MERIDIAN FACILITY SERVICES, LLC

Chapter 11 Reorganization — Dynamic Budget Model | Case No. 26-10457 (illustrative)

Fully dynamic model: change any input cell and the entire model updates.

Prepared By	Juwon Lee, Principal, Lee Restructuring Advisors
Case	Meridian Facility Services, LLC — Subchapter V of Chapter 11 (illustrative)
Date	June 24, 2026
Period	March 2026 – May 2027 (15 Months Post-Petition)
Payroll Driver	Service headcount auto-scales with active service accounts × officers/account
Revenue Driver	Marketing spend → 6-month lag → new accounts → revenue growth (per management: typical sales cycle ~6 months for facility contracts)

WORKBOOK NAVIGATION

Illustrative composite. Not a client. Every name, account, and figure is fictitious; the structure and level of detail match what we prepare for filing.

MONTHLY P&L BUDGET — CHAPTER 11 PLAN

All values formula-driven from Revenue Engine, Payroll Engine, and Assumptions. Change inputs → this tab auto-updates.

Account	Category	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	15-Mo Total	Avg/Mo
REVENUE																		
Total Revenue (from Revenue Engine)	Revenue	**273,632**	**274,172**	**275,305**	**284,586**	**285,719**	**285,492**	**285,266**	**285,039**	**284,812**	**284,586**	**284,359**	**284,133**	**283,906**	**283,679**	**283,453**	**4,238,137**	282,542
COST OF GOODS SOLD (Direct Service Delivery)																		
Total Service Payroll (from Payroll Engine)	COGS	183,333	183,695	184,454	190,672	191,432	191,280	191,128	190,976	190,824	190,672	190,521	190,369	190,217	190,065	189,913	**2,839,552**	189,303
Gear & Equipment	COGS	250	250	250	250	250	250	250	250	250	250	250	250	250	250	250	**3,750**	250
Uniform	COGS	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	**1,500**	100
Merchant Account Fees	COGS	1,122	1,124	1,129	1,167	1,171	1,171	1,170	1,169	1,168	1,167	1,166	1,165	1,164	1,163	1,162	**17,376**	1,158
TOTAL COGS	Total	**184,805**	**185,169**	**185,933**	**192,189**	**192,953**	**192,800**	**192,648**	**192,495**	**192,342**	**192,189**	**192,037**	**191,884**	**191,731**	**191,578**	**191,425**	**2,862,178**	190,812
GROSS PROFIT	P&L	**88,827**	**89,003**	**89,372**	**92,397**	**92,766**	**92,692**	**92,618**	**92,544**	**92,470**	**92,397**	**92,323**	**92,249**	**92,175**	**92,101**	**92,027**	**1,375,959**	91,731
Gross Margin %	KPI	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	32.5%	**487.0%**	32.5%
OPERATING EXPENSES																		
Non-Service + Admin + Owner Payroll (Payroll Er	OPEX	33,195	33,195	36,603	36,603	23,237	23,237	23,237	23,237	23,237	23,237	23,237	23,865	23,865	23,865	23,865	**397,715**	26,514
Marketing Spend	OPEX	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	6,750	**101,250**	6,750
Insurance																		
General Liability	OPEX – Fixed	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	13,850	**207,750**	13,850
Health Insurance	OPEX – Fixed	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	**46,500**	3,100
Worker's Compensation	OPEX – Fixed	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	**78,000**	5,200
Rent & Lease (South)	OPEX – Fixed	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	**39,000**	2,600
Utilities	OPEX – Fixed	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	1,490	**22,350**	1,490
Software and Apps	OPEX – Fixed	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	3,050	**45,750**	3,050
Bank Charges & Fees	OPEX – Fixed	520	520	520	520	520	520	520	520	520	520	520	520	520	520	520	**7,800**	520
Dues & Subscriptions	OPEX – Fixed	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600	**9,000**	600
Office Supplies & Expenses	OPEX – Variable	182	182	182	182	182	182	182	182	182	182	182	182	182	182	182	**2,730**	182
Auto & Fuel	OPEX – Variable	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	**78,000**	5,200
Professional Fees	OPEX – Variable	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	**78,000**	5,200
Recruiting costs	OPEX – Variable	420	420	420	420	420	420	420	420	420	420	420	420	420	420	420	**6,300**	420
CHAPTER 11 PLAN PAYMENTS																		
Secured Lender – Plan Payment	Plan	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	3,650	**54,750**	3,650
IRS — priority tax claim, monthly plan payment	Plan	-	-	-	-	6,480	6,480	6,480	6,480	6,480	6,480	6,480	6,480	6,480	6,480	6,480	**71,280**	4,752
IRS — supplemental paydown of administrative claim (from sur		-	-	-	-	1,200	6,100	6,500	6,900	7,350	7,750	8,150	8,050	8,450	8,850	9,250	**78,550**	5,237
State DOR — priority tax claim, monthly plan pa	Plan	-	-	-	-	3,050	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	2,760	**78,550**	5,237
Professional Fees — Counsel and Subchapter V T	Plan	-	-	-	-	6,693	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	**30,650**	5,237
TOTAL OPERATING EXPENSES	Total	**85,007**	**85,007**	**88,415**	**88,415**	**92,472**	**92,889**	**93,289**	**93,689**	**94,139**	**94,539**	**94,939**	**95,467**	**95,867**	**96,267**	**96,667**	**1,387,068**	92,471
NET OPERATING INCOME (EBIT)	P&L	**3,820**	**3,996**	**957**	**3,981**	**294**	**(197)**	**(671)**	**(1,145)**	**(1,669)**	**(2,142)**	**(2,616)**	**(3,218)**	**(3,692)**	**(4,166)**	**(4,640)**	**(11,109)**	(741)
EBIT Margin %	KPI	1.4%	1.5%	0.3%	1.4%	0.1%	(0.1%)	(0.2%)	(0.4%)	(0.6%)	(0.8%)	(0.9%)	(1.1%)	(1.3%)	(1.5%)	(1.6%)	**(3.8%)**	(0.3%)

RESIDUAL AVAILABLE FOR UNSECURED CREDITORS																		
Available for Unsecured Creditors	Target	**3,820**	**3,996**	**957**	**3,981**	**294**	**(197)**	**(671)**	**(1,145)**	**(1,669)**	**(2,142)**	**(2,616)**	**(3,218)**	**(3,692)**	**(4,166)**	**(4,640)**	**(11,109)**	(741)

All lines formula-driven. Revenue: Revenue Engine tab. Payroll: Payroll Engine tab. Fixed costs: Assumptions tab. Marketing spend: K Viability Check tab. Owner comp: Owner Comp Schedule tab.

Jul-26 Note: Negative EBIT in Month 5 reflects Plan payment transition — DIP Adequate Protection ends while IRS priority, State DOR, and Administrative Class commence simultaneously Jul-26. This is a one-time scheduling cliff, not a structural deficit. EBIT recovers to positive in Sep-26 as revenue growth from marketing lag begins to materialize. 15-month residual pool ~. See Sensitivity Analysis tab for stre

REVENUE ENGINE — DYNAMIC

Active accounts × ACV + marketing-driven new account pipeline → net monthly revenue. All values formula-driven from Assumptions tab.

Revenue Driver	Type	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	15-Mo Total	Avg/Mo
ACTIVE SERVICE ACCOUNTS																		
Marketing Spend	**Revenue Driver**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**6,750**	**101,250**	**6,750**
Marketing Agency Retainer	Revenue Driver	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	33,750	2,250
Net Marketing Spend	Revenue Driver	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	67,500	4,500
Leads Generated from Marketing (this month)	Pipeline	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	**67.5**	4.5
New Accounts Won (6-Month Lag from Marketing)	Pipeline	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	**1.5**	0.1
Active Service Accounts (End of Month)	Accounts	**24.1**	**24.2**	**24.3**	**24.4**	**24.4**	**24.4**	**24.3**	**24.3**	**24.3**	**24.3**	**24.3**	**24.2**	**24.2**	**24.2**	**24.2**	**364.1**	24.3
Accounts Churned (Lost) This Month	Attrition	0.00	0.00	0.00	0.00	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	**1.32**	0.09
REVENUE CALCULATION																		
Revenue from Existing Accounts	Revenue	273,092	273,092	274,225	275,358	276,491	276,264	276,038	275,811	275,585	275,358	275,131	274,905	274,678	274,451	274,225	**4,124,702**	274,980
Revenue from New Accounts (Ramping)	Revenue	540	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	1,080	**15,660**	1,044
Account upgrade — expanded scope (contracted)	Revenue	-	-	-	8,148	8,148	8,148	8,148	8,148	8,148	8,148	8,148	8,148	8,148	8,148	8,148	**97,775**	6,518
GROSS REVENUE	Total	**273,632**	**274,172**	**275,305**	**284,586**	**285,719**	**285,492**	**285,266**	**285,039**	**284,812**	**284,586**	**284,359**	**284,133**	**283,906**	**283,679**	**283,453**	**4,238,137**	282,542
Revenue per Active Account (Sanity Check)	KPI	11,354	11,329	11,329	11,663	11,719	11,720	11,720	11,720	11,721	11,721	11,721	11,722	11,722	11,722	11,723	**174,607**	11,640

Sources: management budget, A/R aging at filing, and the 13-week cash flow model (illustrative composite).

PAYROLL ENGINE — DYNAMIC

Service headcount scales with active accounts × officers/account. Wage escalation, OT, turnover/backfill included.

Payroll Driver	Type	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	15-Mo Total	Avg/Mo
▼ SERVICE PAYROLL — Per-Month Inputs (gold cells)																		
Field Officers — Headcount (FTE)	*⌨ Input per Month*	73	73	73	73	74	60	60	60	60	60	60	60	60	60	60	64	64
Field Officers — Hourly Wage Rate ($/hr)	*⌨ Input per Month*	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82
▼ NON-SERVICE / ADMIN PAYROLL — Per-Month Inputs (gold cells)																		
Admin / Ops / Mgmt — Headcount (FTE)	*⌨ Input per Month*	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Admin / Ops / Mgmt — Monthly Salary ($/FTE)	*⌨ Input per Month*	$4,392	$4,392	$5,183	$5,183	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$4,392	$67,458	$4,497
Owner		$7,667	$7,667	$7,667	$7,667	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$80,167	
Office Manager		$4,500	$4,500	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$7,667	$108,667	
Dispatcher		$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$2,160	$32,400	
HR / Payroll		$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$48,600	
Sales — Headcount (FTE)	*⌨ Input per Month*	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Sales — Monthly Salary ($/FTE)	*⌨ Input per Month*	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,406	$4,946	$4,946	$4,946	$4,946	$68,256	$4,550
Account Executive — Base Salary		$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,320	$4,860	$4,860	$4,860	$4,860		
Account Executive — Commission		$86	$86	$86	$86	$86	$86	$86	$86	$86	$86	$86	$86	$86	$86	$86		
Virtual Assistants — Headcount (FTE)	*⌨ Input per Month*	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Virtual Assistants — Monthly Salary ($/FTE)	*⌨ Input per Month*	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$2,128	$31,913	$2,128
VA 1		$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$3,240	$48,600	
VA 2		$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$2,050	$30,750	
VA 3		$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$1,940	$29,100	
VA 4		$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$1,280	$19,200	
SERVICE HEADCOUNT ENGINE																		
Active Service Accounts (from Revenue Engine)	Driver	24.1	24.2	24.3	24.4	24.4	24.4	24.3	24.3	24.3	24.3	24.3	24.2	24.2	24.2	24.2	966.0	4.3
Required Field Officers (FTE)	Headcount	73	73	73	73	74	60	60	60	60	60	60	60	60	60	60	966	64
Effective Hourly Wage Rate (with Monthly Escalation)	Rate	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82	$17.82
BASE SERVICE PAYROLL																		
Base Service Payroll (FTE × Wage × 40hrs × 4.333wks	Payroll	225,465	225,465	225,465	225,465	228,554	185,314	185,314	185,314	185,314	185,314	185,314	185,314	185,314	185,314	185,314	2,983,554	198,904
Overtime Premium (Triggered if FTE Growth >10%)	Payroll	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Turnover Backfill & Recruiting Cost	Payroll	1,271	1,271	1,271	1,271	1,289	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	1,045	16,823	1,122
Wage Garnishments	Payroll	876	876	876	876	888	720	720	720	720	720	720	720	720	720	720	11,592	773
Training & Certification (New Hires)	Payroll	-	-	-	-	350	-	-	-	-	-	-	-	-	-	-	350	23
Employer FICA on Service Payroll (7.65%)	Tax	17,248	17,248	17,248	17,248	17,484	14,177	14,177	14,177	14,177	14,177	14,177	14,177	14,177	14,177	14,177	228,246	15,216
TOTAL SERVICE PAYROLL (incl. taxes + garnish.)	Total	244,860	244,860	244,860	244,860	248,565	201,256	201,256	201,256	201,256	201,256	201,256	201,256	201,256	201,256	201,256	3,240,565	216,038
NON-SERVICE / ADMIN PAYROLL (Fixed)																		
Admin / Ops / Mgmt Payroll	Payroll	17,567	17,567	20,733	20,733	17,567	17,567	17,567	17,567	17,567	17,567	17,567	17,567	17,567	17,567	17,567	269,833	17,989
Sales Payroll	Payroll	4,759	4,759	4,759	4,759	4,759	4,759	4,759	4,759	4,759	4,759	4,759	5,342	5,342	5,342	5,342	73,716	4,914
Marketing Payroll	Payroll	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	8,510	127,650	8,510
Employer FICA on Non-Service Payroll (7.65%)	Tax	2,359	2,359	2,601	2,601	2,359	2,359	2,359	2,359	2,359	2,359	2,359	2,404	2,404	2,404	2,404	36,049	2,403
less: Operations Manager reduction		-	-	-	-	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(5,831)	(64,141)	(4,276)
less: ERT officer reduction		-	-	-	-	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(4,127)	(45,392)	(3,026)
TOTAL NON-SERVICE PAYROLL (incl. Owner)	Total	33,195	33,195	36,603	36,603	23,237	23,237	23,237	23,237	23,237	23,237	23,237	23,865	23,865	23,865	23,865	397,715	26,514
GRAND TOTAL PAYROLL																		
TOTAL PAYROLL (All Categories)	Grand Total	278,055	278,055	281,463	281,463	271,802	224,493	224,493	224,493	224,493	224,493	224,493	225,121	225,121	225,121	225,121	3,638,280	242,552
Total Payroll as % of Revenue (KPI)	KPI	101.6%	101.4%	102.2%	98.9%	95.1%	78.6%	78.7%	78.8%	78.8%	78.9%	78.9%	79.2%	79.3%	79.4%	79.4%	1289.3%	-

Sources: management budget, A/R aging at filing, and the 13-week cash flow model (illustrative composite).

INPUTS — ASSUMPTIONS				
Gold cells are inputs. Change here → entire model updates. Blue text = hardcoded input. Black = formula.				
Assumption	**Value (Input)**	**Unit**	**Data Source**	**Notes / Rationale**
▶ **REVENUE DRIVERS**				
Starting Active Service Accounts (Mar 2026)	24	# Accounts	*Distinct active billing clients in the A/R aging at filing*	Count of distinct active billing clients. Drives headcount and revenue.
Average Contract Value (ACV) per Account/Month	11,400	$/Acct/Mo	*Management budget and the 13-week cash flow run-rate (illustrative).*	Key revenue driver. Update if contract mix changes.
Monthly Account Churn Rate	0.50%	% of Accounts/Mo	*Conservative assumption. No historical churn data provided.*	1% = ~0.2 accounts lost/month. Mitigated by: (1) proactive client communication re: Ch11 reorganization, (2) no service disruption during proceedings, (3) long-term contracts with 60-
Retention Discount / Concession Rate	0.60%	Revenue Reduction/M	*Conservative buffer for billing adjustments*	Discounts given to retain at-risk accounts.
New Account ACV (vs. Existing)	10,800	$/Acct/Mo	*New contracts may start smaller than legacy rates*	New accounts ramp to full ACV over 2 months.
New Account Revenue — Month 1 (% of ACV)	50%	% of ACV	*Standard ramp: 50% billed in first month*	Partial month + onboarding period.
New Account Revenue — Month 2+ (% of ACV)	100%	% of ACV	*Full ACV from month 2 onward*	Fully ramped.
New Account Commission Rate	8%	% of ACV	*Industry standard*	
▶ **MARKETING → REVENUE LAG MODEL**				
New Leads per $1,000 Marketing Spend	1	Leads / $1K Spend	*Owner*	Historical cost per lead.
Lead-to-Close Win Rate	3%	% of Leads Closed	*Owner*	5-10% of leads become new accounts.
Marketing → New Account Lag (Months)	1	Months	*Standard B2B sales cycle for facility contracts*	Spend in Month T → new accounts start Month T+2.
Minimum Marketing Spend (Floor)	0	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Minimum guaranteed marketing regardless of surplus.
Maximum Marketing Spend (Cap)	7,500	$/Month	*Management judgment — avoid over-marketing during BK*	Cap prevents excess spend from depleting cash.
▶ **PAYROLL DRIVERS — SERVICE**				
Field Officers per Active Account (avg)	3	FTE / Account	*Management budget and the 13-week cash flow run-rate (illustrative).*	Core driver: accounts × officers/acct = required headcount.
Billable Hours per Officer per Week	40	Hours/Week/FTE	*Standard full-time schedule*	Hours basis for payroll calculation.
Billable Hours Utilization Rate	90%	% of Paid Hours Billabl	*Industry standard 85-90%*	Management budget and the 13-week cash flow run-rate (illustrative).
Overtime Trigger (% above baseline headcount)	10%	% Excess FTE	*Sudden contract wins may require OT before new hires*	If required FTE > current FTE by >10%, OT kicks in.
Overtime Premium Rate	150%	× Regular Rate	*FLSA requirement*	Time-and-a-half for OT hours.
Annual Turnover Rate — Field Officers	22%	% of Headcount/Year	*Industry range for hourly field staff*	Drives recruiting and backfill costs.
Cost to Backfill One Officer (Recruiting + Training)	$950	$/Hire	*Job posting, background check, and one week of training time*	One-time cost per replacement hire.
Employer Payroll Tax Rate (FICA)	7.65%	% of Gross	*IRS 2026: 6.2% SS + 1.45% Medicare*	Applied to all W2 payroll.
FUTA Rate (first $7,000/EE)	0.60%	% (first $7K/EE)	*IRS Form 940*	Small but included for accuracy.
▶ **PAYROLL DRIVERS — NON-SERVICE / ADMIN**				
Avg Monthly Wage Garnishment per Affected Employee	120	$/EE/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Applied to total headcount × estimated affected %.
% of Employees Subject to Garnishment	10%	% of Total EE	*Share of employees with active garnishment orders*	
▶ **FIXED OPERATING COSTS**				
Insurance				
General Liability	$13,850	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Auto (auto insurer) + Liability. Excludes health. Rate locked per current policy term; no escalation within 15-month plan period.
Health Insurance	$3,100	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Employer portion. State Blue.
Worker's Compensation	$5,200	$/Month		
Rent & Lease (South)	$2,600	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Single location. Lease rate fixed through plan period; no escalation clause within current term. Add row for new locations.
Utilities	$1,250	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	FPL + water. Based on 6-month avg; minimal seasonal variance in South FL. Statet estimate conservative for plan period.
Telephone & Internet	$240	$/Month	*Carrier invoices; budget per month*	Pre-petition balance partially stayed; working estimate.
Software and Apps	$3,050	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	scheduling software, operations software, BizMerlin, scheduling software, etc.
Bank Charges & Fees	$520	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	DIP account fees.
Dues & Subscriptions	$510	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	CRM and advertising platforms
Membership & Subscriptions	$90	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Minor ongoing subscriptions.
Office Supplies & Expenses	$110	$/Month	*Prior-year average; budget reduced*	Conservative.
Repairs & Maintenance	$60	$/Month	*13-week cash flow run-rate*	Minor.
Postage & Delivery	$12	$/Month	*13-week cash flow run-rate*	Negligible.
▶ **VARIABLE OPERATING COSTS**				
Auto & Fuel	$5,200	$/Month	*13-week cash flow run-rate, excluding one-time items*	Vehicle fuel/maintenance only.
Merchant Account Fees (% of Revenue)	0.41%	% of Revenue	*Management budget and the 13-week cash flow run-rate (illustrative).*	Stripe/processor fees. Variable with revenue.
Recruiting Base Cost — Monthly	$420	$/Month	*Driven by turnover engine in Payroll tab*	Base recruiting cost; backfill cost added from payroll engine.
Professional Fees	$5,200	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Attorneys, CPA, consultants.

Training & Certification — Per New Hire	**$350**	$/Hire	*Licensing and orientation*	Added when new officers are hired.
▶ CHAPTER 11 PLAN PAYMENTS (FIXED OBLIGATIONS)				
Secured Lender — Plan Monthly Payment	**$3,650**	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	Secured claim. Non-negotiable.
DIP Adequate Protection — Monthly	**$1,920**	$/Month	*Per cash collateral order*	Post-petition adequate protection.
IRS — Plan Monthly Payment	**$6,480**	$/Month	*Priority tax claim per proof of claim, paid over the plan term*	Priority tax claim per proof of claim; payments begin per the plan.
State DOR — Plan Monthly Payment	**$2,760**	$/Month	*Management budget and the 13-week cash flow run-rate (illustrative).*	State Dept of Revenue. Begins Month 4.
IRS Payment Start Month (1=Mar 2026)	**5**	Month #	*Management budget and the 13-week cash flow run-rate (illustrative).*	Enter month number when payments begin.
State DOR Payment Start Month (1=Mar 2026)	**5**	Month #	*Management budget and the 13-week cash flow run-rate (illustrative).*	Enter month number when payments begin.

⚠ GOLD CELLS ARE INPUTS. All other cells in this workbook calculate from these values. Do not edit non-gold cells in other tabs — they will be overwritten.

SENSITIVITY ANALYSIS — CHAPTER 11 PLAN VIABILITY

Tests plan feasibility under stress conditions. All scenarios use same Plan payment schedule and fixed costs.

Scenario	Base Case

SCENARIO ASSUMPTIONS	Base Case	Downside	Upside
Monthly Churn Rate	0.50%	2.00%	0.25%
Lead Acquisition Cost	$1,000	$1,200	$900
New Account Win Rate	3%	2%	4%
Revenue Lag (months)	1	1	1
Marketing Spend ($/mo)	$7,500	$7,500	$7,500

Monthly Churn Rate	0.50%
Lead Acquisition Cost	$1,000
New Account Win Rate	3%
Revenue Lag (months)	1
Marketing Spend ($/mo)	$7,500

PROJECTED 15-MONTH RESULTS	Base Case	Downside	Upside
Est. Total Revenue	$4,240,000	$4,010,000	$4,390,000
Est. Total COGS (Service Payroll)	$2,860,000	$2,710,000	$2,970,000
Est. Gross Profit	$1,380,000	$1,300,000	$1,420,000
Est. Total OPEX (incl. Plan)	$1,390,000	$1,390,000	$1,390,000
Est. Total Net Income	($10,000)	($90,000)	$30,000
Avg Monthly Net Income	($667)	($6,000)	$2,000

Est. Total Revenue	$4,240,000
Est. Total COGS (Service Payroll)	$2,860,000
Est. Gross Profit	$1,380,000
Est. Total OPEX (incl. Plan)	$1,390,000
Est. Total Net Income	($10,000)
Avg Monthly Net Income	($667)

PLAN VIABILITY ASSESSMENT			
Feasibility Rating	VIABLE	AT RISK	VIABLE

Note: Downside scenario assumes 2x base churn with no mitigation. Actual downside likely moderated by contract protections (60-day notice) and proactive client retention during Ch.11 proceedings.