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# SDS

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Making investments to take advantage of growth opportunities

# Table of Contents

I.	<b>Executive Summary</b> .....	2
	Objectives	
	Keys to Success	
II.	<b>Description of Business</b> .....	3
III.	<b>Description of the Products and Services</b> .....	3
IV.	<b>Locations/Facilities</b> .....	4
V.	<b>Staff, Management &amp; Administration</b> .....	4
	Administrative Support	
VI.	<b>Revenue Model</b> .....	5
VII.	<b>Assessing Quality</b> .....	6
VIII.	<b>Marketing</b> .....	6
	SWOT Analysis	
IX.	<b>Market Analysis</b> .....	8
X.	<b>Competition</b> .....	9
XI.	<b>Advertising and Promotion</b> .....	10
XII.	<b>Strategy and Implementation</b> .....	10
	Timeline for Implementation	
XIII.	<b>Appendix Financial Statements and Budgets</b> .....	11

# Executive Summary

Secure Document Solutions (SDS), division of JobOne, has been providing secure document destruction and disposal services to businesses and organizations in local and federal government, industrial, academic, medical, financial and legal arenas since 2005. Last year SDS processed 5.7 million pounds of paper documents and this year is on track to shred and dispose 8 million pounds. The increase in paper volume is primarily generated from SDS servicing a federal government entity that archives inactive records in three area storage underground facilities occupying millions of square feet. With the upsurge of documents reaching retention schedules, the agency is authorizing and pulling expired documents for secure destruction at twice the current rate and volume. **As the subcontractor for the Kansas City regional contract, SDS must be able to accept and process the weekly incoming material projected to double over the next two years or risks losing the business.**

## Objectives

*The primary objectives of SDS is to successfully expand the operations, efficiency and capacity in order to meet existing contractual requirements and demands, to be equipped and relevant to properly process increased tonnage as the operation grows its customer base, and to be regarded as one of the leaders and experts in the document destruction field.*

Other objectives include:

- Continue to create, expand and diversify safe and dignified job opportunities for people with disabilities.
- Continue to provide the most secure and cost-effective information destruction service to businesses and organizations to ensure they are in compliance with laws and regulations governing discarded information.
- Continue to broaden scope from a paper-based document destruction operation to an information destruction company that can process optical/digital media and computer hard drives bearing sensitive information according to industry standards.
- Continue to prevent identity theft, data breaches and company espionage by protecting privacy and proprietary consumer and trade information.
- Continue to improve environment by diverting materials from landfills and saving trees.

## Keys to Success

The document destruction industry has been and remains a highly competitive business. As a local non-profit, SDS has the added challenge of competing with larger local and national for-profit shred companies. In comparison, SDS has limited capital, marketing, and sales funds available. Meeting customer requirements and demands, providing responsive on-time, quality service, and competitive pricing are key components for the success and growth of SDS.

Upgraded and properly maintained equipment that can handle high volume and fast turnaround is essential in meeting existing contractual obligations and acquiring new contracts and customers. In 2009, SDS added a second industrial shredder with higher horse power (75hp) to increase throughput. In 2014, SDS replaced its manual tie horizontal baler with an auto tie baler to achieve faster output of shredded baled material. At present, the demands of a government contract necessitates SDS replacing its original 40hp shredder with a greater capacity, more efficient one.

Proper on-going training for staff and employees regarding all aspects of the operation is paramount. Areas of special concern are maintaining a secure and compliant environment by understanding and adhering to security protocol, and policies and procedures in order to retain certifications, pass inspections and audits and to meet specific customer regulations.

## Description of Business

Secure Document Solutions (SDS) is a division of JobOne, a non-profit organization that serves over 250 people with significant disabilities throughout the Kansas City metropolitan area, primarily eastern Jackson County. SDS started operations in January 2005 with 5 staff/employees. Today we employ 30 persons with disabilities and 6 staff members. A National Association for Information Destruction (NAID) member since its inception, SDS earned the NAID AAA certification in 2006 and has retained the certification every year to present.

SDS specializes in the secure off-site destruction of documents that contain private and confidential bearing information. All staff and production employees undergo employment verification, and criminal and drug screening according to the standards established by NAID. In addition, customer service route drivers must be vetted by the Internal Revenue Service and pass a government security clearance. There are other mandatory conditions required by our government contracts that go beyond the NAID guidelines, such as unauthorized access training and GPS vehicle tracking.

Operations manager and production supervisors oversee employees performing various tasks including working on conveyor system to sort grades of paper and remove contaminants, operating industrial shredders, baling corrugated material in vertical baler, dumping paper contents out of files boxes, moving material with pallet hand jacks, operating tippers, cleaning production work floor and equipment and assisting drivers on route.

Following proper destruction of documents, all material is baled and shipped by truckload directly to paper mills within the United States. SDS receives value according to the grade of paper and according to the current market price. Mills process bales of shredded material into pulp which is then manufactured into various types of recycled paper products, such as toilet tissue and paper hand towels.

## Description of the Products and Services

SDS is a **certified** member of the NAID, a nonprofit organization of secure destruction companies formed to advance the highest ethics and industry standards. NAID has grown to over 1,900 member locations worldwide. Although, NAID sets the criteria for certification, an independent security professional conducts the actual audit. NAID certified members are audited annually and subject to random “surprise” audits throughout the year. Through the program, members may seek certification audits for mobile and/or plant-based operations in paper or printed media, non-paper media, micro media, computer hard drive destruction and/or hard drive sanitization. The certification program mandates rigorous standards for secure destruction process and procedures, including areas such as facility and operational security, employee hiring and screening, monitoring systems, destruction equipment, responsible disposal and insurance requirements. SDS currently hold certifications for plant-based operation in paper or printed media, non-paper media, micro media and computer hard drive destruction.

Service options include scheduled recurring pickup, or periodic service for clearing out expired records. Uniformed route drivers displaying photo ID badges have set daily routes to pickup documents placed in locked and slotted bins, transported to a secure truck that is equipped with alarms and GPS tracking. Materials are delivered to our underground facility that is monitored by alarms and cameras with DVR video recording 24/7. Bins are secure with either internal locks or external pad locks to ensure documents cannot be removed without a key. SDS deploys three standard size bins; however, optional containers are available through special order. Witness shred is provided upon request and by appointment as well as walk-in service for individuals.

Bins are provided at no charge. Standard rates per bin and/or per pound are established along with minimum service fees; however, pricing can vary depending on service location, logistics of collection, quantity of bins, and volume of collected materials. SDS institutes a security protocol from collection to destruction to disposal, providing a secure chain of custody and audit trail. Each customer receives a Certificate of Destruction with their invoice.

## Locations/Facilities

SDS is located in an underground facility at 3701 West Geospace Drive, Independence, Missouri. SDS occupied 20,000 square feet when it started and expanded its facility to 50,000 square feet in 2009. Administrative offices are located at 1085 South Yuma in Independence, Missouri.

SDS services customers in the greater Kansas City metropolitan area and outlying areas as far as 250 mile radius, extending its reach into the state of Kansas. The population of employees served by SDS primarily originates from the eastern portion of Jackson County. Along with its parent company JobOne, SDS has a strong presence in Independence and the surrounding communities.

## Staff, Management & Administration

Delores Buffa, Vice President Operations, JobOne oversees the operations and staff personnel for SDS, three subcontracting JobOne work facilities and JobOne Recycling Services. She joined JobOne as SDS Operations Manager in 2006.

Matt Denton, SDS Operations Manager, responsible for the day-to-day operations of SDS. Matt has been with SDS since 2006 when he started his career as a production supervisor. He is responsible for the security and safety of personnel, and ensures SDS remains compliant with NAID, OSHA and other regulatory requirements.

Sandra O'Connor, SDS Lead Supervisor, and Jennsen Leach, SDS Production Supervisor directly supervise employees and assist Operations Manager with implementing and oversight of daily processes and procedures.

Jeff Stillwell and Hilary Feltrop, Customer Service Route Reps, provide service to customers, schedule daily routes, special requests and one-time purges. They also organize and work shred events.

## Administrative Support

SDS receive Finance, Human Resource and employee services support from JobOne. The following are key personnel:

Kelly Logan, Vice President, HR. Works closely with Delores and Matt to assist with hiring, wages and benefits, training, supervision, evaluating and problem solving for personnel.

Willa Robinson, Vice President, Finance, with support from Accountant Melody Scott process billing, take care of payable, process receivables and reconcile ship tickets, process payroll for staff and employees.

Josh Davis, Network Administrator provides technology support.

Cristy Carpenter, Employee Services Director, assists with hiring, benefits, training, corrective action, problem solving, and evaluating employees with disabilities.

Haley Bennett, Employee Services Coordinator supports employees, new employee training, ongoing training, person centered planning, annual reviews, and problem solving with employees.

Ken Fox is the Safety Coordinator and Purchaser for JobOne and its divisions.

## Revenue Model

The revenue model for SDS is chiefly comprise of revenue from four sources. The following represents the percentage of revenue from each source thus far this year:

- **54%** Earned revenue for providing secure shred services through rotation program, as-needed purges, shred events and walk-in drop off service. Percentage of revenue from two government contracts 78.6% and 13.4%, commercial contracts total 8%.
- **8%** Commodity sales resulting from value of shredded material. Rates are market-driven and fluctuate on monthly basis. SDS generates and sells basically four grades of paper: Sorted White Ledger, Sorted Office Paper, Mixed and Corrugated.
- **27%** Eitas (Developmental Disability Services of Jackson County) County funding formulated on a per diem rate for eligible employees to offset additional support and training.
- **11%** DESE (Department of Elementary and Secondary Education). State funding for eligible employees to offset the cost of supervision.

It should be noted that JobOne companywide is working toward enhancing fund development and making it an integral part of its revenue model. Fund development is budgeted for fiscal 2017 and JobOne has contracted with an experienced fundraising company to strategically lead and steward fund development.

# Assessing Quality

SDS is a NAID certified AAA member and has applied and earned the distinction for the last 10 ten years. The NAID certification program, which is voluntary, verifies the qualifications of certified information destruction providers through a comprehensive scheduled and unannounced audit program. AAA certification is the major indicator of quality, security and compliancy assurances and critical to maintaining customers and attracting new ones. In addition to NAID, SDS is subject to frequent inspections and audits, scheduled and random, conducted by Source America, two federal government agencies, insurance company, OSHA and state funding agency, DESE.

To ensure efficiency, safety and compliancy, on-going documented training is conducted for staff and employees regarding safety awareness, proper use of equipment, lifting, best practices, unauthorized access, security protocol, and updates and reviews of policies and procedures. Staff and employees receive yearly performance reviews. Case notes are documented weekly for each employee and time studies are performed every six months for productivity.

To ensure product quality, staff inspects baled material checking for sufficient particle size shred and contaminates that would downgrade the paper value or that could give mills cause to reject bales and/or entire truckloads of material.

To ensure high quality customer service and safe driving, management conducts periodic ride-along with drivers and regular training sessions. Drivers communicate with customers and receive feedback on daily routes; management makes periodic customer calls and visits.

## Marketing

### SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Experienced, dedicated staff and employees	Aging equipment requires frequent maintenance	Purchase new equipment to increase volume and productivity	14c issue and possible abolishment
Staff and employees willing to work to increase productivity and quality customer service	Original shredder repairs too costly; throughput capacity not enough to keep up with growth.	Grow commercial customers	NAID certification has become diluted as the market is getting saturated and more shred providers are getting NAID certified
Satisfied customers market and sell for us	Small commercial customer base	State bidding opportunities-Bid Match	% of available market (estimated to be 20-25%) more challenging to sell-in due to market segment that prefers not to outsource or shred.
Improved workflow	Very little growth in a good market	Mobile-onsite shred	Increasing federal minimum wage for

			contractors
<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Responsive service due to well-trained, dedicated route drivers	No marketing and sales budget or presence	Upgrading equipment	Catastrophic accident; negative press
Active and strong presence in the community	Turnaround time for high volume govt contract problematic	Signage on trucks	Security data breaches
Positive image and reputation	Revenue is not diversified enough. 92% of processed volume is govt contracts.	Need shred specific route software	Staff injuries. Can't just replace due to need for security clearance
Skill sets in place to grow	Don't offer mobile on-site shred services	Promote non-paper media and hard drive destruction	Loss of major high volume government customer
Facility has space to grow	Don't have adequate signage on route trucks	Market is being impacted by merges and acquisitions, leading to changes for potential customers and fewer competitors.	Aging equipment breaking down more frequently
Good relationships with brokers and vendors	Weak route system	Smaller accounts to build customer base	Larger competitors due to merges and acquisitions
Relatively higher wages for employees		Local presence	"Paperless" society
SDS is a great opportunity for employee growth		Upgrade or create a new SDS website for enhanced SEO results	\$10.15 minimum wage for federal contractors likely to cost jobs.
Entire team desires to grow the business			Changing SourceAmerica expectations regarding lowering % of disabled workers on contracts.
Strong relationship with government customers, SDA and SourceAmerica			Market value fluctuations/decline of paper commodities
In many areas, SDS goes above the NAID industry standards			DOJ Segregation
AAA NAID Certification			

# Market Analysis

## **Market Climate:**

The document destruction industry has matured and changed over recent years. When SDS first entered in the industry over 11 years ago, newly formed legislation and enforcement for companies to responsibly destroy proprietary documents were on the rise, driving demand way up for shred services. Today, more companies than not are shredding documents either in-house or outsourcing to a shred provider. In addition, substantially more companies are NAID members and NAID certified members. NAID membership is at an all-time high with 1,900 members, not as a result from new companies entering the marketplace, but from existing companies who have been in the shred business and are finally joining and/or obtaining AAA certifications.

## **Market Segments:**

Every business is a potential SDS customer. Under the umbrella of an increasing number of federal and state laws and regulations, virtually every organization in the United States has a statutory obligation to protect confidential information and to destroy expired or discarded records. These include, but are not exclusive of, medical, legal, financial, academic and government entities. Moreover, small, medium or large enterprises are equally at risk for data breaches and are subjected to fines, law suits and criminal charges.

SDS has a small base of commercial customers; the majority of incoming materials originate from government contracts. Presently, 92% of the paper processed is government documents, 8% is generated from commercial or industrial accounts.

## **Market Reach:**

SDS services Kansas City and surrounding regional markets; in addition to serving the state of Kansas in the eastern and southeastern region including Leavenworth, Topeka, and Wichita. SDS has made a commitment to SourceAmerica and SDA (Secure Document Alliance) to service customers within a 2 to 3 hour radius.

## **Market Potential:**

Despite the maturity of the document destruction industry in the United States that has led to an increasingly saturated market (estimated to be 75-80%), there will less likely be new entrants of shred providers. Companies who are outsourcing their document shredding services want to ensure that their vendors are NAID members or NAID certified, making it more difficult for a new shred company to get in. Existing companies with the proper qualifications are favored. Even though there are now larger competitors due to consolidations and acquisitions, there are fewer new competitors. Competing against a larger vendor can be an advantage for smaller, local service providers because they can be more nimble and responsive in their marketplaces.

## **Marketing Strategies:**

Currently, our marketing tools include networking, and participating in trade shows, business expositions, and government and nonprofit conferences, customer referrals, corporate website, and free shred events. These have been limited due to our small marketing resources and budget. In order to grow, we propose the following strategies:

- Promote add-on services (media and hard drive destruction) to potential and existing customers
- Continue to improve website, SEO and social media activity
- Increase networking efforts

- Stage community shredding and e-waste events
- Participate in speaking opportunities such as association workshops, rotary clubs, etc. with the purpose of educating audience about the importance of proper and responsible information destruction and disposal
- Partner with organizations to sponsor relatable topics, such as banks conducting a seminar on identity theft
- Obtain more feedback from existing customers; build stronger relationships
- Add to signage on trucks
- Hire an outside salesperson
- Avoid selling price to customers; educate them on the value and obligation of security and compliancy
- Take advantage of the webinars and training offered by NAID and SourceAmerica

## Competition

Over the years, there have been numerous shred companies both locally and on a national level; all of them for-profit enterprises. However, recently there have been several consolidations and acquisitions, significantly shrinking the number of document destruction service providers and creating two significantly large scale providers.

- **Shred-It** – acquired Cintas Corporation’s document management division; the Cintas name no longer is associated with document storage and destruction. Less than a year later, Stericycle, a global company that specializes in compliance solutions, purchased Shred-It. Shred-It, now a wholly-owned subsidiary of Stericycle, will retain its brand and name. Shred-It provides mobile on-site information destruction services to over 400,000 customer locations in 15 countries. Pricing is higher due to exclusively on-site service, yet holds high percentage of local and regional market. NAID certified.
- **Iron Mountain** – recently acquired Recall, a global leader in information management solutions that typically experienced growth through acquisitions, such as acquiring local Shred-Time and its division Media Services. Iron Mountain is a well-known national leader in information management services, including record management consulting, document storage, imaging, paper and non-paper media, electronic and product destruction. The majority of its shred customers are also document storage customers. Iron Mountain tend to have higher pricing. Typically their customers do not shop around because they are already document storage customers. NAID certified.
- **ProShred** – a franchise model, has benefit of local owner with national support for marketing and branding. Proshred has dramatically increased its presence in the Kansas City and surrounding areas. Provides paper and non-paper media, hard drive, electronic and product destruction. NAID certified.
- **MidWest Shredding and Recycling** - local shredding and recycling company. Operates large scale Material Recycling Facility (MRF) in Grandview, MO and shred operation in North Kansas City. In business for many years yet only recently received NAID certification.
- **Community Shredder Industries** – local provider of shred services only. Located in Harrisonville, MO. Not NAID certified.
- **Access Records Management of Kansas City** – provides document destruction, records storage, scanning/imaging and X-ray film recycling services. Located in Belton, MO. Not NAID certified.
- **In-house shredding** – companies opt not to outsource to shred vendor, rather internal personnel perform document destruction on office shredders or use other means for disposal.

# Advertising and Promotion

**SEO**-JobOne companywide is currently investing in monthly Social Media and SEO work in order to improve search results. We are currently in our 6<sup>th</sup> month of this effort and have seen movement, however, not receiving the amount of request for quotes as anticipated. We will continue to assess the effectiveness of this activity and push the firm we are contracting with for optimal results.

**Sales person**- Money has been allocated in the 2017 budget to hire a full-time account executive to drive commercial accounts to SDS and to build customer base. This is a critical component of all the marketing and sales activity and will be required for continued success.

**Signage on trucks** – Likely a several thousand dollar expense for decals on back and all sides of service trucks to promote the business and generate qualified leads.

**Shred events** - Schedule more regular shred events around the community and seek support of SEO, communications, and social media in these efforts.

**Speaking Opportunities** - Management, sales and leadership staff should plan to speak at Rotary Clubs and local Chambers of Commerce regarding importance of secure shredding and current regulatory requirements.

# Strategy and Implementation

The following are the most critical elements of SDS strategy:

- **Upgrade shred equipment to yield higher output of shredded material.**
- **Implement an improved system of handling movement and dumping contents of high volume incoming boxes from government contract.**
- **Implement improved preventative maintenance for shred equipment as usage heightens.**
- **Hire a full time account executive to capitalize on other investments in the program resulting in dramatic expansion of commercial customer base.**
- **Begin to slowly develop a labor strategy to minimize the impact of 14c changes on the AbilityOne program.**
- **Working with Fund Development Consultant create a development plan for SDS resulting in ‘funds’ or areas of focus for fundraising. Fundraising efforts should focus on equipment, marketing and expansion of employment opportunities.**

## Timeline for Implementation

- June 15, 2016-Submit shredder and installation quote Board Finance Committee. Also include how the new equipment will impact the business, revenue and staffing/labor.
- July 1, 2016-Hire full time account executive
- July 1, 2016-Complete fund development plan for SDS
- July 1, 2016 – pending Board approval, submit authorization for purchasing Shred-Tech shredder and conveyor system.
- August 31, 2016 – installation of new shredder and conveyor system complete

# JobOne

## Profit & Loss Budget Overview

July 2016 through June 2017

	Jul '16 - Jun 17
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
5000 · Earned Rev	
5000-61 · SDS Com Rev	104,782.20
5000-62 · SDS IRS Rev	177,292.44
5000-66 · SDS Nara Rev	277,325.64
<b>Total 5000 · Earned Rev</b>	559,400.28
5010 · Eitas	
5011 · Eitas Funding	341,193.98
<b>Total 5010 · Eitas</b>	341,193.98
5020 · MO State Aid	110,864.20
5030 · Commodity Sales	90,576.96
<b>Total Income</b>	1,102,035.42
<b>Cost of Goods Sold</b>	
6100 · Job Supp	18,000.00
6110 · Job Equip	42,999.96
6120 · Job Fuel	15,999.96
6130 · Job Subcontract	600.00
6135 · Job Travel	150.00
6900 · Merch Acct Fees	180.00
<b>Total COGS</b>	77,929.92
<b>Gross Profit</b>	1,024,105.50
<b>Expense</b>	
7020 · Promo	
7020-10 · Adv & Signage	12,000.00
<b>Total 7020 · Promo</b>	12,000.00
7040 · Bldg Rent & Maint	132,000.00
7050 · Depreciation	30,183.78
7060 · Dues & Regist Fees	2,586.00
7086 · Emp Lunch Program	285.00
7100 · Equipment	10,440.00
7120 · Insurance	11,748.84
7130 · Interest Exp	892.83
7190 · Nish Commission	59.76
7200 · Payroll	
7200-20 · Staff	120,950.40
7200-30 · Employees	272,735.88
<b>Total 7200 · Payroll</b>	393,686.28
7300 · PR Benefits	
7300-10 · Staff Medical	21,693.54
7300-12 · Staff Dental	1,014.24
7300-14 · Staff L&D	917.64
7300-20 · A1 H&W	167,599.68
7300-40 · Work Comp MO	10,128.48
<b>Total 7300 · PR Benefits</b>	201,353.58
7400 · PR Exp	
7400-10 · Fica	30,117.00
7400-20 · Suta	9,171.53
<b>Total 7400 · PR Exp</b>	39,288.53
7530 · Supplies	5,499.96
7540 · Svc & Fin Charges	153.60
7550 · Telephone	7,200.00
7560 · Travel	
7560-10 · Mileage	0.00
7560-50 · Travel Costs	0.00
<b>Total 7560 · Travel</b>	0.00
7570 · Utilities	36,000.00
<b>Total Expense</b>	883,378.16
<b>Net Ordinary Income</b>	140,727.34

Jun 24, 2016

**JobOne**  
**Profit & Loss Budget Overview**  
July 2016 through June 2017

Jul '16 - Jun 17

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Net Income

140,727.34

**JobOne**  
**Profit & Loss**  
 July 2015 through May 2016

	Jul '15 - May 16
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
5000 · Earned Rev	495,155.97
5010 · Eitas	
5011 · Eitas Funding	246,905.56
<b>Total 5010 · Eitas</b>	246,905.56
5020 · MO State Aid	100,541.22
5030 · Commodity Sales	88,729.85
5050 · Salvage Sales	124.00
<b>Total Income</b>	931,456.60
<b>Cost of Goods Sold</b>	
6100 · Job Supp	17,798.18
6110 · Job Equip	42,572.53
6120 · Job Fuel	10,928.11
6125 · Job Pstg & Frt	177.88
6130 · Job Subcontract	21,796.97
6135 · Job Travel	129.36
6900 · Merch Acct Fees	552.37
<b>Total COGS</b>	93,955.40
<b>Gross Profit</b>	837,501.20
<b>Expense</b>	
7020 · Promo	
7020-10 · Adv & Signage	3,917.51
7020-20 · Pub Relations	190.94
<b>Total 7020 · Promo</b>	4,108.45
7040 · Bldg Rent & Maint	118,318.48
7050 · Depreciation	29,949.00
7060 · Dues & Regist Fees	2,156.00
7085 · Emp Support Exp	399.87
7086 · Emp Lunch Program	1,273.00
7100 · Equipment	12,079.65
7120 · Insurance	10,363.33
7130 · Interest Exp	1,178.00
7190 · Nish Commission	156.58
7200 · Payroll	
7200-20 · Staff	119,670.16
7200-30 · Employees	252,181.87
<b>Total 7200 · Payroll</b>	371,852.03
7300 · PR Benefits	
7300-10 · Staff Medical	19,749.56
7300-12 · Staff Dental	1,100.42
7300-14 · Staff L&D	917.98
7300-20 · A1 H&W	58,244.04
7300-30 · Emp Life Ins	-10.89
7300-40 · Work Comp MO	7,150.52
<b>Total 7300 · PR Benefits</b>	87,151.63
7400 · PR Exp	
7400-10 · Fica	27,448.84
7400-20 · Suta	3,870.51
<b>Total 7400 · PR Exp</b>	31,319.35
7515 · Tax	1,299.84
7530 · Supplies	5,608.25
7540 · Svc & Fin Charges	7,170.44
7550 · Telephone	6,486.94
7570 · Utilities	36,877.76
<b>Total Expense</b>	727,748.60
<b>Net Ordinary Income</b>	109,752.60
<b>Other Income/Expense</b>	
<b>Other Income</b>	
8200 · Finance Charge	33.04
8350 · Gain/Loss Sale of Asset	1,000.00

Jun 24, 2016

**JobOne**  
**Profit & Loss**  
July 2015 through May 2016

	<u>Jul '15 - May 16</u>
Total Other Income	1,033.04
Other Expense	
9100 · Health Coverage	0.00
9900 · Adm/Supp Staff Decr	83,644.53
9901 · Dept Head Decr	12,248.35
9902 · Dir/Mgr Decr	34,461.15
Total Other Expense	<u>130,354.03</u>
Net Other Income	<u>-129,320.99</u>
Net Income	<u><u>-19,568.39</u></u>