure impact through October.
JEIRS Research Study with ACCO Completes	June 30, 2021	18Loop/ACCO	We will gather final data on Phase I of the Joint Experimental Intervention Research Study (JEIRS).

Key Metrics

Success for 18 Loop will be measured by qualitative metrics surveyed from those who participate in **Virtual Comfort**. These metrics will be gathered from parents, kids, doctors and volunteers. Quantitative metrics also matter, but we won't be able to measure our performance until we work in cancer centers. For business survival, we need to:

- **execute on the Virtual Comfort program**
- **decrease the price per VR headset and buy in bulk**
- stay abreast of new technology innovations
- measure operational dollars versus program dollars
- prove contribution to treatment resilience
- measure survival rate impact

Ultimately, we will have to better understand how 18Loop VR headsets interact with our kids and how that interaction affects their overall **recovery from treatment**.

Organization

Overview

Organization Structure

18Loop is a 501(c)(3) New Jersey Nonprofit corporation that was founded by Executive Director Gregory Tarnacki. **It does not offer medical treatment and therefore is not limited by the adherence to any HIPPA constraints.**

18Loop Virtual Reality headsets do affect our kids through mood elevation and cheer. They are not medical devices. We do however, hope to scientifically correlate virtual immersion with a higher cure rate.

We aim to be virtual friends for our sick kids.

The plan for 18Loop is that it will be run by a sole manager for 2019/2020 with assistance from the Board of Directors and select volunteers. We will rely on a diverse ecosystem to support our ongoing operation.

18Loop receives help with organizational issues from BizCentral USA and our filing agent Swyft Filings. Both of these relationships are managed by our Executive Director.

Our digital footprint is hosted by Flipcause, who also provides fundraising support.

Organization History

18Loop, incorporated in March 2017, was born out of Greg Tarnacki's education in a program at Massachusetts Institute of Technology. Greg received an Executive certificate in Artificial Intelligence at MIT and realized that the tech had evolved to the point that it could be beneficial to the general public. Originally centered on robotics, 18Loop quickly moved to make an impact with VR.

In 2020, we have been nominated for a FutureHealth award and have been invited to present at HIMSS20. We are a HIMSSNJ member and look forward to the postponement date of August 2021 to deliver our address.

18Loop's relationship with the American Childhood Cancer Organization began with a cold call to Executive Director Ruth Hoffman. From there, we have tested technology and arrived at the inception of Virtual Comfort. 18Loop and the ACCO work perfectly together and look forward to a long relationship.

Oculus and Tripp are great organizations that have shown support. We can't deliver on our objectives without great technology and the future looks bright for us with such great platforms available to deliver results. 18Loop plans to expand to quantitative measurement in cancer centers. Look for case studies published with our results and insights on VR and cancer.

Team

Administration and Staff

18Loop is currently run solely by **Executive Director and Founder Gregory Tarnacki**. Greg is recruiting technology, public relations, marketing, legal and finance professionals who will solidify a powerful and influential Board.

We expect in the coming weeks that there will be announcements regarding Board officers. The Board is scheduled to reconvene in January 2021, prior to the completion of Phase II of the Virtual Comfort Pilot, where we expect to focus on gathering qualitative metrics.

We are operating in 2020 with a light footprint, and **CTO, Fundraising and Social Media/PR** are the positions we will recruit for in 2020 pending fundraising success.

Most functions prior to funding will be filled by **pro bono workers and other volunteers**. 18Loop will depend, to an extent, on these volunteers sourced through our Social team as well as New York Cares going forward.

Russ Soper and Pat Nguyen and Chuck Van Buren are our founding Board Directors. They will guide the organization with the Executive Director and keep the organization moving toward the goals outlined in this plan.

Key Planned Hires & Recruits

18Loop will leverage its Executive Director to recruit new Board members and to begin wider fundraising activities. We will also work through our Board and volunteers. Largely, the first Pilot will be executed with a skeleton staff to be built out in Spring 2021.

We are recruiting legal experts with experience in healthcare technology, leaders in the VR space, leaders in the nonprofit space and members with PR/media experience. Everything and everyone will be focused on Pilot execution and fundraising.

Our growth will be tied to the generosity of individual donors, our ability to solicit private donations and the success of our Pilot programs and initial deployment. All hires will contribute to these goals.

Financial Plan

Forecast

Key Assumptions

18Loop's burn rate and revenue projections are largely based upon initial actual cost per VR headset numbers in addition to fundraising/production and operating costs.

We have also determined that an outsourced strategy to manage SEO, SEM, grants and web updates is advantageous and potentially within budget constraints.

We have estimated that:

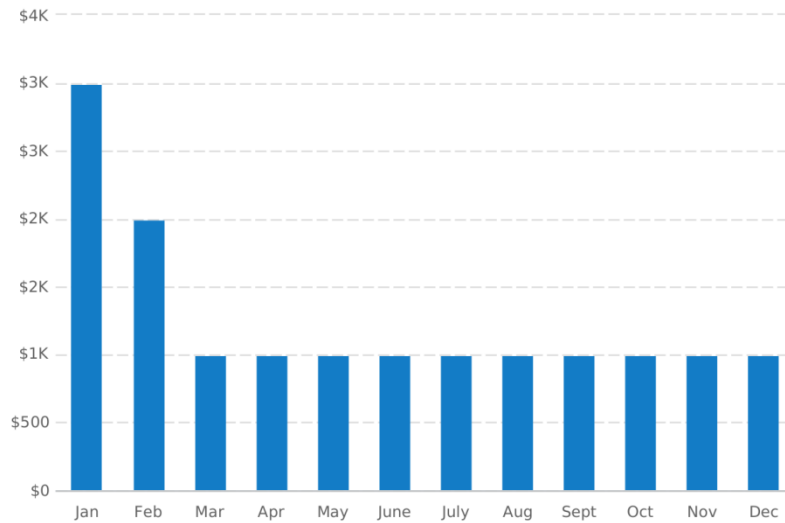
- **In 2019/2020, the operating budget will be funded by the Executive Director, who will work without a salary**
- Flipcause will be leveraged to raise \$5,000 in 2020 and \$25,000 in 2021, which will be necessary for funding technology acquisition and operations
- Private funding will be solicited from high wealth donors and foundations with a goal of \$10,000 in 2020 and \$80,000 in 2021
- Individual donations will be driven through a public relations and digital/social marketing plan that complements our digital footprint.
- In 2021 we will evaluate and hire a fundraising consultant to drive overall private and foundation donations

Our goal is to generate sufficient donations to support professional fundraising support. This will allow us to generate operating dollars and sustain our programs.

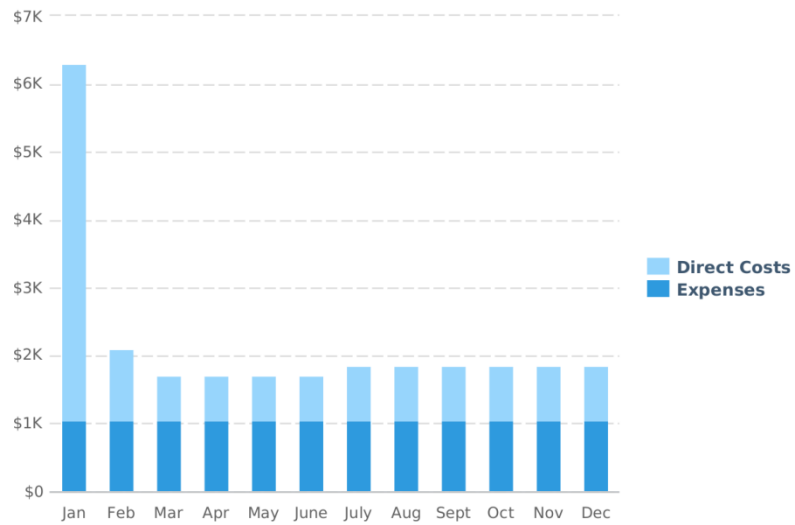
In the interim, we will identify ways to fund and reduce the cost per VR headset figures. As with all technologies, the bar for early entry is very high and gets greatly reduced as production, development and hardware become commoditized. We have seen this in the release of the Oculus Quest 2, which is 25% cheaper than the original with improved performance. We are reaching out to Oculus directly and through our partners at Tripp to discuss donations/bulk purchase/discounts.

Overall, our aim is to ensure that pediatric cancer kids in need receive VR headsets and interact with them for free.

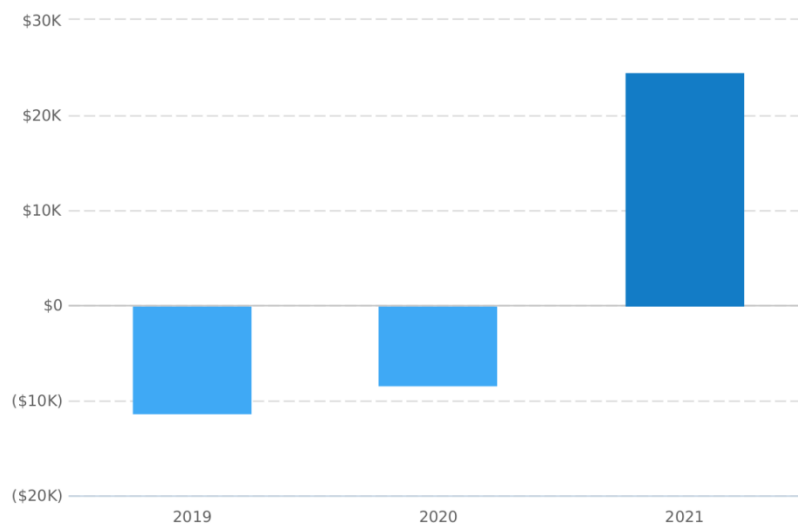
Revenue by Month



Expenses by Month



Net Profit (or Loss) by Year



Funding

Program Needs

18Loop can successfully execute its Virtual Comfort Program through the end of 2020 with internal funding and potential donations from Oculus/Tripp. How we scale in 2021 is dependent on our fundraising capacity and the generosity of our technology providers. We will seek funding and support from:

- **Private donors** who will be like-minded high wealth individuals and foundations that focus on child welfare and pediatric cancer.
- **Individual donations** driven by a media plan to be executed after our second phase Pilot in 2020. We will leverage our relationships in the traditional media and we will optimize our digital giving platform and social influence.
- There have been discussions of custom white label mobile VR being sold at 18Loop.org and on Amazon. Branded product resale is an ongoing consideration.

The largest expenses for 18Loop will be operations cost, technology acquisition and fundraising support. The scope of our deployment will depend on our partners and Pilot success.

In addition to marketing and digital costs, we also require funding to pay an Executive Director salary. The target salary is \$40,000 for 2021 and \$60,000 for 2022, which undercuts target pay for smaller nonprofits and foundations.

Initially, the Executive Director will work without salary in 2019/2020 and will also provide the startup operational funding for 18Loop. He will take a salary only when outside funding allows it with the final compensation determined by the Board of Directors.

Contingency

18Loop is a labor of love that hopes to help in the healing process of our kids. The intent is to pursue our mission independent of the success of our fundraising campaign with foundations and individuals.

Every kid with cancer that interacts with our VR headsets is an achievement and the plan is in place to continue at a slower self-funded pace in the absence of outside financial support.

Our projections center on a measured Pilot program and a considerable number of deployed headsets. We strive every day to eclipse our goals.

Statements

Projected Surplus & Deficit

	2019	2020	2021
Revenue	\$15,000	\$10,700	\$110,000
Direct Costs	\$13,700	\$6,400	\$62,500
Gross Margin	\$1,300	\$4,300	\$47,500
Gross Margin %	9%	40%	43%
Operating Expenses			
Office Space Rutherford	\$12,000	\$12,000	\$12,000
Office Supplies	\$600	\$750	\$1,000
Fundraising / Marketing Consultant		\$0	\$10,000
Total Operating Expenses	\$12,600	\$12,750	\$23,000
Operating Income	(\$11,300)	(\$8,450)	\$24,500
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
Total Expenses	\$26,300	\$19,150	\$85,500
Net Profit	(\$11,300)	(\$8,450)	\$24,500
Net Profit / Sales	(75%)	(79%)	22%

Projected Balance Sheet

	2019	2020	2021
Cash	(\$11,120)	(\$19,590)	\$6,400
Accounts Receivable	\$0	\$0	\$0
Inventory			
Other Current Assets			
Total Current Assets	(\$11,120)	(\$19,590)	\$6,400
Long-Term Assets			
Accumulated Depreciation			
Total Long-Term Assets			
Total Assets	(\$11,120)	(\$19,590)	\$6,400
Accounts Payable	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$180	\$160	\$1,650
Short-Term Debt			
Prepaid Revenue			
Total Current Liabilities	\$180	\$160	\$1,650
Long-Term Debt			
Long-Term Liabilities			
Total Liabilities	\$180	\$160	\$1,650
Paid-In Capital			
Retained Earnings		(\$11,300)	(\$19,750)
Earnings	(\$11,300)	(\$8,450)	\$24,500
Total Owner's Equity	(\$11,300)	(\$19,750)	\$4,750
Total Liabilities & Equity	(\$11,120)	(\$19,590)	\$6,400

Projected Cash Flow Statement

	2019	2020	2021
Net Cash Flow from Operations			
Net Profit	(\$11,300)	(\$8,450)	\$24,500
Depreciation & Amortization			
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory			
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$180	(\$20)	\$1,490
Change in Prepaid Revenue			
Net Cash Flow from Operations	(\$11,120)	(\$8,470)	\$25,990
Investing & Financing			
Assets Purchased or Sold			
Net Cash from Investing			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
Net Cash from Financing			
Cash at Beginning of Period	\$0	(\$11,120)	(\$19,590)
Net Change in Cash	(\$11,120)	(\$8,470)	\$25,990
Cash at End of Period	(\$11,120)	(\$19,590)	\$6,400

Appendix

Profit and Loss Statement (With monthly detail)

2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Revenue												
Self Funding	\$3,000	\$2,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Private Donors												
Individual Donors												
Program Revenue												
Total Revenue	\$3,000	\$2,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Direct Costs												
BizCentral Accounting	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Elevation Web	\$5,000	\$800	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Flipcause												
Media Production	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Technology Acquisition	\$150	\$150	\$150	\$150	\$150	\$150	\$300	\$300	\$300	\$300	\$300	\$300
Direct Labor												
Executive Director	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Salaries & Wages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Related Expenses												

Total Direct Labor	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Costs	\$5,250	\$1,050	\$650	\$650	\$650	\$650	\$800	\$800	\$800	\$800	\$800	\$800
Gross Margin	(\$2,250)	\$950	\$350	\$350	\$350	\$350	\$200	\$200	\$200	\$200	\$200	\$200
Gross Margin %	(75%)	48%	35%	35%	35%	35%	20%	20%	20%	20%	20%	20%
Operating Expenses												
Office Space Rutherford	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Office Supplies	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
Fundraising / Marketing Consultant												
Total Operating Expenses	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050
Operating Income	(\$3,300)	(\$100)	(\$700)	(\$700)	(\$700)	(\$700)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)
Interest Incurred												
Depreciation and Amortization												
Gain or Loss from Sale of Assets												
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$6,300	\$2,100	\$1,700	\$1,700	\$1,700	\$1,700	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
Net Profit	(\$3,300)	(\$100)	(\$700)	(\$700)	(\$700)	(\$700)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)
Net Profit / Sales	(110%)	(5%)	(70%)	(70%)	(70%)	(70%)	(85%)	(85%)	(85%)	(85%)	(85%)	(85%)
							2019			2020		2021

Revenue

Self Funding	\$15,000	\$7,500	\$0
Private Donors		\$2,200	\$80,000
Individual Donors		\$1,000	\$12,000
Program Revenue			\$18,000
Total Revenue	\$15,000	\$10,700	\$110,000

Direct Costs

BizCentral Accounting	\$1,200	\$1,200	\$1,200
Elevation Web	\$9,800	\$0	\$0
Flipcause		\$1,200	\$1,800
Media Production	\$0	\$3,000	\$6,000
Technology Acquisition	\$2,700	\$1,000	\$13,500
Direct Labor			
Executive Director	\$0	\$0	\$40,000
Total Salaries & Wages	\$0	\$0	\$40,000
Employee Related Expenses			
Total Direct Labor	\$0	\$0	\$40,000
Total Direct Costs	\$13,700	\$6,400	\$62,500

Gross Margin	\$1,300	\$4,300	\$47,500
Gross Margin %	9%	40%	43%

Operating Expenses

Office Space Rutherford	\$12,000	\$12,000	\$12,000
Office Supplies	\$600	\$750	\$1,000
Fundraising / Marketing Consultant		\$0	\$10,000

Total Operating Expenses	\$12,600	\$12,750	\$23,000
Operating Income	(\$11,300)	(\$8,450)	\$24,500
Interest Incurred			
Depreciation and Amortization			
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
Total Expenses	\$26,300	\$19,150	\$85,500
Net Profit	(\$11,300)	(\$8,450)	\$24,500
Net Profit / Sales	(75%)	(79%)	22%

Balance Sheet (With Monthly Detail)

2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Cash	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)	(\$11,120)
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory												
Other Current Assets												
Total Current Assets	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)	(\$11,120)
Long-Term Assets												
Accumulated Depreciation												
Total Long-Term Assets												
Total Assets	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)	(\$11,120)
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$180	\$300	\$360	\$60	\$120	\$180	\$60	\$120	\$180	\$60	\$120	\$180
Short-Term Debt												
Prepaid Revenue												
Total Current Liabilities	\$180	\$300	\$360	\$60	\$120	\$180	\$60	\$120	\$180	\$60	\$120	\$180
Long-Term Debt												
Long-Term Liabilities												

Total Liabilities	\$180	\$300	\$360	\$60	\$120	\$180	\$60	\$120	\$180	\$60	\$120	\$180
Paid-In Capital												
Retained Earnings												
Earnings	(\$3,300)	(\$3,400)	(\$4,100)	(\$4,800)	(\$5,500)	(\$6,200)	(\$7,050)	(\$7,900)	(\$8,750)	(\$9,600)	(\$10,450)	(\$11,300)
Total Owner's Equity	(\$3,300)	(\$3,400)	(\$4,100)	(\$4,800)	(\$5,500)	(\$6,200)	(\$7,050)	(\$7,900)	(\$8,750)	(\$9,600)	(\$10,450)	(\$11,300)
Total Liabilities & Equity	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)	(\$11,120)

	2019	2020	2021
Cash	(\$11,120)	(\$19,590)	\$6,400
Accounts Receivable	\$0	\$0	\$0
Inventory			
Other Current Assets			
Total Current Assets	(\$11,120)	(\$19,590)	\$6,400
Long-Term Assets			
Accumulated Depreciation			
Total Long-Term Assets			
Total Assets	(\$11,120)	(\$19,590)	\$6,400
Accounts Payable	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0
Sales Taxes Payable	\$180	\$160	\$1,650
Short-Term Debt			
Prepaid Revenue			
Total Current Liabilities	\$180	\$160	\$1,650
Long-Term Debt			
Long-Term Liabilities			
Total Liabilities	\$180	\$160	\$1,650
Paid-In Capital			
Retained Earnings		(\$11,300)	(\$19,750)
Earnings	(\$11,300)	(\$8,450)	\$24,500
Total Owner's Equity	(\$11,300)	(\$19,750)	\$4,750

Total Liabilities & Equity	(\$11,120)	(\$19,590)	\$6,400
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Cash Flow Statement (With Monthly Detail)

2019	Jan '19	Feb '19	Mar '19	Apr '19	May '19	June '19	July '19	Aug '19	Sept '19	Oct '19	Nov '19	Dec '19
Net Cash Flow from Operations												
Net Profit	(\$3,300)	(\$100)	(\$700)	(\$700)	(\$700)	(\$700)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)	(\$850)
Depreciation & Amortization												
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$180	\$120	\$60	(\$300)	\$60	\$60	(\$120)	\$60	\$60	(\$120)	\$60	\$60
Change in Prepaid Revenue												
Net Cash Flow from Operations	(\$3,120)	\$20	(\$640)	(\$1,000)	(\$640)	(\$640)	(\$970)	(\$790)	(\$790)	(\$790)	(\$790)	(\$790)
Investing & Financing												
Assets Purchased or Sold												
Net Cash from Investing												

Investments
Received

Dividends &
Distributions

Change in
Short-Term
Debt

Change in
Long-Term
Debt

**Net Cash from
Financing**

Cash at Beginning of Period	\$0	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)
Net Change in Cash	(\$3,120)	\$20	(\$640)	(\$1,000)	(\$640)	(\$640)	(\$970)	(\$790)	(\$790)	(\$970)	(\$790)	(\$790)
Cash at End of Period	(\$3,120)	(\$3,100)	(\$3,740)	(\$4,740)	(\$5,380)	(\$6,020)	(\$6,990)	(\$7,780)	(\$8,570)	(\$9,540)	(\$10,330)	(\$11,120)

	2019	2020	2021
Net Cash Flow from Operations			
Net Profit	(\$11,300)	(\$8,450)	\$24,500
Depreciation & Amortization			
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory			
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$180	(\$20)	\$1,490
Change in Prepaid Revenue			
Net Cash Flow from Operations	(\$11,120)	(\$8,470)	\$25,990
Investing & Financing			
Assets Purchased or Sold			
Net Cash from Investing			
Investments Received			
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
Net Cash from Financing			
Cash at Beginning of Period	\$0	(\$11,120)	(\$19,590)
Net Change in Cash	(\$11,120)	(\$8,470)	\$25,990
Cash at End of Period	(\$11,120)	(\$19,590)	\$6,400