



3-year Business Plan

Amy Keehner, M.S., D.V.M

Jon Keehner, Ph.D.

owners

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Executive Summary

Our mission

Salmon River Mobile Veterinary Clinic aims to provide access to knowledgeable, compassionate, high quality mobile veterinary services, including spay and neuter, vaccinations, dental care, nutritional consultation, wellness exams, soft-tissue surgery, diagnostic exams, small animal medicine and end of life care to small animal and companion animal owners in rural west-central Idaho.

Target market

Our targeted market includes pet owners in Adams County, the northern half of Valley County and the southern half of Idaho County. Our mobile veterinary service provides care options for those who have found veterinary care difficult to obtain due to the retirement or relocation of qualified veterinarians in the market, those who may find the travel distance to the nearest veterinary clinic is too great and those who find the convenience of a mobile, “meet-up” or local walk-in veterinary appointment appealing. Multiple veterinarians in the targeted market are approaching retirement or have retired, moved out of the area, or merged practices. This shift away from market saturation provides an opportunity to fulfill increasing demand for veterinary services in the targeted market.

Financial projections and future growth summary

The veterinary industry in the United States is expecting to see 16% growth between 2019 and 2029 as pet ownership continues to increase. Idaho currently ranks 1st in the nation with the highest number of dogs per household and Idaho ranks 8th in the nation in numbers of cats per household. Idaho is the fastest growing state in the country and post-pandemic demographics suggest the enormous influx of people relocating to Idaho from other states will continue. Currently, the potential small-animal veterinary services market in the northern Valley County, Adams County and Southern portion of Idaho County is valued at \$1,678,348 when calculated using the American Veterinary Medical Association (AVMA) model to estimate potential market size (See Appendix 1). Salmon River Mobile Vet Clinic expects to capture 8.2% of that market in the first year, 11.48% (40% year-over-year market capture growth) the second year and 14.35% (25% year-over-year market capture growth) by the third. Based on growth projections within the targeted market and the increase in potential market share, Salmon River Mobile Vet Clinic expects to generate ~\$137,624 (year 1); ~\$194,492 (year 2) and ~\$245,408 (year 3) in gross revenue.

Company Description

Principal Members

Amy Keehner, DVM — owner, Veterinarian

Jonathan Keehner, PhD — owner, Operations Manager

History

Salmon River Mobile Vet Clinic is a new, start-up business. The principal owners, Amy and Jon Keehner have lived in the area for nearly 6 years. The principal veterinarian, Amy Keehner, graduated from the University Idaho with a B.S. in Wildlife Resources, an M.S. in Animal and earned her Doctor of Veterinary Medicine from Ross University, completing her clinical year at Oregon State University, College of Veterinary Medicine. She practiced as a veterinarian in Clarkston, Washington prior to moving into the New Meadows area full time to open a mobile veterinary clinic. Jon Keehner graduated from the University of Idaho with a B.S. in Wildlife Resources, earned an M.S. in Natural Resource Sciences from Washington State University and a Ph.D. in Carnivore Ecology from Washington State University. Both principal owners have published in peer-reviewed scientific journals and have experience owning small business prior to this venture.

Mission Statement

To provide convenient, knowledgeable, compassionate, high quality, long-term mobile veterinary care to small animal and companion animal pets in rural west-central Idaho.

Market Outlook

Mobile Veterinary Industry Overall

Salmon River Mobile Vet Clinic will join the "Mobile" Veterinary industry. Historically, "mobile" veterinary services only included "house calls" or farm and ranching large animal care. Small animal mobile veterinary medicine was limited to simple vaccinations, consultations and "first-aid." Complex veterinary procedures such as soft tissue surgery, spaying and neutering and complicated diagnostic issues required small animal pet owners to bring their pets into a "brick and mortar" location for veterinary care. Advances in mobile veterinary equipment, the ability to tap into mobile wireless information technology and focused rural veterinary practice education now allow veterinarians to bring these more complex and essential services to the customer, without the customer having to travel to a brick and mortar clinic.

Veterinary Customer Demographic: *USA*

Our demographic consists of pet owners seeking veterinary care. According to the AVMA, a few, specific characteristics correlate very strongly with this demographic:

There is a strong correlation between community "type" and pet ownership. The rate of pet ownership is lowest among city dwellers and highest in rural areas.

Home owners are considerably more likely to own pets than renters.

The composition of dwellers within a home strongly correlates to pet ownership. Family units are much more likely to own pets than single dwellers or roommates.

Nationally, 38.4% of households own at least one dog, averaging 1.6 dogs per household. The national average for cats per household is 25% of households in the United States own at least 1 cat, and the average cat owning household owns 1.8 cats.

Veterinary Customer Demographic: *West-Central Idaho*

The target customers for Salmon River Mobile Vet Clinic are cat and dog owners in the northern half of Valley county (50% of potential households), all of Adams county (100% of potential households) and the southwestern portion of Idaho county (25% of potential households.) The demographics in the targeted west-central Idaho market exceed the national averages in all categories, suggesting the market is well suited for a mobile veterinary clinic:

Home ownership rates in Adams County (80.3% 2015-2019), Idaho County (76.7% 2015-2019) and Valley County (80.8% 2015-2019) are higher than the Idaho average (70.7% in 2018) and much higher than the national average (63.9% in 2018).

In Idaho, 58.3% of households own at least one dog (compared to USA 38.4%) and average 1.7 dogs per dog owning household (compared to USA 1.6). Idaho ranks #1 (highest) among the fifty states in dog owning households.

Cat ownership in Idaho is ranked 8th highest among the United States. 33.3% of households in Idaho own at least one cat (compared to 25% in the USA). The average number of cats per cat owning household is 2.0 (compared to 1.8 in the USA).

Using AVMA data to model the potential market size, we estimate our targeted potential market to have an annual value of at least **\$1,678,348**. (*See Appendix 1*).

Competitors

The west-central Idaho market has seen significant volatility in the number of veterinary care providers over the past 15 years.

Valley County

Data from the Idaho Secretary of State website indicate that Valley County has had seven providers of veterinarian services at any given time since 2006 and currently holds three. Two of the long-time providers (McCall and Donnelly areas) reached retirement age, merged, and sold to a non-profit provider (operating in Donnelly). One provider (from McCall) relocated to upstate New York in 2014 and one provider (from McCall) is unknown (business license is inactive as of 2011; Idaho Board of Veterinary Medicine lists license as inactive). Two others continue to provide services (in Cascade). This leaves two providers servicing southern Valley County, one servicing central Valley County and no active veterinary service provider in northern Valley County (McCall.)

Adams County

Data from the Idaho Secretary of State website and the Idaho Board of Veterinary Medicine website indicate that one veterinary provider is currently active (Council) and one veterinary provider closed in 2008 (New Meadows).

Idaho County

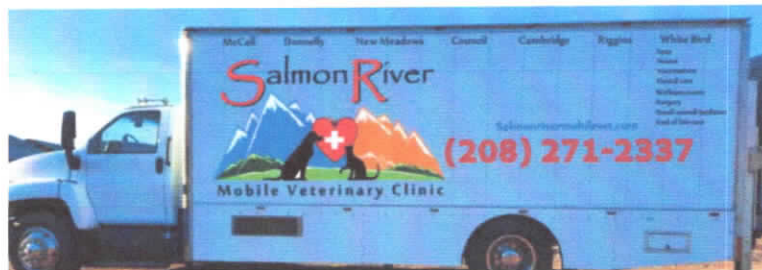
Data from the Idaho Secretary of State website and the Idaho Board of Veterinary Medicine website indicate that five veterinary clinics have operated within 75 miles of the southwest portion of Idaho County since 2008 and only three remain active. Of these, two are more than 50 miles from the targeted market (Ferdinand and Cottonwood), and one remains in Grangeville (20 miles from targeted market). One Grangeville clinic has closed and a veterinarian serving Riggins relocated out of the area in 2014.

Salmon River Mobile Vet Clinic Advantages

Salmon River Mobile Vet Clinic is the only full-service mobile veterinary clinic serving Adams county, northern Valley county and southern Idaho county.

Mobile truck

Salmon River Mobile Vet Clinic provides full veterinary services from a large, well equipped mobile box van. Our diesel powered, dual axle, 2 ½ ton, 32' mobile truck is outfitted with a surgery suite, exam table, wet table, portable ultrasound, blood and work-up lab and kennels. It is self-contained with a 40 gallon freshwater/greywater/blackwater plumbing system, a 7.5kW Onan generator, 4000 watt EMERGENCY power inverter, air-conditioning and propane heating system. A 1600 lb. capacity hydraulic lift allows us to also service customers confined to a manual or electric wheelchair.

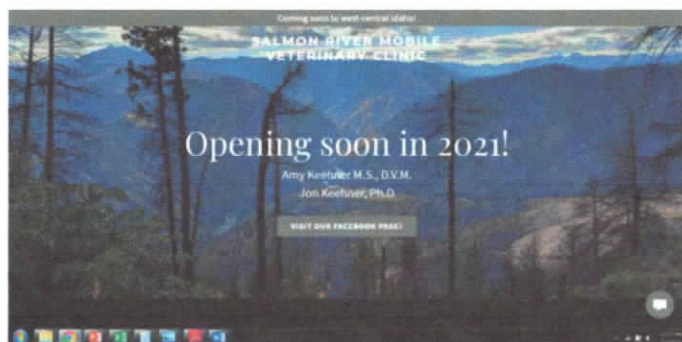


Website and Social Media management

Our website is professionally developed and managed by VetMarketing PRO. The marketing strategy employed by our online marketing management team targets three specific areas:

- 1) Optimized veterinary website
- 2) Management of targeted Google and Facebook ads
- 3) Search engine optimization

First, our plan seeks to optimize the information on our website to increase education and promote awareness of preventative care, nutritional health and the overall benefits to pet wellness



that come from regular veterinarian check-ups and developing a long term relationship with a veterinarian. Second, our online marketing team will manage targeted Facebook and Google Ads to maximize our exposure to that portion of the market seeking new or looking to change veterinary care providers. Third, our online management team will

optimize the design and layout of our website to maximize the number of "top tier" organic returns to our website from online searches.

Longevity

According to the AVMA, 85-90% % of veterinary customers remain with their current veterinarian because of the long term or potential long-term relationship that is able to develop between the veterinarian and the pet owner. Our goal is to remain actively involved with the west-central Idaho community for the at least the next 20-30 years. Our marketing plan includes community activism and involvement which will highlight our intentions to remain a part of the community for years to come.

Services

Mobile Veterinary Care

Services Include:

- Wellness exams
- Diagnostic exams
- Vaccinations
- Small animal medicine
- Soft tissue surgery
- Spay and neuter services
- End of life care
- Online pharmacy
- Online pet food and supply
- Emergency tele-medicine offered through VetTriage.com *TBD**

Pricing Structure

Salmon River Mobile Vet Clinic will be using the following labor categories and rates:

- Wellness Exams \$45
- Diagnostic Exams \$75 + lab fees
- Vaccinations \$25 and up
- Surgery \$150/hr
- Spay and neuter service \$80-\$350
- End of life care (euthanasia) \$100-\$200
- Mobile Service fee \$50 (25 mile radius from New Meadows) + \$0.70 per mile roundtrip beyond 25 mile radius

Marketing Strategy

The goals of our marketing strategy will be two-fold. First, we seek to increase our share of the existing targeted market. Second, we seek to increase the size of the potential market through customer education and promotion of specific pet wellness products.

Brand Recognition

Our professionally designed logo will be prominently displayed throughout our website, invoicing, letterhead and the outside of our mobile box van. Logo symmetry and brand recognition are hugely important components and will help establish our mobile vet clinic as the number source for mobile veterinary care in the targeted marketplace. An effective branding campaign will increase our share of the targeted market.



Community Involvement

The value of word of mouth advertising is often significantly underestimated. In our years of experience owning and being around small business we find word of mouth to be the most critical source within small, closely related communities such as this targeted market. The strength of local recommendations and maintaining a valued reputation is extremely important. These relationships allow us to garner feedback about the services our customers need and want and contribute to effective networking. In-person contact gives us the opportunity to educate and inform our customers with the latest pet wellness discoveries and innovations. To promote our community involvement we intend to employ the following strategies:

- Vaccine Clinic days in local communities
- Spay/neuter clinic days in local communities
- Local school sports/activity club sponsorships
- Local print media advertising
- Involvement with local shooting sports, sporting dog and hound hunting associations

Strong community involvement will result in both increased share of the current targeted market as well as the opportunity to increase and grow the overall expenditures within the market. Both of these outcomes will lead to greater pet wellness within the community and, in turn, positively impact the overall health of the region.

Social Media

In 2015, the "Millennial Generation" officially became the largest consumer demographic in the United States. Social media applications such as Facebook, Instagram and Twitter have exhibited increasing influence and market control through their platforms. From a purely business and commerce standpoint, social media companies are an integral part of any marketing strategy in today's business world. According to the United States Census Bureau, as of 2018 more than 78.3% of households in the Adams, Idaho and Valley County market have a computer with a broadband subscription. Enormous amounts of community interaction occur within these platforms. We have contracted with VetMarketing PRO to manage our Facebook page, post relevant content and develop effective ad campaigns to increase our share of the target market as well as educate and inform our customers, thereby increasing potential revenue *within* the targeted market. Our campaigns will specifically avoid polarizing or controversial issues and topics, remaining focused on our mission: *pet wellness and health*.

Search Engine Optimization

Our website and marketing partner VetMarketingPro will also manage our "Google for Business" page, optimize our website to appear in first in Google searches and create and manage targeted Google ads to increase our reach to potential customers. Although 85-90% of customers choose their veterinarian based on factors not presented in web searches, the importance of reaching those customers who search for keywords like "veterinarian New Meadows Idaho" or "vet near me" or "vet clinic McCall" cannot be overestimated. When pet owners decide to search for more convenient or more affordable veterinary care—Google is far and above their first choice. 99% of customers will call the first business that appears in their search.

Website

Our professionally maintained website is designed to provide pertinent and relevant information to our customers. Not only will it be used to attract and promote our business, but it will also contain links to forms, links to e-commerce (revenue generating) sites and provide information critical to our customer interactions. Nothing can replace face-to-face interactions but our website is being designed to also provide relevant, important and useful information to our customers during off-hours or when it is convenient for customers to view. A significant amount of websites in use today are poorly maintained (old or dead links) contain outdated material and simply seek to act as a "placeholder" for future use—that never materializes. Professional management and design of our website ensures that as our targeted consumers shift toward younger generations, our web experience will keep up with their expectations.

The following links will be promote our mission from our website:

Scratchpay

Scratchpay is an online financing company specializing in providing "instant approvals" for veterinary treatment when a customer may have difficulty covering services. Most medical emergencies are unforeseen and Scratchpay provides a convenient way for customers to cover these costs when they happen. Each incident requires an "approval" however funds are guaranteed within 2 business days.

Care-Credit

Care-Credit is a wider ranging financing option for customers. Care-Credit acts like a credit card and approves specific "credit limits" that a customer can use on a revolving basis. Customers can apply for a Care-Credit account and revolving credit line at any time. A specific treatment or procedure is not required. In order to mitigate our accounts receivables, we will educate and inform our customers about its availability so that unforeseen emergencies do not become overly complicated due to method of payment issues.

*Pumpkin Pet Health Insurance TBD**

We are currently negotiating with a number of pet health insurance providers and have not selected a provider at this time. In conjunction with our prioritization of preventative care, we will educate our customers and promote pet health insurance. Pet health insurance is one of the fastest growing segments of the insurance industry.

*Online pharmacy web-store and online pet supplies TBD**

We are currently negotiating a link-sharing agreement with VetSource to provide online pharmacy service and pet supplies through our webstore.

*VetTriage 24 hour telemedicine vet care TBD**

We are currently negotiating with VetTriage.com to provide 24-hour emergency telemedicine and triage.

Operational Plan

Human Resources

Salmon River Mobile Vet Clinic will be owned and operated by Amy and Jon Keehner. Toward the end of the first year (or as market conditions dictate) we will be seeking to hire a qualified veterinary technician. Amy and Jon will both travel and be present for all appointments. Management and operational responsibilities will fall upon Jon and Amy will solely focus on providing quality care to our customer's pets.

Day-to-day operations

From May through November we will be offering three distinct types of mobile veterinary services:

Mobile Service

Our mobile service includes driving to the customer's home and performing veterinary services from the mobile truck. These will incur an additional "mobile service fee" and will be contingent upon weather and other conditions (parking space, ability to turn truck around etc.) We will schedule these appointments as the market dictates.

Walk-In Appointments

Walk-in appointments will be offered to customers who need veterinary care but may not meet the requirements for us to safely bring the mobile truck to them. These appointments will occur at locations pre-determined and negotiated with surrounding communities. We are currently negotiating locations in the communities of White Bird, Riggins, New Meadows, McCall, Indian Valley and possibly Cambridge. These appointments will be on a "pre-arranged basis" only.

Emergency "Meet-up" Service

These appointments will be similar to walk-in appointments but will mostly be done on an emergency basis and scheduled temporally and geographically in between other mobile appointments.

From December through April we will be limiting services to Walk-In appointments at our remote community locations as weather and road conditions allow and at our centralized New Meadows walk-in location.

During the first 3 months of operation we will be open to take appointments from 10 AM until 6 PM Monday, Tuesday, Thursday and Friday. After we evaluate the logistical and operational fundamentals of the business model we will open up to a full 5 day per week with Saturdays as needed on a case-by-case basis.

Facilities

Administrative office

Our administrative office will be maintained near our home. The office will maintain centralized patient records, licensing information and act as a shipping and receiving hub for the business. The office will not be open to the public and no veterinary services or care will be performed at the location.

Storage and shop facility

Our 31' Chevrolet box van will be stored in a secure, heated shop with electrical service and shared restroom facility provided by the landlord. During winter months the shop location will also serve as a parking location for us to service customers. A "walk in" style clinic will also be available (from the mobile truck) a few times a month or as market conditions dictate. The site will also act as an occasional "meet-up" site to meet customers and patients who need immediate service and cannot wait until our mobile schedule can accommodate them.

31' Mobile veterinary truck

We currently own a 31' C7500 Chevrolet box van that is being outfitted with the following equipment:

- Mobile surgery suite*
- Mobile veterinary exam suite*
- Mobile Diagnostic Laboratory*
- Mobile Ultrasound*
- Mobile customer service center*
- Mobile holding kennels*
- Mobile pharmacy and vaccines*

The truck is currently owned "free and clear" by Jon and Amy Keehner and the outfitting of the truck is being done with cash-on-hand. No financing or encumbrances will be placed on the business. A vinyl graphic wrap is in the design stage and will be installed on the truck prior to opening.

Insurance

Commercial vehicle insurance- The truck is currently underwritten for storage insurance and will be insured fully for required liability, comprehensive and collision insurance.

Business Liability insurance- We are currently obtaining business liability insurance quotes and will maintain business liability insurance exceeding minimum legal requirements and will insure up to the limits an experienced agent recommends for our business.

Business umbrella policy- We are currently obtaining advice and counsel regarding a business umbrella policy. We intend to cover the business up to \$5 million.

AVMA veterinary malpractice insurance- We are currently obtaining malpractice insurance covering up to \$1million per claim and \$3million total limit.

Financial

We currently have a commercial checking account with Idaho First Bank in New Meadows.

Future Growth Strategy

Expected Targeted Market Capture 3-year Estimate

According to the AVMA, 10-15% of customers in a saturated market will switch veterinarians to seek better care or more convenient access. Based on these data, we estimate we will capture a minimum of 8.2% of the market by the end of the first year. These data assume the market is saturated with service providers and that every customer in the market is purchasing services. This scenario is highly unlikely in this targeted market for a couple of reasons, and therefore the potential to *exceed* 8.2%% market capture is very likely.

First, the large geographical gap between Grangeville (servicing a portion of our targeted market in the north) and Donnelly or Council (servicing the southern portions of our targeted market) suggests there is opportunity to engage with customers who may have stopped seeking or substantially decreased their utilization of veterinary care due to the retirement or relocation of veterinarians. We expect a significant portion of these customers will re-enter the market using our "walk-in" services proposed in the communities of White Bird, Riggins and New Meadows.

Second, the significant amount of time since the last veterinary services were available in this portion of the targeted market creates "resistance" by customers to seek preventative care or to establish long term relationships with veterinarians. Customers are often hesitant unless they see evidence the veterinarian or clinic will be practicing in the area for the "long term." As part of our marketing strategy, we intend to demonstrate our long term commitment to servicing the area for the next 20-30 years through community involvement and eventually opening a "brick and mortar" location in the geographical center of our targeted market, New Meadows.

As a result, we expect to capture *at least* 8.2% of the potential targeted market in the first year. During the second year, new businesses typically see year-over-year growth of at least 40%. We conservatively estimate our market share will increase by 40% to at least 11.48% of the targeted market. During the third year, new business continue to grab market share, however the rate of growth usually declines 5-10% below the growth rate of the second year. We estimate our third year market capture percentage will grow by 25% resulting in at least 14.35% market capture.

Opportunities to increase revenue within targeted market

Increasing revenue *within* a targeted market equates to increasing the average number of dollars a customer will spend on veterinary care. Unlike market share capture, increasing the revenue within the targeted market relies on communication to promote the *benefits* of specific products and services to the customer, that are traditionally underutilized in the veterinary services market and ultimately, how these products and services benefit their pets.

Feline market opportunity

Average annual expenditures by cat owners are significantly lower than dogs. Most of this disparity

is due to the difficulty cat owners experience transporting cats to a brick and mortar clinic. Outward signs of stress are far more prevalent in cats (relative to dogs) during transport and many pet owners perceive the risks of the stress to outweigh the risks associated with not seeking care. A mobile clinic may mitigate much of this stress and allow a mobile practitioner the opportunity to capture a greater share of the feline market.

Nutritional awareness

According to the AVMA, more than 48% of dogs and 51% % of cats are either obese, mildly overweight, or underweight. A significant amount of pet healthcare related expenses are correlated to body condition. Genetics, levels of activity and diet are strong factors influencing pet weight. Although advances in nutrition science offer effective solutions to control pet weight, the market for quality pet food and nutrition remains well below saturation and creates an opportunity to educate and promote the benefits of quality pet food products and nutrition. Our website will contain a considerable amount of information and links to information highlighting the importance of nutrition. Our staff will be well trained and able to communicate these benefits in-person as well. In order to capture revenue generated from education and promotion of body condition to pet owners, customers can purchase recommended pet food products online through Salmonrivermobilevet.com.

Registered Identification Micro-chips

Missing or stray pets are an unfortunate consequence of the ever increasing rates of pet ownership in the United States. Small municipalities, counties and non-profit shelters are often burdened with increasing animal control costs. Returning lost or stray pets to their owners can be significantly streamlined through the effective use of micro-chipping dogs and cats. Despite the low cost and simple registration process, more than 78% of cats and 59% of dogs still do not have micro-chips registered in the national database. This provides an opportunity to generate moderate revenue through sales and registration of micro-chips by promoting their benefits on our website and during routine exams and procedures. We will also conduct annual "micro-chipping clinics" in conjunction with the communities we serve.

Health insurance and wellness plans

With the costs of veterinary care continuously rising, many pet owners are unable or unwilling to pay for routine preventative care which ultimately lowers costs by preventing more expensive potential treatments later on. A significant amount of veterinary practices in the United States often run their business while carrying more than 30% of gross revenues in accounts receivable. Most of these costs are eventually written off as a loss and many customers avoid future veterinarian visits because they "owe them money." Despite the low cost and positive benefits of pet health insurance and wellness plans, less than 8% of cat owners carry any sort of pet insurance or wellness plan and less than 16% of dog owners carried plans. Promoting health insurance and wellness plans for pets through or website and in-person appointments will generate a small amount of revenue, lead to greater overall pet wellness in the communities we serve and lower the percentage of accounts

receivable our clinic will carry.

Future “brick and mortar” location

As we continue to grow over the next 1-3 years, our goal is to secure a commercial site and develop a “brick and mortar” facility in New Meadows, Idaho. Although a mobile clinic has significant advantages in capital expenditures, low overhead and customer convenience, a mobile clinic is limited in the amount of appointments and customers that can be seen. Once a mobile clinic reaches operational saturation, growth is substantially limited. Additionally, certain services simply cannot be offered to the community. Development of a “brick and motor” facility will allow us to also provide the following services (in conjunction with the governing planning and development entities in the community) while still offering mobile service to those customers who prefer it:

Grooming-Grooming will be offered at the facility either by developing the facility and leasing to a separate business or by hiring a professional groomer. Limited grooming services are available in the targeted market at this time.

Dog and cat boarding facility-Dog and cat boarding is a profitable enterprise and conforms easily within a veterinary practice.

Large animal facility- A large animal facility (mostly equine) will allow the mobile segment of the business to begin servicing equine appointments. Without the facility, mobile clinics are often limited in the types of services they can provide due to the increased risk of experiencing a situation where the horse may have an adverse response to a mobile treatment and need stabilization in a facility that cannot be provided in a mobile setting.

In-house pharmacy- A permanent location will allow us to increase the type and amount of prescription medications we will be able to provide. Many types of vaccines and medications require conformity to refrigeration or freezing protocols that we are unable to provide in a mobile setting.

In-house pet food and supplies – A mobile truck simply does not have the storage space available to carry and stock the wide range of pet supplies and pet foods that are available. A permanent location would increase our ability to properly recommend and provide these products.

Future Employment Growth

The most important component of our future growth plan is *people*. With a permanent “brick and mortar” location we will create a number of jobs within the community. We expect a permanent location would allow us to hire (and train as needed) for the following positions:

Receptionist- An entry level position with full time (40/week) hours and benefits.

Veterinary technicians- We would expect to hire 2-3 veterinary technicians with varying levels of experience. Although the opportunity exists to train an entry level employee for this position, we expect only one “trainee” could be employed at any given time. As the clinic grows, we expect to employ 1.5-2 veterinary technicians for each DVM we employ.

Large animal veterinarian- As market conditions dictate, we expect to hire a large animal veterinarian to work in conjunction with the mobile portion of the practice. The employee would split time between the brick and mortar location and providing mobile service as needed.

Dog groomer- As mentioned above, we expect to either hire a professional dog groomer (as an employee) or lease that portion of our facility designed for grooming to a local entrepreneur.

Kennel assistants- These positions are typically part-time, entry level positions and often act as a pre-cursor toward moving into a veterinary technician position. The kennel assistants are well suited for responsible high-school students (in accordance with applicable laws) and allow for very flexible scheduling.

Appendix 1: AVMA Model to Determine Potential Market Value

Total number of households in county¹:

Adams County	1757
Valley County	3869
Idaho County	6407

Estimated percentage of households included in target market:

Adams County	100%	$1757 \times 1.00 =$	1757
Valley County	50%	$3869 \times .50 =$	1935
Idaho County	25%	$6407 \times .25 =$	1602
TOTAL estimated households in target market: 5294			

Number of pets in target market:

Dogs-- $.583 \times 5294 = 3087 \times 1.7 =$ **5247**

58.3% of Idaho households own at least 1 dog. The average number of dogs per household is 1.7.² (p41)

Cats-- $.333 \times 5294 = 1763 \times 2.0 =$ **3526**

33.3% of Idaho households own at least 1 cat. The average number of cats per household is 2.0.² (p55)

Number of patients in target market:

Dog patients= $.83/\text{Dog} =$ **4355**

83% of dogs in the USA are taken to veterinarian at least once per year.² (p90)

Cat patients= $.54/\text{Cat} =$ **1904**

54% of cats in the USA are taken to the veterinarian at least once per year.² (p90)

Annual revenue estimation in target market:

4355 Dog patients X \$308 average expenditure per dog² (p119) in target market = **\$1,341,340**

1904 Cat patients X \$177 average expenditure per cat² (p141) in target market = **\$337,008**

Total revenue estimate of target market: **\$1,678,348**

¹United States Census Bureau (2019). *QuickFacts: Valley County, Idaho; Idaho County, Idaho; Adams County, Idaho*. Retrieved: January 29, 2021.

<https://www.census.gov/quickfacts/fact/table/valleycountyidaho.idahocountyidaho.adamscountyidaho/PST045219>

²American Veterinary Medical Association (2018). *AVMA Pet ownership and demographic source book*. ISBN: 978-1-882691-53-1 (electronic version).



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**STATE OF IDAHO**

Office of the secretary of state, Lawrence Denney

CERTIFICATE OF ORGANIZATION LIMITED LIABILITY COMPANY

Idaho Secretary of State

PO Box 83720

Boise, ID 83720-0080

(208) 334-2301

Filing Fee: \$100.00

For Office Use Only

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File #: 0004133987

Date Filed: 1/13/2021 1:40:24 PM

Certificate of Organization Limited Liability Company					
Select one: Standard, Expedited or Same Day Service (see descriptions below)	Standard (filing fee \$100)				
1. Limited Liability Company Name					
Type of Limited Liability Company	Limited Liability Company				
Entity name	Salmon River Mobile Vet LLC				
2. The complete street address of the principal office is:					
Principal Office Address	JON KEEHNER 5185 HWY 95 NEW MEADOWS, ID 83654				
3. The mailing address of the principal office is:					
Mailing Address	JON KEEHNER 5185 HIGHWAY 95 NEW MEADOWS, ID 83654-5052				
4. Registered Agent Name and Address					
Registered Agent	Registered Agent Jon Keehner Physical Address: JON KEEHNER 5185 HWY 95 NEW MEADOWS, ID 83654 Mailing Address: JON KEEHNER 5185 HIGHWAY 95 NEW MEADOWS, ID 83654-5052				
<input checked="" type="checkbox"/> I affirm that the registered agent appointed has consented to serve as registered agent for this entity.					
5. Governors					
<table border="1"><thead><tr><th>Name</th><th>Address</th></tr></thead><tbody><tr><td>Jon Keehner</td><td>JON KEEHNER 5185 HWY 95 NEW MEADOWS, ID 83654</td></tr></tbody></table>		Name	Address	Jon Keehner	JON KEEHNER 5185 HWY 95 NEW MEADOWS, ID 83654
Name	Address				
Jon Keehner	JON KEEHNER 5185 HWY 95 NEW MEADOWS, ID 83654				
Signature of Organizer:					
Jonathan Keehner	01/13/2021				
Sign Here	Date				

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