

**Independent Vet Clinic  
Financial Report  
(Weekly or Monthly)**

Checking Account	
Curent balance	16,144.63
Estimated deposits	24,971.67
<b>Expected balance</b>	<b>41,116.30</b>
Pending ACH-10 days	(9,360.24)
Expected Checks/EFT	(2,038.32)
Payroll-Written	
Payroll-Held for	(22,290.52)
Ending Balance	7,427.22

Credit Card	
	ACH Full
Curent balance	1,033.12
Anticipated Payments	1,033.12
Ending Balance	-
Credit Limit	10,000.00

Payments Received	
9/19-9/25	25,789.00
9/12-9/18	26,575.00
9/05-9/11	22,551.00
Total	74,915.00

Accounts Receivables		
As of	9/26/2019	9/18/2019
New	3,349.91	2,986.86
0-30	1,725.88	2,595.28
31-60	841.20	866.26
61-90	545.57	625.75
91-120	138.25	138.25
121-150	-	-
151+	29.53	29.53
Total	6,630.34	7,241.93

Vendors Paid Through ACH							
	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL	Pay
Financing CompanyACH 1st	551.71	0.00	0.00	0.00	0.00	551.71	551.71
Property Insurance	467.12	0.00	0.00	0.00	0.00	467.12	467.12
Heska Corporation	1,630.16	0.00	0.00	0.00	0.00	1,630.16	1,630.16
Electric CompanyACH	678.13	0.00	0.00	0.00	0.00	678.13	678.13
Cable ACH	80.15	0.00	0.00	0.00	0.00	80.15	
Zoetis ACH	1,990.07	0.00	11,421.96	0.00	0.00	13,412.03	5,000.00
	<b>5,397.34</b>	<b>0.00</b>	<b>11,421.96</b>	<b>0.00</b>	<b>0.00</b>	<b>16,819.30</b>	<b>8,327.12</b>

Vendors Paid through EFT or checks							
	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL	Pay
Bayer Wr EFT	0.00	1,070.26	0.00	0.00	0.00	1,070.26	
Printshop, Inc	91.80	335.60	0.00	0.00	0.00	427.40	427.40
Boehringer Ingelheim Wr Ck (Merial)	0.00	247.68	0.00	0.00	0.00	247.68	
Covetrus EFT	44.44	0.00	0.00	0.00	0.00	44.44	44.44
Heath Plan EFT	0.00	3,543.69	0.00	0.00	0.00	3,543.69	
Pet Crematory, Inc.	0.00	450.00	0.00	0.00	0.00	450.00	450.00
Laboratories EFT	0.00	2,556.65	0.00	0.00	0.00	2,556.65	1,004.74
Royal Canin USA, Inc.	0.00	579.58	0.00	0.00	0.00	579.58	111.74
	<b>136.24</b>	<b>8,783.46</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>8,919.70</b>	<b>2,038.32</b>

# Independent Vet Clinic Score Card

2019 - 9/14-9/20	IVC A		IVC A 2018		IVC B		IVC B 2018		IVC C		IVC C 2018		IVC D		IVC D 2018	
2018 - 9/15-9/21																
Revenue	\$17,127.07		\$11,890.18		\$24,819.34		\$25,199.73		\$19,083.63		\$20,393.61		\$9,095.51		\$7,750.25	
Invoices	127		117		216		214		165		203		74		75	
ACT	\$134.86		\$101.63		\$114.90		\$117.76		\$115.66		\$100.46		\$122.91		\$103.34	
Drug Purchases	\$3,255.00		\$1,201.00		\$3,251.00		\$1,995.00		\$3,491.00		\$3,586.00		\$1,079.00		\$1,228.00	
%Drugs	19%		10%		13%		8%		18%		18%		12%		16%	
Payroll Regular Hours	168.51		129.69		307.74		274.45		182.03		207.74		137.52		137.47	
Payroll Expense	\$8,134.07		\$4,110.64		\$9,845.49		\$8,687.35		\$6,370.33		\$6,252.62		\$2,951.29		\$3,736.30	
Overtime Hours	0.00		0		0.73		16.37		0.00		4		0.00		12.94	
Hours/Invoice	1.33		1.11		1.42		1.28		1.10		1.02		1.86		1.83	
%Payroll	47%		35%		40%		34%		33%		31%		32%		48%	
Cleaning Supplies	\$0.00		\$51.94		\$20.54		\$308.30		\$0.00		\$285.90		\$0.00		\$0.00	
Office supplies	\$16.09		\$72.80		\$183.55		\$597.97		\$48.49		\$23.14		\$59.28		\$291.38	
New Clients	5		3		18		19		9		21		5		11	
New emails	4		11		16		18		7		21		2		9	
	Current Week		Prior Week		Current Week		Prior Week		Current Week		Prior Week		Current Week		Prior Week	
Appointment Seen	69		63		105		118		92		107		33		4	
Fecals Ran	8	12%	14	20%	18	17%	19	18%	13	14%	15	16%	10	30%	2	6%
Nail Trims Done	9	13%	17	25%	15	14%	23	22%	19	21%	20	22%	5	15%	2	6%
4DX Ran	11	16%	6	9%	16	15%	13	12%	7	8%	11	12%	1	3%	0	0%
DNA Test	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Microchip Sold	2	3%	1	1%	2	2%	0	0%	4	4%	1	1%	1	3%	0	0%
Past Due Pets	6		3		1		5		2		2		1		0	
Past Due Reminders	6		9		21		15		12		11		0		0	

# IVC Doctor Scorecard

## (weekly or monthly)

	Doc 1	Doc 2	Doc 3	Doc 4	Total
Fecals					0
Dentals					0
X-Rays					0
Ultrasounds					0
Office Visits					0
Laboratory					0
Surgery					0
Emergency Fee					0
Aged A/R					0
					0
	0	0	0	0	0

**Independent Veterinary Clinic**  
**January 2018 Key Ratios**

	Industry Top Hospitals	Industry Avg Hospital	2018 Goals	Jan-18	Jan-18	YTD 2018	YTD 2017	Controller Notes:
<b>Direct Costs-% of Income</b>	<b>21.2%</b>	<b>22.7%</b>	<b>22.0%</b>	<b>22.8%</b>	<b>22.0%</b>	<b>24.1%</b>	<b>26.6%</b>	Right at industry average
<b>Income/Expense Ratios</b>								
Inside Lab			4.00	2.88	2.81	3.22		Increase pricing for inside lab
Outside Lab			2.50	2.17	2.01	2.01		
Pharmacy			2.50	2.12	3.81	3.06		
<b>Total Professional Services</b>			<b>5.50</b>	<b>4.08</b>	<b>5.02</b>	<b>4.36</b>		
Total Diets			1.50	1.25	1.34	1.32		
Retail Drugs & Supplies			1.50	0.75	0.32	0.62		Low ratio here-do we need to reclass income or CGS items?
<b>Total Ancillary Services</b>			<b>1.60</b>	<b>2.73</b>	<b>2.69</b>	<b>3.03</b>		
<b>Compensation Costs-% of Income</b>	<b>33.1%</b>	<b>38.1%</b>	<b>37.0%</b>	<b>43.2%</b>	<b>52.3%</b>	<b>44.3%</b>	<b>42.4%</b>	
Paraprofessional Labor	16.2%	17.8%	17.5%	21.3%	23.3%	19.7%	19.2%	
Veterinarian	16.9%	20.3%	19.5%	22.0%	29.0%	24.6%	23.2%	
Payroll Taxes, Fringe Benefits	4.9%	6.2%	6.0%	4.5%	13.1%	6.4%	5.0%	
<b>Total Compensation w/ Benefits</b>	<b>38.0%</b>	<b>44.3%</b>	<b>43.0%</b>	<b>47.8%</b>	<b>65.5%</b>	<b>50.7%</b>	<b>47.5%</b>	Payroll percentage slightly high
<b>Indirect Costs-% of Income</b>	<b>15.0%</b>	<b>16.7%</b>	<b>14.0%</b>	<b>14.2%</b>	<b>15.0%</b>	<b>13.6%</b>	<b>60.3%</b>	Good here!
Advertising & Marketing	<b>1.0%</b>	<b>1.0%</b>	1.5%	1.2%	1.2%	1.1%	1.2%	
Fee Income Collection Costs	<b>2.0%</b>	<b>2.0%</b>	2.0%	1.8%	2.2%	1.8%	1.8%	
Rent & Facility Expenses	<b>9.3%</b>	<b>10.0%</b>	7.0%	8.1%	9.2%	7.4%	6.5%	
Administrative Costs	<b>2.0%</b>	<b>2.8%</b>	3.0%	2.5%	1.5%	2.5%	3.0%	
Other Employee Expenses	<b>0.7%</b>	<b>0.9%</b>	0.5%	0.6%	0.8%	0.8%	0.3%	
<b>EBITDA-% of Income (Pre-officer Exp)</b>	<b>25.8%</b>	<b>16.3%</b>	<b>21.0%</b>	<b>19.8%</b>	<b>-2.5%</b>	<b>11.6%</b>	<b>13.1%</b>	Great improvement over prior January
Interest Expense			3.5%	2.8%	3.2%	2.8%	3.2%	
<b>Net Income-% of Income</b>			<b>18.0%</b>	<b>-3.0%</b>	<b>-9.0%</b>	<b>5.7%</b>	<b>5.7%</b>	

	Industry Top Hospitals	Industry Avg Hospital	Prior Year	Actual	Controller Notes:
Revenue	\$ 211,869	\$ 197,476	\$ 331,351	\$ 337,799	
YTD Revenue-2017			\$ 4,019,337	\$ 4,365,324	
Daily Average	\$ 6,834.48	\$ 6,370.19	\$ 13,254.03	\$ 13,511.96	
YTD Daily Average-2017				\$ 14,599.75	
Total invoices for Month	1379	1,276		2,363	
Average Invoice for Month	\$ 155.00	\$ 145.00		\$ 142.95	
YTD invoices				32,203	
YTD Average Invoice-2017				\$ 135.56	
Transaction Daily Average for Month	45.2	41.8		90.9	
Transaction Daily Average YTD				107.7	Improvements here will increase bottom line!

**Sample Veterinary Hospital**  
**Profit and Loss**  
January 2018

	Total						Notes
	Jan 2018	% of Income	Jan 2017 (PY)	% of Income	Change	% Change	
<b>Income</b>							
<b>5000 Professional Services Revenue</b>							
5001 Vaccine Revenue	24,468	7.2%	33,004	10.0%	(8,536)	-25.9%	
5010 Exam Revenue	56,635	16.8%	46,398	14.0%	10,237	22.1%	
5020 Hospitalization & Treatment Rev	8,853	2.6%	10,921	3.3%	(2,068)	-18.9%	
5025 Fluid Therapy Revenue	1,466	0.4%	-	0.0%	1,466		
5030 Diagnostic Revenue	1,760	0.5%	-	0.0%	1,760		
5050 Mortuary Revenue	3,240	1.0%	4,225	1.3%	(985)	-23.3%	
5060 Behavior Revenue	25	0.0%	-	0.0%	25		
5070 Alternative Medicine Revenue	526	0.2%	-	0.0%	526		
5095 Medical Waste Revenue		0.0%		0.0%	-		
<b>Total 5000 Professional Services Revenue</b>	<b>96,974</b>	<b>28.7%</b>	<b>94,548</b>	<b>28.5%</b>	<b>2,426</b>	<b>2.6%</b>	
<b>5100 Pharmacy Revenue</b>							
5105 FDA Prescription Meds, Pill, Cap etc	48,964	14.5%	45,503	13.7%	3,462	7.6%	
5110 Injection Revenue	21,295	6.3%	11,836	3.6%	9,458	79.9%	
5115 FDA Prescription Flea/Tick Rev	10,263	3.0%	15,953	4.8%	(5,690)	-35.7%	
5120 FDA Prescription Combo HW Rev	20,483	6.1%	26,071	7.9%	(5,587)	-21.4%	
5130 Internet Pharmacy Revenue	493	0.1%		0.0%	493		
<b>Total 5100 Pharmacy Revenue</b>	<b>101,499</b>	<b>30.0%</b>	<b>99,363</b>	<b>30.0%</b>	<b>2,136</b>	<b>2.1%</b>	
<b>5200 Dietary Product Revenue</b>							
5201 Prescription Diet Revenue	10,908	3.2%	7,303	2.2%	3,605	49.4%	
5202 Non Prescription Diet Revenue	424	0.1%	6,778	2.0%	(6,355)	-93.7%	
<b>Total 5200 Dietary Product Revenue</b>	<b>11,332</b>	<b>3.4%</b>	<b>14,081</b>	<b>4.2%</b>	<b>(2,749)</b>	<b>-19.5%</b>	
<b>5300 Laboratory Services Revenue</b>							
5301 In-House Lab Revenue	33,394	9.9%	35,294	10.7%	(1,900)	-5.4%	
5302 Outside Lab Revenue	12,425	3.7%	12,719	3.8%	(295)	-2.3%	
<b>Total 5300 Laboratory Services Revenue</b>	<b>45,819</b>	<b>13.6%</b>	<b>48,014</b>	<b>14.5%</b>	<b>(2,195)</b>	<b>-4.6%</b>	
<b>5400 Imaging Revenue</b>							
5403 X-Ray Revenue	13,830	4.1%	14,716	4.4%	(886)	-6.0%	
5404 Dental X-Ray Revenue	1,868	0.6%	-	0.0%	1,868		
5410 Ultrasound Services Revenue	1,875	0.6%	1,400	0.4%	475	33.9%	
5420 Specialist Imaging Consult Revenue	56	0.0%		0.0%	56		
<b>Total 5400 Imaging Revenue</b>	<b>17,629</b>	<b>5.2%</b>	<b>16,116</b>	<b>4.9%</b>	<b>1,513</b>	<b>9.4%</b>	
<b>5500 Surgery Services Revenue</b>	<b>29,357</b>	<b>8.7%</b>	<b>26,750</b>	<b>8.1%</b>	<b>2,607</b>	<b>9.7%</b>	
<b>5600 Anesthesia Services Revenue</b>	<b>12,006</b>	<b>3.6%</b>	<b>11,664</b>	<b>3.5%</b>	<b>342</b>	<b>2.9%</b>	
<b>5700 Dentistry Revenue</b>	<b>11,516</b>	<b>3.4%</b>	<b>9,096</b>	<b>2.7%</b>	<b>2,421</b>	<b>26.6%</b>	
<b>5800 Ancillary/Other Prod &amp; Svc Rev</b>							
5801 OTC Prod,Shamp,Nutraceuticals	2,432	0.7%	19	0.0%	2,412	12434.7%	
5802 Pet Supplies Retail Revenue	463	0.1%	1,254	0.4%	(791)	-63.1%	
5803 Non FDA Flea&Tick Ctrl Rev	359	0.1%	-	0.0%	359		
5804 Internet Ancillary Product Rev		0.0%	-	0.0%	-		
<b>Total 5800 Ancillary/Other Prod &amp; Svc Rev</b>	<b>3,253</b>	<b>1.0%</b>	<b>1,274</b>	<b>0.4%</b>	<b>1,980</b>	<b>155.4%</b>	
<b>5825 Boarding Services Revenue</b>	<b>12,691</b>	<b>3.8%</b>	<b>12,472</b>	<b>3.8%</b>	<b>219</b>	<b>1.8%</b>	
<b>5850 Grooming Services Revenue</b>	<b>9,491</b>	<b>2.8%</b>	<b>12,035</b>	<b>3.6%</b>	<b>(2,544)</b>	<b>-21.1%</b>	
<b>5900 Fee Discounts &amp; Client Returns</b>		0.0%	-	0.0%	-		
5905 Fee Discounts	(12,089)	-3.6%	(14,060)	-4.2%	1,971	14.0%	
5910 Returns & Allowances	(1,677)	-0.5%	-	0.0%	(1,677)		
<b>Total 5900 Fee Discounts &amp; Client Returns</b>	<b>(13,767)</b>	<b>-4.1%</b>	<b>(14,060)</b>	<b>-4.2%</b>	<b>293</b>	<b>2.1%</b>	
<b>Total Income</b>	<b>337,799</b>	<b>100.0%</b>	<b>331,351</b>	<b>100.0%</b>	<b>6,448</b>	<b>1.9%</b>	
<b>Cost of Goods Sold</b>							
<b>6000 Cost of Professional Services</b>							
6001 Vaccine Costs	2,537	0.8%	3,523	1.1%	(986)	-28.0%	
6020 Exam,Hosp & Treatmt Costs	323	0.1%	2,900	0.9%	(2,577)	-88.9%	
6025 Fluid Therapy Costs	1,087	0.3%	1,861	0.6%	(774)	-41.6%	
6050 Animal Disposal/Mortuary Costs	360	0.1%	-	0.0%	360		
6095 Medical Waste Disposal	178	0.1%	67	0.0%	111	165.7%	
6098 Large Animal Costs		0.0%	124	0.0%	(124)	-100.0%	
<b>Total 6000 Cost of Professional Services</b>	<b>4,485</b>	<b>1.3%</b>	<b>8,475</b>	<b>2.6%</b>	<b>(3,989)</b>	<b>-47.1%</b>	
<b>6100 Pharmacy Costs</b>							
6105 FDA Prescription Meds, Pills, Caps Etc	28,719	8.5%	8,162	2.5%	20,558	251.9%	

6110 Injection Costs	5,185	1.5%	3,683	1.1%	1,501	40.8%
6115 FDA Prescript Flea/Tick NON HW	5,675	1.7%	3,025	0.9%	2,649	87.6%
6120 FDA Prescript Combo HW/Parasite	8,378	2.5%	11,232	3.4%	(2,854)	-25.4%
6130 Internet Pharmacy Costs	30	0.0%		0.0%	30	
<b>Total 6100 Pharmacy Costs</b>	<b>47,986</b>	<b>14.2%</b>	<b>26,102</b>	<b>7.9%</b>	<b>21,884</b>	<b>83.8%</b>
<b>6200 Dietary Product Costs</b>						
6201 Prescription Diet Costs	9,034	2.7%	10,536	3.2%	(1,502)	-14.3%
<b>Total 6200 Dietary Product Costs</b>	<b>9,034</b>	<b>2.7%</b>	<b>10,536</b>	<b>3.2%</b>	<b>(1,502)</b>	<b>-14.3%</b>
<b>6300 Laboratory Costs</b>						
6301 In House Lab costs	11,584	3.4%	12,570	3.8%	(985)	-7.8%
6302 Outside Lab Costs	5,737	1.7%	6,328	1.9%	(591)	-9.3%
<b>Total 6300 Laboratory Costs</b>	<b>17,321</b>	<b>5.1%</b>	<b>18,898</b>	<b>5.7%</b>	<b>(1,577)</b>	<b>-8.3%</b>
<b>6500 Surgery Costs</b>	<b>1,596</b>	<b>0.5%</b>	<b>3,094</b>	<b>0.9%</b>	<b>(1,498)</b>	<b>-48.4%</b>
6600 Anesthesia Costs	2,102	0.6%	1,506	0.5%	595	39.5%
6700 Dentistry Costs	266	0.1%		0.0%	266	
6800 Ancillary Costs		0.0%		0.0%	-	
6801 OTC Prod,Shamp,Nutraceuticals	3,844	1.1%	3,710	1.1%	134	3.6%
6802 Pet Supplies Cost	478	0.1%	320	0.1%	158	49.3%
<b>Total 6800 Ancillary Costs</b>	<b>4,322</b>	<b>1.3%</b>	<b>4,030</b>	<b>1.2%</b>	<b>292</b>	<b>7.2%</b>
6825 Boarding Costs	43	0.0%		0.0%	43	
6850 Grooming Costs	59	0.0%	242	0.1%	(182)	-75.5%
<b>Total Cost of Goods Sold</b>	<b>87,215</b>	<b>25.8%</b>	<b>72,884</b>	<b>22.0%</b>	<b>14,331</b>	<b>19.7%</b>
<b>Gross Profit</b>	<b>250,584</b>	<b>74.2%</b>	<b>258,467</b>	<b>78.0%</b>	<b>(7,882)</b>	<b>-3.0%</b>
<b>Expenses</b>						
<b>7000.0 Labor Expenses</b>						
<b>7000.00 Veterinarian Compensation</b>						
<b>7000 Owner DVM Production Comp</b>						
7001 Officer's PR-Peurifoy	17,341	5.1%	21,257	6.4%	(3,916)	-18.4%
7002 Officer's PR-Robinson	17,288	5.1%	21,192	6.4%	(3,904)	-18.4%
<b>Total 7000 Owner DVM Production Comp</b>	<b>34,629</b>	<b>10.3%</b>	<b>42,449</b>	<b>12.8%</b>	<b>(7,820)</b>	<b>-18.4%</b>
7080 Non-Owner DVM Comp	54,776	16.2%	52,695	15.9%	2,081	3.9%
7083 Relief Veterinarians	1,306	0.4%		0.0%	1,306	
7085 Veterinary Specialist Costs	5,315	1.6%	976	0.3%	4,339	444.6%
<b>Total 7000.00 Veterinarian Compensation</b>	<b>96,026</b>	<b>28.4%</b>	<b>96,119</b>	<b>29.0%</b>	<b>(93)</b>	<b>-0.1%</b>
<b>7100.0 Paraprofessional Compensation</b>						
7130 Registered Technicians	1,926	0.6%	4,766	1.4%	(2,840)	-59.6%
7135 Veterinary/Technician Assts	30,042	8.9%	29,359	8.9%	683	2.3%
7160 Administrative Personnel/Practice Mgr.	23,289	6.9%	28,356	8.6%	(5,067)	-17.9%
7170 Groomers	2,456	0.7%	3,199	1.0%	(742)	-23.2%
7175 Kennel Assistants	14,131	4.2%	11,575	3.5%	2,556	22.1%
<b>Total 7100.0 Paraprofessional Compensation</b>	<b>71,844</b>	<b>21.3%</b>	<b>77,255</b>	<b>23.3%</b>	<b>(5,410)</b>	<b>-7.0%</b>
<b>7200.0 Employer Payroll Taxes</b>						
7210 FICA Tax-Employers Portion	11,402	3.4%	13,013	3.9%	(1,611)	-12.4%
7220 Federal Unemployment Tax	614	0.2%	779	0.2%	(165)	-21.2%
7230 State Unemployment Tax	1,559	0.5%	2,918	0.9%	(1,360)	-46.6%
<b>Total 7200.0 Employer Payroll Taxes</b>	<b>13,574</b>	<b>4.0%</b>	<b>16,710</b>	<b>5.0%</b>	<b>(3,136)</b>	<b>-18.8%</b>
<b>7300.0 Employee Fringe Benefits</b>						
7300 Employee Benefit Programs	(6,897)	-2.0%	2,600	0.8%	(9,497)	-365.2%
7310 ER Profit Sharing Contribution	48	0.0%		0.0%	48	
7311 Simple IRA contribution	4,059	1.2%	18,129	5.5%	(14,070)	-77.6%
<b>Total 7310 ER Profit Sharing Contribution</b>	<b>4,106</b>	<b>1.2%</b>	<b>18,129</b>	<b>5.5%</b>	<b>(14,023)</b>	<b>-77.3%</b>
7340 Worker's Compensation Insurance		0.0%	367	0.1%	(367)	-100.0%
7360 Continuing Ed & Vet Subscript		0.0%	5,743	1.7%	(5,743)	-100.0%
7365 Travel & Lodging	4,338	1.3%		0.0%	4,338	
<b>Total 7300.0 Employee Fringe Benefits</b>	<b>1,548</b>	<b>0.5%</b>	<b>26,839</b>	<b>8.1%</b>	<b>(25,291)</b>	<b>-94.2%</b>
<b>Total 7000.0 Labor Expenses</b>	<b>182,993</b>	<b>54.2%</b>	<b>216,923</b>	<b>65.5%</b>	<b>(33,931)</b>	<b>-15.6%</b>
<b>7400.0 Other Employee Costs</b>						
7440 Business Meals & Entertainment	707	0.2%	2,256	0.7%	(1,549)	-68.7%
7445 Staff Parties & Events	194	0.1%		0.0%	194	
7450 Employee Recruitment Exp	979	0.3%		0.0%	979	
7460 Laundry & Uniforms	139	0.0%	452	0.1%	(313)	-69.3%
<b>Total 7400.0 Other Employee Costs</b>	<b>2,019</b>	<b>0.6%</b>	<b>2,708</b>	<b>0.8%</b>	<b>(689)</b>	<b>-25.5%</b>
<b>7500.0 Facility &amp; Equipment Costs</b>						
7500 Rent on Practice Real Estate	16,000	4.7%	16,000	4.8%	-	0.0%
7510 Rent on Business Equipment	310	0.1%	300	0.1%	11	3.6%
7520 Maintenance Expense	274	0.1%	450	0.1%	(176)	-39.1%
7530 Service Contracts	2,166	0.6%	110	0.0%	2,056	1869.5%

7540 Housekeeping & Janitorial	1,807	0.5%	1,626	0.5%	181	11.2%
7570 Repairs	962	0.3%	3,594	1.1%	(2,632)	-73.2%
7580 Prop Casualty Liab Insurance	25	0.0%	5,689	1.7%	(5,664)	-99.6%
7590 Real Estate Taxes	1,589	0.5%		0.0%	1,589	
7660 Utilities	2,285	0.7%	2,979	0.9%	(694)	-23.3%
7670 Telephone	831	0.2%	(136)	0.0%	967	711.4%
7671 Cellular Phone	1,096	0.3%		0.0%	1,096	
Total 7670 Telephone	1,927	0.6%	(136)	0.0%	2,063	1518.2%
Total 7500.0 Facility & Equipment Costs	27,347	8.1%	30,612	9.2%	(3,265)	-10.7%
7700 Administrative Costs						
7705 Licenses and Permits	731	0.2%		0.0%	731	
7710 Use Tax Paid	4	0.0%		0.0%	4	
7725 Veterinary & Professional Dues	675	0.2%	30	0.0%	645	2150.0%
7735 Business Gift & Flowers	403	0.1%		0.0%	403	
7740 Charitable Contributions	500	0.1%		0.0%	500	
7745 Computer Supplies		0.0%	277	0.1%	(277)	-100.0%
7750 Office Supplies	3,461	1.0%	2,773	0.8%	689	24.8%
7755 Postage Expense	306	0.1%	383	0.1%	(77)	-20.1%
7765 Accounting Expense	1,750	0.5%	735	0.2%	1,015	138.1%
7775 Payroll Services Expense	676	0.2%	282	0.1%	394	139.9%
7785 Legal Services		0.0%	350	0.1%	(350)	-100.0%
Total 7700 Administrative Costs	8,506	2.5%	4,829	1.5%	3,677	76.1%
7800 Advertising & Promotion	4,182	1.2%	4,098	1.2%	85	2.1%
7900 Fee Income Collection Costs		0.0%		0.0%	-	
7905 Bank Charges	129	0.0%	521	0.2%	(392)	-75.2%
7910 Credit Card Merchant Fees	3,770	1.1%	3,417	1.0%	353	10.3%
7915 Care Credit Service Fees	2,083	0.6%	3,152	1.0%	(1,069)	-33.9%
7930 Bad Debts		0.0%	339	0.1%	(339)	-100.0%
Total 7900 Fee Income Collection Costs	5,983	1.8%	7,429	2.2%	(1,446)	-19.5%
Total Expenses	231,029	68.4%	266,599	80.5%	(35,569)	-13.3%
Net Operating Income (EBITDA)	19,555	5.8%	(8,132)	-2.5%	27,687	340.5%
Other Income						
Other Miscellaneous Revenue		0.0%		0.0%	-	
9000 Miscellaneous Revenue		0.0%	4,065	1.2%	(4,065)	-100.0%
9035 Client Service Charge Revenue	184	0.1%	217	0.1%	(34)	-15.5%
Total Other Miscellaneous Revenue	184	0.1%	4,282	1.3%	(4,098)	-95.7%
Total Other Income	184	0.1%	4,282	1.3%	(4,098)	-95.7%
Other Expenses						
8000 Depreciation Expense	3,010	0.9%	3,010	0.9%	-	0.0%
8050 Amortization Expense	11,794	3.5%	11,794	3.6%	-	0.0%
Interest Expense		0.0%		0.0%	-	
9080 Interest Expense/Bank Financed	9,505	2.8%	10,208	3.1%	(703)	-6.9%
9085 Interest Expense/Lease Financed	95	0.0%	361	0.1%	(266)	-73.6%
Total Interest Expense	9,600	2.8%	10,569	3.2%	(969)	-9.2%
Other Miscellaneous Expense		0.0%		0.0%	-	
9050 Fines & Penalties		0.0%	500	0.2%	(500)	-100.0%
9060 Officer Life Insurance	5,347	1.6%		0.0%	5,347	
Total Other Miscellaneous Expense	5,347	1.6%	500	0.2%	4,847	969.5%
Total Other Expenses	29,752	8.8%	25,873	7.8%	3,878	15.0%
Net Other Income	(29,568)	-8.8%	(21,591)	-6.5%	(7,977)	-36.9%
Net Income	(10,013)	-3.0%	(29,723)	-9.0%	19,710	66.3%



# Independent Veterinary Clinic

## Balance Sheet

As of January 31, 2018

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1020 Cash on Hand	125
1050 Cash in Bank-Wells Fargo	349,483
1060 Cash in Bank-BofA	49,587
<b>Total Bank Accounts</b>	399,195
<b>Accounts Receivable</b>	
1300 Accounts Receivable	46,577
<b>Total Accounts Receivable</b>	46,577
<b>Other Current Assets</b>	
1350 Drug & Medical Supply Inventory	110,567
1650 Prepaid Expenses	7,946
<b>Total Other Current Assets</b>	118,513
<b>Total Current Assets</b>	564,286
<b>Fixed Assets</b>	
2000 Professional Medical Equipment	255,315
2100 Ofc Equip,Furniture & Fixtures	73,537
2175 Computer Software	14,780
2200 Leasehold Improvements	11,810
2450 Accumulated Depreciation	
2450-1 Accumulated Depr-Software	(7,035)
2450-3 Accumulated Depr-Furn & Fixture	(63,531)
2450-4 Accumulated Depr-Medical & SX	(265,682)
<b>Total 2450 Accumulated Depreciation</b>	(336,248)
<b>Total Fixed Assets</b>	19,194
<b>Other Assets</b>	
2520 Goodwill & Client Records	2,105,000
2580 Organizational & Startup Costs	17,932
2599 Accumulated Amortization	(459,968)
2700 Refundable Deposits	2,538
<b>Total Other Assets</b>	1,665,502
<b>TOTAL ASSETS</b>	<b>2,248,982</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Credit Cards</b>	
3010 Capital One Credit Card Payable	25,462
<b>Total Credit Cards</b>	25,462
<b>Other Current Liabilities</b>	
3005 Accrued Expenses	43,992
3150 Accrued payroll & Bonuses	62,260
3400 Sales Tax Payable	477
<b>Total Other Current Liabilities</b>	106,729
<b>Total Current Liabilities</b>	132,191
<b>Long-Term Liabilities</b>	



3800 LT Portion of Loans Payable	
3801 N/P-Bank of America	2,087,637
3802 N/P-Carolina Premier Bank	34,684
3803 Idexx Snapshot Lease Payable	16,937
Total 3800 LT Portion of Loans Payable	<u>2,139,258</u>
Total Long-Term Liabilities	<u>2,139,258</u>
Total Liabilities	2,271,449
Equity	
4000 Capital Stock	2,000
4200 Accumulated Adjustments Acct	403,151
4300 Shareholder Distributions	
4301 Distributions-Peurifoy	(208,802)
4302 Distributions-Robinson	(208,802)
Total 4300 Shareholder Distributions	<u>(417,605)</u>
Net Income	<u>(10,013)</u>
Total Equity	<u>(22,467)</u>
TOTAL LIABILITIES AND EQUITY	<u><u>2,248,982</u></u>