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COMMISSION CLERK

PATRICK D. CROCKER patrick@crockerlawfirm.com

July 29, 2008

Mary Andrews Bane, Director Florida Public Service Commission Capital Circle Office Center 2540 Shumard Oak Blvd. Tallahassee, FL 32399-0850

**CROCKER & CROCKER, P.C.** 

ATTORNEYS AT LAW THE KALAMAZOO BUILDING 107 W. MICHIGAN AVENUE, 4TH FLOOR KALAMAZOO, MICHIGAN 49007 TELEPHONE (269) 381-8893 FACSIMILE (269) 381-4855

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Re: One Source Networks CLEC LLC

Dear Ms. Bane:

Enclosed herewith for filing with the Commission, please find an original and 2 (two) copies of the above captioned corporation's APPLICATION FOR AUTHORITY TO PROVIDE COMPETITIVE LOCAL EXCHANGE SERVICE WITHIN THE STATE OF FLORIDA, along with checks in the amount of \$400.00 to cover filing fees relating to same.

Also enclosed is an exact duplicate of this letter. Please stamp the duplicate received and return same in the postage-paid envelope attached thereto.

Please coptage me if you have additional questions or concerns.

Very truly yours, & CROCKER, P.C. CROCKE Patrick D. Crdcker PDC/tld

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DOCUMENT NUMBER-DATE

FPSC-COMMISSION CLERK

### FLORIDA PUBLIC SERVICE COMMISSION

### DIVISION OF COMPETITIVE MARKETS AND ENFORCEMENT

### APPLICATION FORM for AUTHORITY TO PROVIDE COMPETITIVE LOCAL EXCHANGE TELECOMMUNICATIONS COMPANY SERVICE WITHIN THE STATE OF FLORIDA

#### Instructions

- A. This form is used as an application for an original certificate and for approval of sale, assignment or transfer of an existing certificate. In the case of a sale, assignment or transfer, the information provided shall be for the purchaser, assignee or transferee (See Page 8).
- B. Print or type all responses to each item requested in the application. If an item is not applicable, please explain.
- C. Use a separate sheet for each answer which will not fit the allotted space.
- D. Once completed, submit the original and two (2) copies of this form along with a non-refundable application fee of **\$400.00** to:

Florida Public Service Commission Division of the Commission Clerk and Administrative Services 2540 Shumard Oak Blvd. Tallahassee, Florida 32399-0850 (850) 413-6770

- E. A filing fee of **\$400.00** is required for the sale, assignment or transfer of an existing certificate to another company (Chapter 25-24.815, F.A.C.).
- F. If you have questions about completing the form, contact:

Florida Public Service Commission Division of Competitive Markets and Enforcement 2540 Shumard Oak Blvd. Tallahassee, Florida 32399-0850 (850) 413-6600

FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815 Note: To complete this interactive form using your computer, use the tab key to navigate between plata chtry fields. - DATE

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FPSC-COMMISSION CLERK

- 1 -

**1.** This is an application for (check one):

Original certificate (new company).

Approval of transfer of existing certificate: <u>Example</u>, a non-certificated company purchases an existing company and desires to retain the original certificate of authority rather that apply for a new certificate.

Approval of assignment of existing Certificate: <u>Example</u>, a certificated company purchases an existing company and desires to retain the existing certificate of authority and tariff.

- 2. Name of company: ONE SOURCE NETWORKS CLEC LLC
- 3. Name under which applicant will do business (fictitious name, etc.):
- 4. Official mailing address:

Street/Post Office Box: 110 Stone Oak Loop, Suite #104 City: San Antonio State: TX Zip: 78258

5. Florida address:

Street/Post Office Box:
City:
State:
Zip:

6. Structure of organization:

	Individual	Γ
	Foreign Corporation	Ē
	General Partnership	Γ
$\overline{\boxtimes}$	Other, Limited Liability Compar	nγ

Corporation Foreign Partnership Limited Partnership

FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

### 7. If individual, provide:

Name:
Title:
Street/Post Office Box:
City:
State:
Zip:
Telephone No.:
Fax No.:
E-Mail Address:
Website Address:

- 8. <u>If incorporated in Florida</u>, provide proof of authority to operate in Florida. The Florida Secretary of State corporate registration number is:
- **9.** <u>If foreign corporation</u>, provide proof of authority to operate in Florida. The Florida Secretary of State corporate registration number is: M08000002707
- **10.** <u>If using fictitious name (d/b/a)</u>, provide proof of compliance with fictitious name statute (Chapter 865.09, FS) to operate in Florida. The Florida Secretary of State fictitious name registration number is:
- **11.** If a limited liability partnership, please proof of registration to operate in Florida. The Florida Secretary of State registration number is:
- **12.** <u>If a partnership</u>, provide name, title and address of all partners and a copy of the partnership agreement.

Name:
Title:
Street/Post Office Box:
City:
State:
Zip:
Telephone No.:
Fax No.:
E-Mail Address:
Website Address:

**13.** <u>If a foreign limited partnership,</u> provide proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS), if applicable. The Florida registration number is:

FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

## 14. Provide F.E.I. Number(if applicable): 26-2497336

- 15. Who will serve as liaison to the Commission in regard to the following?
  - (a) The application:

Name: Patrick D. Crocker Title: Attorney Street name & number: Kalamazoo Building, 107 W. Michigan Ave, 4<sup>th</sup> Floor Post office box: City: Kalamazoo State: MI Zip: 49007 Telephone No.: 269-381-8893 Fax No.: 269-381-4855 E-Mail Address: patrick@crockerlawfirm.com Website Address:

(b) Official point of contact for the ongoing operations of the company:

Name: Ernest Cunningham Title: President Street name & number: 110 Stone Oak Loop, Suite 104 Post office box: City: San Antonio State: TX Zip: 78258 Telephone No.: 269-679-4600 Fax No.: 210-679-4601 E-Mail Address: ernest@onesourcenetworks.com Website Address:

(c) Complaints/Inquiries from customers:

Name: Patrick D. Crocker Title: Attorney Street/Post Office Box: Kalamazoo Building, 107 W. Michigan Ave, 4<sup>th</sup> Floor City: Kalamazoo State: Michigan Zip: 49007 Telephone No.: 269-381-8893 Fax No.: 269-381-4855 E-Mail Address: patrick@crockerlawfirm.com Website Address:

FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

**16.** List the states in which the applicant:

(a) has operated as a Competitive Local Exchange Telecommunications Company.

Applicant is a newly established limited liability company as of April 28, 2008. Applicant is not yet authorized to provide telecommunication services within any jurisdictions.

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(b) has applications pending to be certificated as a Competitive Local Exchange Telecommunications Company.

Applicant is a newly established limited liability company as of April 28, 2008. Applicant has not yet applied for authority to provide telecommunication services within any jurisdictions.

(c) is certificated to operate as a Competitive Local Exchange Telecommunications Company.

Applicant is a newly established limited liability company as of April 28, 2008. Applicant is not yet authorized to provide telecommunication services within any jurisdictions.

(d) has been denied authority to operate as a Competitive Local Exchange Telecommunications Company and the circumstances involved.

Applicant has not been denied authority to operate as a Competitive Local Exchange Telecommunications Company.

(e) has had regulatory penalties imposed for violations of telecommunications statutes and the circumstances involved.

Applicant has not had regulatory penalties imposed for violations of telecommunications statutes.

(f) has been involved in civil court proceedings with an interexchange carrier, local exchange company or other telecommunications entity, and the circumstances *involved*.

Applicant has not been involved in civil court proceedings with an interexchange carrier, local exchange company or other telecommunications entity..

**17.** Indicate if any of the officers, directors, or any of the ten largest stockholders have previously been:

(a) adjudged bankrupt, mentally incompetent (and not had his or her competency restored), or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings. If so, provide explanation.

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No

(b) granted or denied a competitive local exchange certificate in the State of Florida (this includes active and canceled competitive local exchange certificates). If yes, provide explanation and list the certificate holder and certificate number.

No

(c) an officer, director, partner or stockholder in any other Florida certificated or registered telephone company. If yes, give name of company and relationship. If no longer associated with company, give reason why not.

No

**18.** Submit the following:

(a) <u>Managerial capability</u>: resumes of employees/officers of the company that would indicate sufficient managerial experiences of each.

(b) <u>Technical capability</u>: resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance.

- (c) <u>Financial Capability</u>: applicant's audited financial statements for the most recent three (3) years. If the applicant does not have audited financial statements, it shall so be stated. Unaudited financial statements should be signed by the applicant's chief executive officer and chief financial officer affirming that the financial statements are true and correct and should include:
  - 1. the balance sheet,
  - 2. income statement, and
  - 3. statement of retained earnings.

**Note:** This documentation may include, but is not limited to, financial statements, a projected profit and loss statement, credit references, credit bureau reports, and descriptions of business relationships with financial institutions.

FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

## THIS PAGE MUST BE COMPLETED AND SIGNED

**REGULATORY ASSESSMENT FEE:** I understand that all telephone companies must pay a regulatory assessment fee. Regardless of the gross operating revenue of a company, a minimum annual assessment fee, as defined by the Commission, is required.

**RECEIPT AND UNDERSTANDING OF RULES:** I acknowledge receipt and understanding of the Florida Public Service Commission's rules and orders relating to the provisioning of competitive local exchange telecommunications company (CLEC) service in Florida.

**APPLICANT ACKNOWLEDGEMENT:** By my signature below, I, the undersigned officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical expertise, managerial ability, and financial capability to provide competitive local exchange telecommunications company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I attest that I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules and orders.

Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, **"Whoever** knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083."

Company Owner or Officer

Print Name: Ernest Cunningham Title: President Telephone No.: 210-679-4699 E-Mail Address: ernest@onesourcen#tworks.com

Signature:

Date: 7-8-08

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FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

## <u>CERTIFICATE SALE, TRANSFER,</u> <u>OR</u> <u>ASSIGNMENT STATEMENT</u>

As current holder of Florida Public Service Commission Certificate Number , I have reviewed this application and join in the petitioner's request for a

sale

transfer

assignment a

of the certificate.

## Company Owner or Officer

Print Name:
Title:
Street/Post Office Box:
City:
State:
Zip:
Telephone No.:
Fax No.:
E-Mail Address:

Signature:

Date:

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FORM PSC/CMP-8 (01/06) Required by Commission Rule Nos. 25-24.810, and 25-24.815

# ATTACHMENT 1

Authority to Transact Business

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FLORIDA DEPARTMENT OF STATE Division of Corporations

June 10, 2008

KAREN CASTELLANOS 375 N. STEPHANIE ST. STE 1411 HENDERSON, NV 89014

Qualification documents for ONE SOURCE NETWORKS CLEC LLC were filed on June 9, 2008, and assigned document number M08000002707. Please refer to this number whenever corresponding with this office.

Your limited liability company is now qualified and authorized to transact business in Florida as of the file date.

A limited liability company annual report/uniform business report will be due this office between January 1 and May 1 of the year following the calendar year of the file date. A Federal Employer Identification (FEI) number will be required before this report can be filed. If you do not already have an FEI number, please apply NOW with the Internal Revenue by calling 1-800-829-4933 and requesting form SS-4.

Please be aware if the limited liability company address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please contact thisoffice at the address given below.

Marsha Thomas Regulatory Specialist II Registration/Qualification Section Division of Corporations

Letter Number: 908A00035665

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P.O. BOX 6327 - Tallahassee, Florida 32314

Document 1, Image 1 of 3

APPLICATION BY	FOREIGN LIMITED	LIABILITY COMPA	NY FOR	AUTHORIZATION TO
	TRANSACT	BUSINESS IN FLOR	IDA	

IN COMPLIANCE WITH SECTION (08503, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA:

### 1. ONE SOURCE NETWORKS CLEC LLC

(Name of Foreign Limited Liability Company)

2. Texas 3. (Parisdiction under the law of which foreign limited liability (FEI number, if applicable) company is organized)

4. April 28, 2008 5. perpetual (Date of Organization) (Duration: Year limited liab

(Duration: Year limited hability company will cease to exist or "perpetual")

G

6.

(Date first transacted business in Florida, if prior to registration.) (See sections 608,501 & 608,502 F.S. to determine penalty liability)

7. 110 Stone Oak Loop Suite #104 San Antonio, TX 78258

(Street Address of Principal Office)

8. If limited liability company is a manager-managed company, check here  $\checkmark$ 

9. The name and usual business addresses of the managing members or managers are as follows:

Ernest Cunningham 110 Stone Oak Loop Suite #104 San Antonio, TX 78258

Dan Tyler 1802 Bluffwood PL Round rock TX 75665

Charles Tim Rigdon 475 East Bob Jones RD Roanoko TX 76262

10. Attached is an original certificate of existence, no more than 90 days old, daly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (A photoxyp is not acceptable. If the certificate is in a foreign largrage, a narstation of the certificate under each of the translator must be submitted.)

11. Nature of business or purposes to be conducted or promoted in Florida: CLEC Telecommunications

Signature of a member or an authorized representative of a member. (in accordance with section 608-468(3), F.S., the execution of this document constitutes an affirmation under the penalties of perjury that the facts stated herein are true 1 RAUGH 6. Junaiash Typed or printed name of signee

### CERTIFICATE OF DESIGNATION OF REGISTERED AGENT/REGISTERED OFFICE

PURSUANT TO THE PROVISIONS OF SECTION 608.415 or 608.507. FLORIDA STATUTES, THE UNDERSIGNED LIMITED LIABILITY COMPANY SUBMITS THE FOLLOWING STATEMENT TO DESIGNATE A REGISTERED OFFICE AND REGISTERED AGENT IN THE STATE OF FLORIDA.

1 The name of the Limited Liability Company is:

## ONE SOURCE NETWORKS CLEC LLC

2. The name and the Florida street address of the registered agent and office are:

Incorp Services: Inc.	NEC:	NUL 8	
(Name)	22	6-1	
17888 67th Court North	Re E	PM	8
Florida Street Address (P.O. Box NOT ACCEPTABLE)		2	
Loxahatchee FL 33470			

 $\circ$ 

City/State/Zip

Having been named as registered agent and to accept service of process for the above stated limited itability company at the place designated in this certificate. I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent as provided for in Chapter 608, Florida Statutes

on behalf of Incorp Services, Inc. Signature)

\$ 100.00 Filing Fee for Application

5 25.00 Designation of Registered Agent

\$ 30.00 Certified Copy (optional)

\$ 5.00 Certificate of Status (optional)

# **ATTACHMENT 2**

Managerial Capability

#### Ernest Cunningham President One Source Networks Inc. Business Resume

As the founder and majority shareholder, Ernest Cunningham is the critical backbone of business know-how, following 13 years of unparalleled success in the Telecom industry.

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Ernest began his career earning a Bachelor of Arts in Communications with a Management Minor from Texas A&M University College Station, TX in 1994.

His ambition for success was quickly recognized by his first Telecom employer, Westel Communications, when in 1996 he distinguished himself as the company's Number One sales producer in the country, beginning an extensive string of superior sales performance. He immediately followed in 1997 nabbing once again the designation as Number One producer at Westel and continued to distinguish himself with the same top honor while working for Logix Communications in 1998 and then for Broadwing Communications in 2000, 2001, 2002, and 2003.

During his 13-year tenure as a Top Sales Leader, Ernest skillfully managed sales teams in Major, National, Global and Wholesale accounts, negotiating multi-million dollar contracts with Board of Directors, CEO's, CFO's and CIO's at Fortune 500 companies. Time and again, his employers relied on Ernest for Top Line revenue growth, account retention and bottom line SG&A expense control.

After spending the last 7+ years at Broadwing, Ernest decided to put together a business plan to start his own Telecom Business after Level 3 purchased Broadwing in February 2007. Having spent his last several years negotiating wholesale contracts on both the buy and sell side and with consolidation of all the mid sized telecom providers he saw a distinct niche to fill with his knowledge and relationships in the Fortune 1000 enterprise and wholesale space. With that he formed One Source Networks Inc.

Ernest has masterfully blended years of acquired business savvy from the telecom industry with focused real estate investment strategies. Ernest perpetuates a remarkable combination of business and Entrepreneurial expertise for the continuing success of the One Source Networks Inc. team today and well into tomorrow.

# **ATTACHMENT 3**

# **Technical Capability**

#### Daniel S. Tyler, CTO, One Source Networks

Dan was one of the founders of One Source Networks and joined OSN as its CTO in April 2008. Dan is responsible for all aspects of One Source's network architectures, product development, and customer network design services. He monitors new and emerging technologies and sets the strategic technical direction of the product portfolio to ensure our customers' technology requirements are met.

Dan brings One Source over 20 years of diverse telecommunications, management, financial, and accounting expertise. During his career he has assisted in the design and implementation of the world's largest Enterprise networks including many of the Fortune 500 backbones. Dan joined OSN from Level 3 Communications via Broadwing Communications where he led their Strategic Customer Engineering, National Accounts and Enterprise Sales Engineering organizations. In these rolls he was instrumental in leading and successfully driving the customer requirements into the design and implementation of their DWDM, Frame/Atm, Ethernet, VPLS/MPLS, IP, and VoIP/SIP network architectures.

#### Tim Rigdon, President of Sales

Tim is a founder of One Source Networks and leads OSN's Global Sales Organization. Tim brings One Source over 17 years of successful sales leadership and Management experience in the National and Global Accounts arena. Tim has held numerous National/Global Accounts sales leadership and management positions at LDDS, Worldcom, Espire and most recently, Level 3 Communications via Broadwing Communications. During his 8 years at Broadwing Tim was a key member and instrumental in starting and developing a National Accounts program that went from start-up to over \$300 million in annual revenues. In addition, he started and headed up their successful SI channel program. Tim has consistently provided significant revenue growth in all of his Sales Leadership and Management positions and contributes all of his success to one overriding factor. "If you stay Laser Focused on serving the needs of your customers everything else will fall into place". 100

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# ATTACHMENT 4

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**Financial Statements** 

# One Source Networks CLEC LLC Initial Balance Sheet

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July 1, 2008

		July2008
Assets		04.92000
Current assets:		
Cash	\$	93,800.00
Investments	•	00,000.00
Inventories		
Accounts receivable	\$	-
Pre-paid expenses	\$	6,200.00
Other	\$	
Total current assets		100,000.00
		,
Fixed assets:		
Property and equipment	\$	-
Leasehold improvements		
Equity and other investments	\$	-
Less accumulated depreciation		
Net fixed assets	\$	-
Other assets		
Goodwill	\$	-
Total other assets	\$	-
Total assets	\$1	1 <u>00,</u> 000.00
Liabilities and owner's equity		
Current liabilities:	÷	
Accounts payable	\$	-
Accrued wages	~	
Accrued compensation	\$	-
Income taxes payable	\$	-
Unearned revenue	\$	<u> </u>
Other	\$	-
Total current liabilities	\$	-
Long-term liabilities		
	÷	-
-	\$	
Mortgage payable Total long-term liabilities	\$	-
Mortgage payable Total long-term liabilities		-
Mortgage payable Total long-term liabilities Owner's equity	\$	-
Mortgage payable Total long-term liabilities Owner's equity Investment capital	\$	- 00,000.00
Mortgage payable Total long-term liabilities Owner's equity	\$ \$ 1	- 00,000.00 00,000.00

Total liabilities and shareholders' equity \$100,000.00

# One Source Networks CLEC LLC

Projected Cash Flow and Accounts Receivable

July 2008 -June 2010

								Year	1					
Month	1		2	3	4	5	6		7	8	9	10	11	12
Customer Count		3	1	1	3		2	1	3	4	2	3	4	7
Customer Lines Added		17	6	8	22	14	l –	6	13	22	17	19	13	25
Customer Lines Lost		0	0	0	0	(	)	0	0	0	0	0	0	0
Ending Customers	l	3	4	5	8	1(	) ·	11	14	18	20	23	27	34
Revenue														
Monthly Recurring	\$ 12,75	00.00	\$ 17,250.00	\$ 23,250.00	\$ 39,750.00	\$ 50,250.00	\$ 54,750.0	0\$	64,500.00	\$ 81,000.00 \$	93,750.00	\$ 108,000.00	\$ 117,750.00	\$ 136,500.00
Non Recurring	\$ 4,25	0.00	\$ 1,500.00	\$ 2,000.00	\$ 5,500.00	\$ 3,500.00	\$ 1,500.0	0 \$	3,250.00	\$ 5,500.00 \$	4,250.00	\$ 4,750.00	\$ 3,250.00	\$ 6,250.00
Total Revenue	\$ 17,00	0.00	\$ 18,750.00	\$ 25,250.00	\$ 45,250.00	\$ 53,750.00	\$ 56,250.0	0\$	67,750.00	\$ 86,500.00 \$	98,000.00	\$ 112,750.00	\$ 121,000.00	\$ 142,750.00
Cost of Goods Sold	\$ 13,17	5.00	\$ 13,575.00	\$ 18,275.00	\$ 33,325.00	\$ 38,675.00	\$ 39,825.0	0\$	48,400.00	\$ 62,200.00 \$	69,875.00	\$ 80,350.00	\$ 85,675.00	\$ 101,800.00
Gross Margin %		30%	30%	30%	30%	30%	30	%	30%	30%	30%	30%	30%	30%
Bad Debt	\$ 34	0.00	\$ 375.00	\$ 505.00	\$ 905.00	\$ 1,075.00	\$ 1,125.0	0\$	1,355.00	\$ 1,730.00 \$	1,960.00	\$ 2,255.00	\$ 2,420.00	\$ 2,855.00
SGA Expenses	\$ 1,14	7.50	\$ 1,552.50	\$ 2,092.50	\$ 3,577.50	\$ 4,522.50	\$ 4,927.5	0 \$	5,805.00	\$ 7,290.00 \$	8,437.50	\$ 9,720.00	\$ 10,597.50	\$ 12,285.00
Total EBITDA	\$ 2,33	7.50	\$ 3,247.50	\$ 4,377.50	\$ 7,442.50	\$ 9,477.50	\$ 10,372.5	0\$	12,190.00	\$ 15,280.00 \$	17,727.50	\$ 20,425.00	\$ 22,307.50	\$ 25,810.00
Accounts Receivable Balance	\$	-	\$ 2,337.50	\$ 3,247.50	\$ 4,377.50	\$ 7,442.50	\$ 9,477.5	0\$	10,372.50	\$ 12,190.00 \$	15,280.00	\$ 17,727.50	\$ 20,425.00	\$ 22,307.50

						<u> </u>	/ear 2					
Month	13	14	15	16	17	18	19	20	21	22	23	24
Customer Count	6	2	2	6	4	2	6	8	4	6	8	14
Customer Lines Added	20	7	7	20	14	7	20	27	14	20	27	48
Customer Lines Lost	3	1	2	4	3	1	3	4	3	4	3	5
Ending Customers	40	42	44	50	54	56	62	70	74	80	88	102
Revenue	l											
Monthly Recurring	\$151,800.00	\$156,900.00	\$162,000.00	\$177,300.00	\$ 187,500.00	\$ 192,600.00	\$ 207,900.00	\$ 228,300.00	\$ 238,500.00	\$ 253,800.00	\$ 274,200.00	\$ 309,900.00
Non Recurring	\$ 5,100.00	\$ 1,700.00	\$ 1,700.00	\$ 5,100.00	\$ 3,400.00	\$ 1,700.00	\$ 5,100.00	\$ 6,800.00	\$ 3,400.00	\$ 5,100.00	\$ 6,800.00	\$ 11,900.00
Total Revenue	\$156,900.00	\$158,600.00	\$163,700.00	\$182,400.00	\$ 190,900.00	\$194,300.00	\$213,000.00	\$ 235,100.00	\$ 241,900.00	\$ 258,900.00	\$ 281,000.00	\$ 321,800.00
Cost of Goods Sold	\$111,360.00	\$111,530.00	\$115,100.00	\$129,210.00	\$ 134,650.00	\$ 136,520.00	\$ 150,630.00	\$ 166,610.00	\$ 170,350.00	\$ 182,760.00	\$ 198,740.00	\$ 228,830.00
Gross Margin %	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Bad Debt	\$ 3,138.00	\$ 3,172.00	\$ 3,274.00	\$ 3,648.00	\$ 3,818.00	\$ 3,886.00	\$ 4,260.00	\$ 4,702.00	\$ 4,838.00	\$ 5,178.00	\$ 5,620.00	\$ 6,436.00
SGA Expenses	\$ 13,662.00	\$ 14,121.00	\$ 14,580.00	\$ 15,957.00	\$ 16,875.00	\$ 17,334.00	\$ 18,711.00	\$ 20,547.00	\$ 21,465.00	\$ 22,842.00	\$ 24,678.00	\$ 27,891.00
Total EBITDA	\$ 28,740.00	\$ 29,777.00	\$ 30,746.00	\$ 33,585.00	\$ 35,557.00	\$ 36,560.00	\$ 39,399.00	\$ 43,241.00	\$ 45,247.00	\$ 48,120.00	\$ 51,962.00	\$ 58,643.00
Accounts Receivable Balance	\$ 25,810.00	<b>\$</b> 28,740.00	\$ 29,777.00	\$ 30,746.00	\$ 33,585.00	\$ 35,557.00	\$ 36,560.00	\$ 39,399.00	\$ 43,241.00	\$ 45,247.00	\$ 48,120.00	\$ 51,962.00

■ 29 K 16 C 3 (11 M 11 L)

contract in white work of the only state of Philadeous Contract we while where

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